

THE ENNEAGRAM METHODOLOGY

(Draft February 16 2012)

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<http://www.robincmatthews.com/lectures>

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1. INTRODUCTION

We define the task of managers as; *caring for the resources (assets) that they are entrusted with*. The task, “*care for the resources (assets) that they are entrusted with*“, requires a contribution to the firm (or organization), society and the self. Management needs both intellect/analysis and creativity/imagination. Often management programmes training are weak in both respects. Ethics in business are often limited to an emphasis upon shareholder interests. Typically they neglect imaginative/creative aspects. Where they do talk about imagination and creativity they do so by telling stories about what (so called) leaders (who they consider to be creative) do. Often such leaders are not creators; sometimes they are dependents rather than creators.

There is always a need to make sense of a problem. The normal attitude to making sense is conformity; conformity (a) with what others think and how others perceive things (b) conformity in relation to past experience. This is necessary. But some business problems require new ways of thinking and behaving. So something additional is needed: creativity as well as analysis. We will call the balance between creativity and analysis, creative imagination. Another way of expressing creative imagination is to use Jungian typology (that you have probably met via the Myers Briggs test) say that it represents a balance between the psychological functions of thinking and feeling and sensation and intuition.

The Enneagram methodology is intended to point to a route towards creative imagination. The two tables below illustrates how the methodology works. First there is the situation now (the system state). First consider table 1. The business issue or problem is situated in a particular setting or environment made up of the internal and external dynamics. Since the problem has unique as well as general characteristics an element of creativity is required. Often managers are required to reconcile opposites; growth versus short term returns; exploitation of existing assets (to recover sunk costs) and exploration (investment in the discovery of new markets, products, ways of doing things); operating effectively and innovating; implementing and adapting. Such activities contradict, present dilemmas and paradoxes. They require creativity as well as analysis. They require a balance between all the

THE BUSINESS ENVIRONMENT	This includes the inner and outer dynamics affecting the situation
ANALYSIS OF AN URGENT/COMPELLING BUSINESS PROBLEM OR ISSUE	Executive programmes should be rooted in an actual business problem facing a manager now..
CREATIVITY	Practicing managers live in a world of extremes facing issues that have an element of uniqueness; so a creative approach is needed.

Table 1

Jungian functions.

15/02/2012

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Table 2 sets out the methodology as a process over time. First we have to remember that the process is continuous. Things never turn out as expected. Internal and external dynamics change. There may be

windfall gains and losses so that expected payoffs fail to be realised, or unanticipated successes occur. So there is always a need to adapt. Second organizations (or individuals) do not pursue single strategies: at any one time there are huge numbers of strategies that need to be co-ordinated. This leads to third observation. Strategy and decisions do not take place at a single point in an organization. They are distributed; many decisions, many decision makers.

INTENT	Intent describes the projection always present in the mind into new goals and new possibilities
DECONSTRUCT THE PROBLEM	Be specific about the issue: what stories/experiences illustrate it. Discover other approaches (what has previously been excluded/overlooked)
ENERGY	Explicitly recognising the contradictions, ambiguities and dilemmas in a problem can create an energy surplus to generate insights
THE WAY FORWARD	Find solutions and implement them recognizing that continuous adaptation is necessary as new issues emerge
DECISION	Transition from thought to action: on set of risk and uncertainty
IMPLEMENTATION	Making things happen. The difficult part is realising that you are part of the problem
ADAPTATION	Decisions and strategy are continues processes. Adaptation is always necessary as circumstances change.

Table 2

The two tables can be also be expressed in a mandala. The mandala summarizes the approach of the Enneagram methodology.

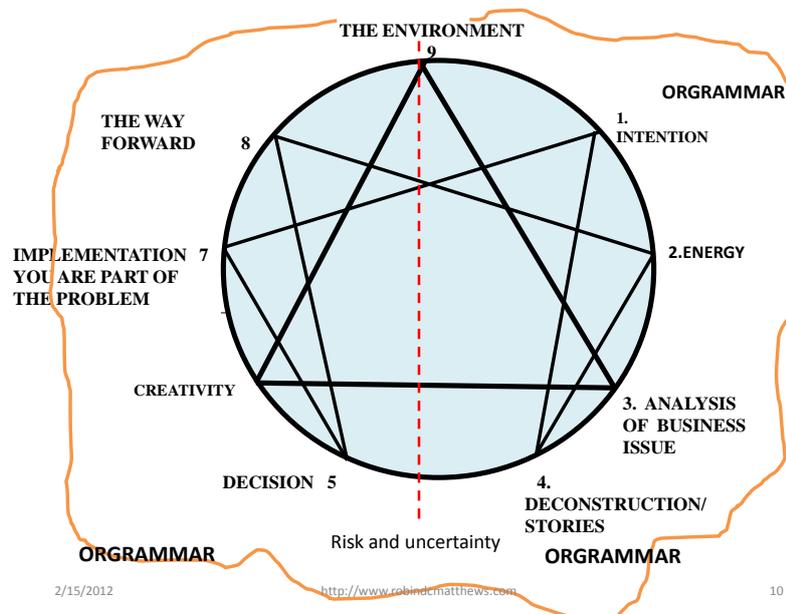


Figure 1

The Enneagram methodology is explained further below. We note now that it draws on many disciplines, intellectual, concepts such as networks from physics as well as disciples such as

Buddhism, Zen and Sufism which have much in common and are concerned practically with developing the creative capabilities that most people possess.

Box 1: Preface

The Enneagram methodology is a unique approach to strategy and decisions in that it links two approaches that are usually treated as distinct; the analytic and the spiritual.

- *The first approach is analytic or intellectual. The description analytic summarizes the approach normally taken by academics and consultants in business. The analytic includes business and economic models and models from related social sciences. But here we also draw on insights from sciences including physics, biology and mathematics that have discovered insights relevant to business to business issues and problems. Analysis is a broad enough term to include concepts from psychology such as emotional intelligence.*
- *The second approach, we describe as imaginal or spiritual. Spiritual as a description is unsatisfactory, because it has religious connotations: so is imaginal since imagination and fantasy are confused. These are the best descriptive terms we can come up with at the moment.*

Solution of business problems requires creativity as well as analysis. The description, spiritual includes techniques developed in disciplines such as Buddhism, Zen, Sufism, Taoism and so on, that are actively concerned with techniques for awakening the capacity for creativity that exists in many people. The two approaches are not entirely distinct. We treat them as distinct for convenience. Developing new analysis requires imagination and creativity. Unless spiritual techniques are tested against experience and subject to empirical analysis, they are worthless.

We adopt the Enneagram terminology because the Enneagram is a convenient method of distinguishing:

- *Processes that take place over time (production, consumption, and related concepts income, expenditure) and*
- *States that exist at a moment in time.*

Processes such as strategy, decisions and concepts such as income, expenditure, earnings, sales and so on are flows through time. System states describe a situation at a moment of time; where we are now. Net present value (NPV) is a technique for converting a flow (or process or trajectory) such as income into a stock, such as wealth (or stock), that exists at a moment in time (a system state).

The Enneagram approach combines:

- *The analytic (or intellectual) and*
- *The spiritual (imaginal).*

One way of further distinguishing the two is to say that the analytic is concerned with what we call the real world of everyday experience, and the spiritual is concerned with other spheres of Being. The distinction is artificial. However for convenience we distinguish them.

Let us denote the real world of everyday experience as [R] and the spiritual world as [Ω]. [R] and [Ω] are distinguished by having different organizational grammars (orgrammars). The purpose of orgrammar in [R] is (a) to enable us to make sense of the (real) world and (b) to introduce some order and stability into it. Other spheres of Being which we summarize as [Ω] have different orgrammars.

- ***One hypothesis** of our analysis is that creativity in [R] involves being able to see the world through a different orgrammar. Put another way, the purpose of spiritual techniques in Buddhism, Zen, Sufism and so forth is to enable to individual to access, (perhaps briefly) an alternative orgrammar.*

Why is the Enneagram approach appropriate in business? Our answer is that business problems involve both analysis and imagination, especially in senior management. In addition to using the techniques of conventional orgrammar they require thinking 'out of the box', or in terms of other orgrammars.

- ***A second hypothesis** is that issues in business, such as innovating, developing new products, markets, technologies are not so different from the issues facing the painter or the sculptor, in that they involve creating something new.*

2. INTERDEPENDENCE

We live in a much more interdependent world than ever before, as a result of the recent phase of globalisation and the information revolution. Both began about 1970. New ways of thinking, analysing, feeling and responding to situations are required: let us call these aspects, creative imagination. Creative imagination is required of managers in the new situation in which we find ourselves, as well as the capacity to analyse and deconstruct business problems and issues in search of solutions to them.

The Enneagram methodology, which is outlined here, spans both requirements on management in a new era. Most of the analytic techniques taught in business schools can be shown to be sub models of the Enneagram methodology which is a general model. In addition the Enneagram methodology provides a technique for encouraging creative imagination. To be credible to business people, we need to focus on practical aspects. Can the methodology be used to increase sales/ profits? Can it expand the capabilities of the individual and team? Can it help managers achieve the task as defined above? We maintain that the answer is yes and attempt to show why this is so in this note.

Box 1 outlines some theory. The remainder of the note focuses on practical issues; introducing the Enneagram methodology through the idea of a business model and a network.

BOX 2

The rationale for the Enneagram methodology is as follows.

- i. Thinking, feeling, analysing, responding are conditioned or programmed.*
- ii. Conditioning or programming is achieved as a result of a mechanism that we call organizational grammar (orgrammar).*
- iii. Organizational grammar has positive and negative aspects: both necessary.*
- iv. It is functional (positive) in that it enables us to make sense of the world. It introduces a degree of stability and predictability into the world.*
- v. However it is a form of conditioning/programming (negative). It limits creative imagination.*
- vi. There are many alternative organizational grammars. New ways of thinking, feeling, analysing, responding require that we enter an alternative organizational grammar.*
- vii. Christian mystics, the Kabala, Buddhists, Sufis have made the point about conditioning in a variety of ways for generations.*
- viii. Some computer scientists make the same point in a different way: that the possibility exists in the near future, of creating spiritual machines, capable of creative imagination.*
- ix. Some scientists see the transition to alternative organization grammars as happening around 2040/2050. (They speak of the Singularity).*

3. NETWORKS

This note outlines certain features of the Enneagram methodology. In this section (i) we distinguish statics and dynamics; statics refer to the state a system (organization or firm) at a moment in time dynamics describe how the system (organization or firm) behaves over time; (ii) describe the role of organizational grammar in a network; (iii) present the supply chain as a (archetypal) network.

We distinguish between the systems state of an organization and its trajectory over time. Perhaps it is a good idea to clarify the distinction, before we get into more technical details, with an example, in Box 2.

BOX 3

Here we illustrate system states with concrete examples. They are actual situations. Hence there is a need to preserve anonymity.

The state of A's company (the system state) is this. The company produces a variety of security services (some high value services, corporate and personal protection, some lower value added such as alarms, security guards). The system state initially (at the beginning of our executive programme) was that he spent too much time on operational problems. The problem was to reorganize and restructure so that; (a) he could hand over day to day operational problems to other managers and (b) devote more time to longer term strategic issues (the trajectory over time).

Another executive B manages part of a holding company that produces and sells low value medical supplies. The state is this. Customers require quick response to their orders. Production takes time so it is necessary to hold stocks of goods (working capital). There are many competitors. But corporate headquarters, as is often the case with holding companies, are unwilling to tie up much cash in working capital. In this case corporate debts have to be refinanced at a relatively high interest cost. So there is a dilemma; orders are delayed and customers are lost. So R cannot meet sales targets. But if he holds bigger stocks debt levels could not be reduced. He is pessimistic about future system states.

In many companies the problem is both survival and growth. Sometimes growth is required for survival. For example, when competitive pressures in the current markets are tough and margins are being reduced, beer or water bottling companies or design companies, for example, need to increase their product range, or develop markets in new regions or both. Designing a favourable future strategy (trajectory) means exploiting existing strengths (leveraging them); (i) spare capacity, reputation, knowledge of the market and so on to spread overheads and reduce unit costs; (ii) and/or develop new assets and capabilities, which require additional investment and initially incur increased unit costs.

Statics and dynamics

The distinction between statics and dynamics is convenient because it enables us to distinguish where an organization is now (the system state) and where it is may be in the future (its path or trajectory over time). Although the distinction between statics and dynamics is useful, it is artificial. The present moment is never static: it moves continually into the future. At any moment in time a business is subject to dynamic (constantly changing) pressures. Box 3 summarises the distinction between statics and dynamics.

Box 4

System states and trajectory; the Enneagram mandala in time

- The system state describes where an organization is now. It is like a snapshot of a moment in time. Complete description of a system state would specify all the inner and outer dynamics, the payoffs generated to stakeholders and the state of organizational grammar (orgrammar).
- The trajectory is the path over time as inner and outer dynamics, orgrammar and payoffs change. The trajectory describes the succession of system states occur over time.

If $St[0]$ describes the system state now $t(0)$, the succession of system states is $St[0], St[1], St[2], \dots, St[n]$.

Co-ordination; Nash and evolutionary stability

- Economists like to talk of equilibrium. But it is mistaken to think that a system state as an equilibrium. There are too many variables and too many decision makers to consider; the elements of inner and outer dynamics, payoffs and so on. The system state is simply the state an organization happens to be in now.
- We could think of equilibrium in connection of system state as a Nash equilibrium; Nash equilibrium is a situation in which no-one has an incentive to change their strategy so long as no-one else does.
- Equilibrium as a trajectory could be thought of as an evolutionary stable strategy; a set of agreed strategies that could not be upset or disturbed if a small number of decision makers diverted from the agreed strategy.
- We raise these two concepts Nash and evolutionary stable equilibrium, not to suggest that such equilibria exist, but to illustrate a key task of managers; that is to co-ordinate many the strategies of many decision makers deciding in the context of huge numbers of variables that characterise system states.

Networks generally

Figure 2 illustrates various networks. Generally networks consist of nodes (vertices) and connections (edges).

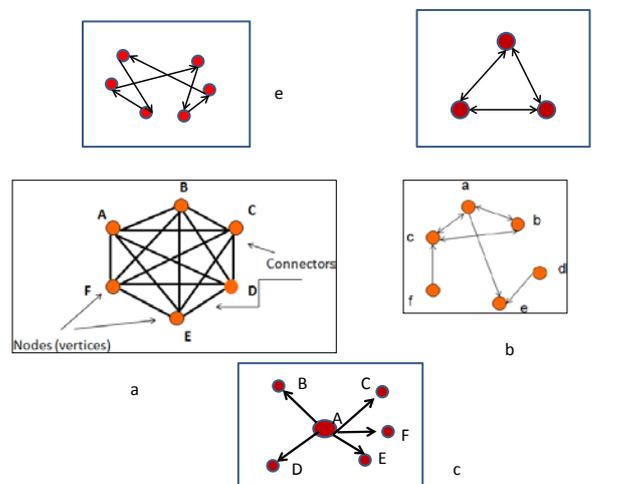


Figure 2

Nodes in Figure 1a, could be interpreted in many ways; as elements of outer dynamics (A = political, B = economic, C = technological ... and so on). Alternatively they could refer to inner dynamics (marketing, sales, operations, logistics and so on, in the value chain). Or they may represent the tangible or intangible assets of a firm; or they might be interpreted as payoffs to different stakeholder groups (A, B, C,stand for profits, returns to shareholders, creditors, employees, the community as taxes or to customers as quality products or services, the environment); or they may be different aspects of organizational grammar.

Box 5
The Enneagram as a network

The Enneagram is a connected network.

- *We can relate the system state to table 1 above and the trajectory to table 2. In figure 1 the system state corresponds to the numbers 3, 6 and 9. The trajectory corresponds to the other numbers 1, 2, 4, 5, 7 and 8.*
- *Note an important aspect of the trajectory (process) Enneagram. It is a connected network that is ordered 142 (cognitive), 857 (action), 142, 857 and so on, since decisions or strategies and continuous processes through time.*
- *Mathematically the Enneagram is based on the idea of sevenths (1/7, 2/7, 3/7, and so on). Translating sevenths into fractions, 1/7 becomes 0.142857142....an infinite series. (2/7 is 0.285714285.... and so on. This mathematical aspect of the Enneagram is why it operates like a mandala. In some traditions a mandala is a way of approaching creativity.*

Networks and orgrammar

Orgrammar determines (a) the nodes (the aspects of the world we choose to focus on) and (b) connections (how the nodes are linked). Nodes correspond to the parts of speech (nouns, verbs, adjectives, prepositions and so on) in ordinary grammar and linkages correspond to the syntax (grammatical rules such as declension, conjugation) which connects parts of speech. Figure 2 can be seen as a picture of 5 different orgrammars; a and f are connected networks, b, c and e are only partly connected, c is a star shaped network emanating from the central node A. Linkages can be thought of in the (static) sense as synergies or in the dynamic sense of feedbacks.

Box 6 sets out some of the characteristics of orgrammar.

Box 6 ORGRAMMAR

- *If we think of strategy as the interaction of interdependent networks (inner and outer dynamics and payoffs), **Ogrammar** determines the nature of the interactions: which parts (or nodes) are linked and how they are linked.*
- ***Ogrammar** conditions behaviour and introduces stability.*
- ***Ogrammar** is a complex form of conditioning. It includes rules, laws, regulations, cultures, and ways of thinking about problems and so on. It includes formal and informal routines (R), the architectures that bind routines together (A), influences of national and corporate culture (C) and mind sets (MS): the acronym MARCS is a useful way of describing the influence of grammar.*
- ***Ogrammar** may emanate from the outside of organizations (external orgrammar); or from within (internal orgrammar).*
- ***Ogrammar** corresponds in a sense to Wittgenstein's notion of grammar. It governs moves – permitting some and forbidding others, serving as a standard for judging success or failure, including, commands, laws and imperatives, explicit and implicit. It can be definite but seem vague, fluctuating, or even contradictory.*
- ***Ogrammar** itself is a complex adaptive system (CAS) and its elements (nodes) interact with one another, conflicting with, reinforcing or dampening one another, whilst still retaining an internal cohesion.*
- ***Ogrammar** is evolutionary. The orgrammars of the past (the future) would be unrecognizable in terms of the present orgrammar. History is always written in terms of the current orgrammar.*
- *There are many alternative **orgrammars** but people believe that the current orgrammar is the only one.*
- ***Ogrammar** is a set consisting on many interacting sub orgrammars (internal/external, conscious/unconscious, formal/informal, personal/social, tacit/explicit). There is always a personal aspect to orgrammar hence if we the orgrammar of a group will consist of intersecting but somewhat distinctive sub orgrammars.*
- *No **orgrammar** is complete in itself. There is always an inconsistency in an orgrammar. There are always issues in a particular **orgrammar** that cannot be resolved within that orgrammar. Resolution always requires another orgrammar. (This point is similar to the point of Gödel's theorem.)*

4. BUSINESS MODELS AND THE META MODEL

This section introduces the meta model. The meta model is a sub model of the full Enneagram model. It focuses on elements of the system state of an organization; inner and outer dynamics, payoffs and orgrammar.

Figure 3 illustrates the basic elements of a system state as a network of relationships between inner (ID) and outer dynamics (OD), payoffs (P) and organizational grammar (G); the *Meta* model. The term *meta* is used because (as we see below) many economic and management models relate to one or other of the categories of the meta model. This picture is rather misleading in that it treats the 4 elements of the meta model separately. No diagram can give a complete picture, but the purpose of figure 3 is to relate the meta model to some of the standard economic/strategic models.

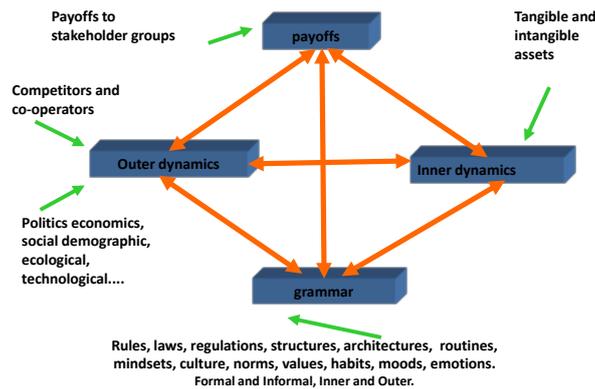


Figure 3: the Meta Model (simplified version)

Now we introduce the meta model as part of an archetypal business model.

Supply chain network

Figure 4 describes a supply chain network. The nodes are; suppliers (raw materials and energy, equipment, labour, management and so on); the value chain of the firm in questions (showing how it adds value); distributors, retailers and final customers. Connections summarize the process of transforming inputs from suppliers into outputs that are distributed to final customers, distributors and retailers.

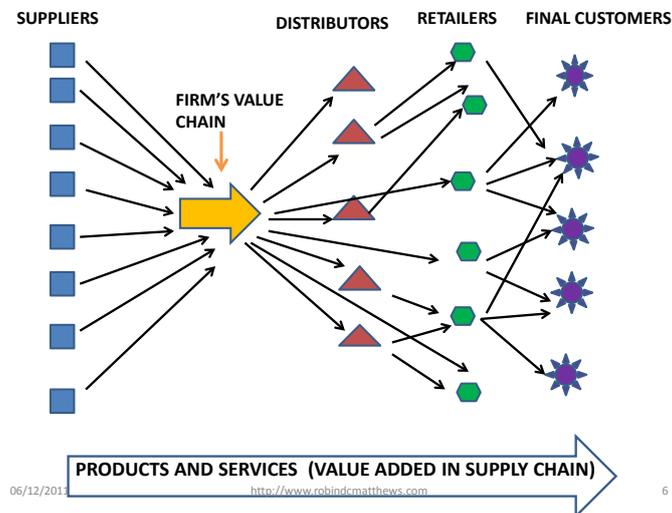


Figure 4: businesses as networks (a)

BOX 7

Figure 3 is an archetypal picture of the business model of a company.

In some companies suppliers are equipment manufacturers. In others for example consultancy companies the key suppliers are people with the right skills and the company sells directly to the final customer: a B to B relationship. In security companies the relationship is both Business to Business and Business to Customer. Some companies are both retailers and distributors and sellers to final customers. Figure 3 has to be adapted to suit the particular situation.

At the centre of the picture is the company itself and its value chain. The main activity in the value chain may be bottling and distribution. In a retail company the main activities are sales and marketing and most important, management of working capital. In a furniture design company the main activities may be designing tailor made products and layouts.

Very often (add on) services offer the highest margins; retailers who offer extended warranty, phone and IT companies that offer apps.

In figure 4 we chose to focus on the firm as a transformer of inputs into outputs: as a way of making sense of a complex world. We could have chosen to describe the firm in many different ways.

For example we could have described the firm as a social network; of formal and informal relationships between people within the firm between people in the firm and other firms, organizations, institutions, governments, and so on. Alternatively we might have focused on the firm as an information system, coordinating suppliers, distributors, retailers and customers via its own information systems. Or we could describe it as part of network of the worldwide web. There are many ways of describing a firm and its relationships, each characterised by a particular set of nodes and linkages. In other words all the different characterisations have their own orgrammar. We have simplified things immensely in figure 2, because any firm actually exists within all these organizational grammars and many more.

Box 8

In I's company, the state is such that outer dynamics in the company are seasonal: meaning that there is an uneven pattern of revenues over the year.

In most companies inner and outer dynamics as well as organizational grammar are problems; meaning that payoffs (profits and margins are being squeezed). The recession (outer dynamics is a problem) and such problems are likely to become more and more intense. As the world macro situation worsens, as it will, until 2017 at least, competition will intensify; nations will try to export they way out of recession and of course every country cannot do so (exports = imports in total).

Often regulation brings new problems. Beer companies for example, regulation to limit the consumption of alcohol. Then there is the recession (outer dynamics) and orgrammar in the form of low management skills of retailer/partners; all these things squeeze sales and profits (and other payoffs).

In figure 4 the arrows point from left to right, looking at the firm as a transformer of inputs into outputs via the supply chain. If the arrows had pointed left to right instead, this would indicate cash flows from final customers through to (profit) margins and costs (rents, wages and capital costs) in the

supply chain. Alternatively the left right arrows could indicate financial accounting relationships in the supply chain.

In figure 5, we introduce inner and outer dynamics and payoffs into the picture. Figure 5 also illustrates the distinction between inner and outer dynamics and brings payoffs into the picture.

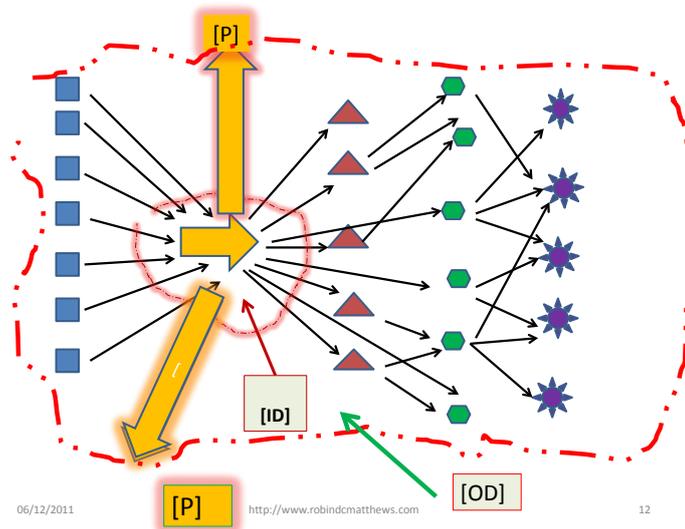


Figure 5: the Meta Model as a network (b)

Figure 6 shows how every element in the network diagram depends upon organizational grammar.

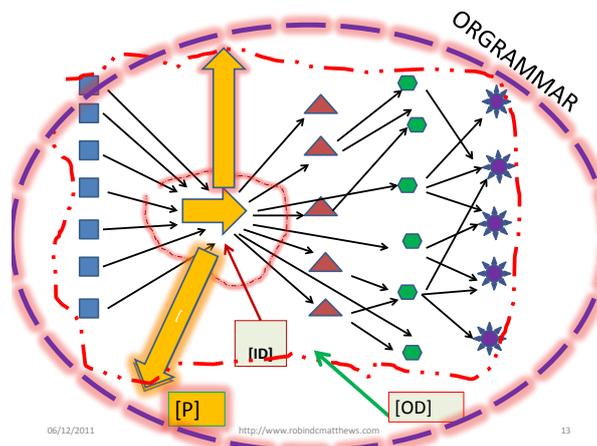


Figure 6: the Meta model as a network (c)

Figure 7, repeats the earlier diagrams but presents the connectors as two way messages: in one direction (supplies) are transformed into final outputs of consumer goods and services via distributors and retailers; in the other direction customer cash is absorbed into (profit) margins and costs of production at various stages in the supply chain.

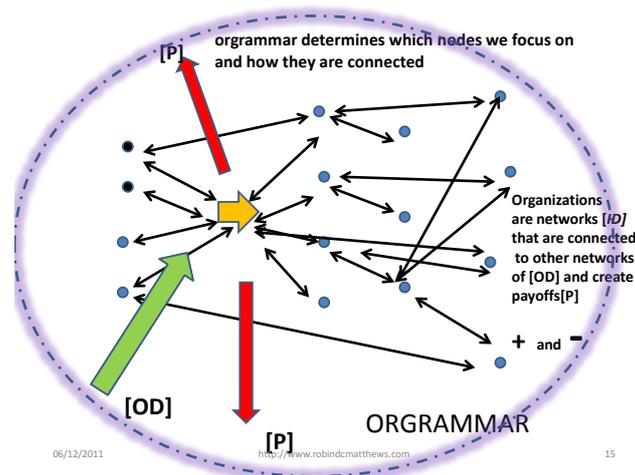


Figure 7: the Meta Model as a network (d)

Demand a neglected problem

A neglected problem facing capitalism is demand. Part of the conventional orgrammar is to see everything in terms of supply: growth is said to be determined by supply, economic development is said to be led by exports (in fact at the moment all nations see the resolution of their problems in the Great recession as one of needing to increase exports (export led growth. The BRIC report projects the future of Brazil, Russia, India and China (and now South Africa) as depending on their ability to increase output (supply) through increases in the labour force (L) and capital (C); stupid.

The problem of capitalism has never really been one of supply. It is intrinsically dynamic. The problem has always been; **Can demand keep pace with supply?** The answer is sometimes **yes** and sometimes **no**. When it is yes we have economic growth. When it is no we have stagnation and recession. I trace the roots of current Great Recession fundamentally to problems of deficient demand.

Marketers understand the importance of demand. That is why such a high proportion of fir's expenditures are on marketing and promotion (and built in obsolescence so that products wear out and have to be renewed). The great economist Keynes recognised the primary importance of demand (he called it **Effective Demand**). He recognised that deficiency of demand brought instability and required that to void recessions and depressions governments would have to fill the gap left by insufficient investment demand by corporations and consumer demand by households by creating demand through government expenditures. But Keynes has been forgotten. We could argue that the Keynesian revolution never happened. Sooner or later governments will have to recognise that government expenditure (government demand) is the precondition for the survival of their economic and social systems. Figure 8 introduces demand into the picture.

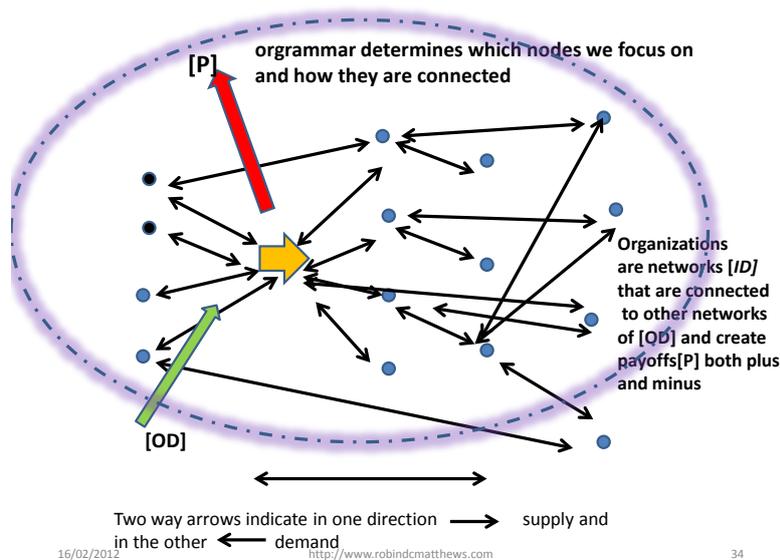


Figure 8: bringing demand into the picture

Alternative picture of the system state

Figure 9 illustrates the comments on system states referred to in Figure 1. It is also an important extension of the comments on system states. As we noted they are temporary states, subject to change as a result of inner and outer dynamics. Orgrammar is also subject to change and if payoffs are unsatisfactory for one reason or another, this will bring about change. We call the model in figure 4 and figure 8, the meta model.

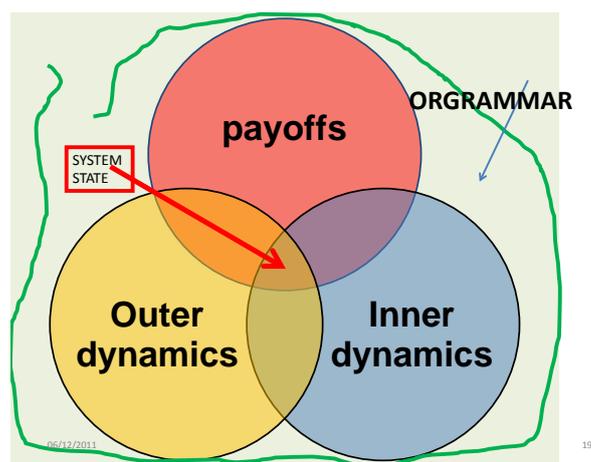


Figure 8: the meta model and the system state

The state of an organization at a moment in time is represented as an intersection of inner and outer dynamics with payoffs all expressed in the context of orgrammar. Inner dynamics [ID] are the assets, capabilities and competences of an organization. Outer dynamics [OD] include forces of competition

and cooperation and interacting macro forces; economic, environmental, governmental, legal, technological and so on.

The system state is not an equilibrium state. It shows where an organization happens to be at a moment in time. It is an intersection of dynamics, payoffs and grammar. Note that the system state is not a point but an area. We should think of the system state, indicated in the diagram as a vector that includes the relevant aspects of inner and outer dynamics, grammar and payoffs that exist at a point in time.

5. FROM THE META MODEL TO THE FULL ENNEAGRAM MODEL

Figure 10 transforms a system state at any time t into three possible trajectories over time; three possible alternative future scenarios. The diagram is a simplification. First, there are many possible scenarios; many of them cannot even be anticipated. The future is a source of risk and uncertainty. Second as we noted about figure 8, the system state should be represented by a vector in a space of many dimensions rather than a point in three dimensional space. But the diagram does provide a bridge between system states and trajectories over time.

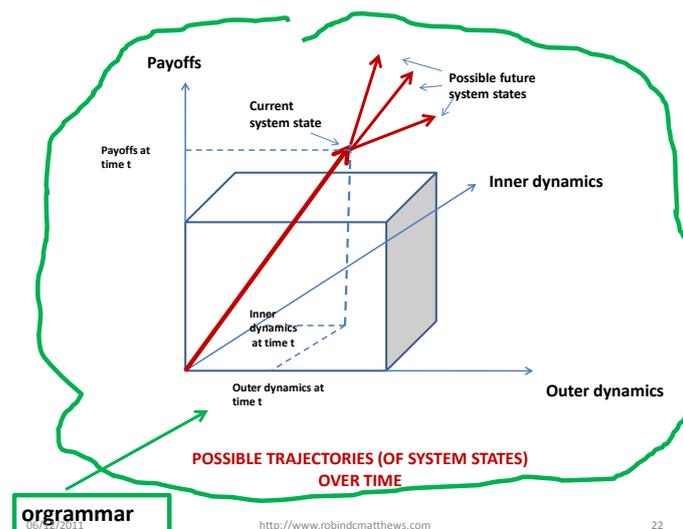


Figure 10: the Meta Model and the future

The Enneagram mandala and management strategy

Figure 11 describes the Enneagram of strategic decision making. As you can see, both figure 11 and table 3 are set in the context of organizational grammar. Creative imagination: (*new ways of thinking, analysing, feeling and responding to situations*) requires stepping outside conditioned patterns and entering an alternative grammar.

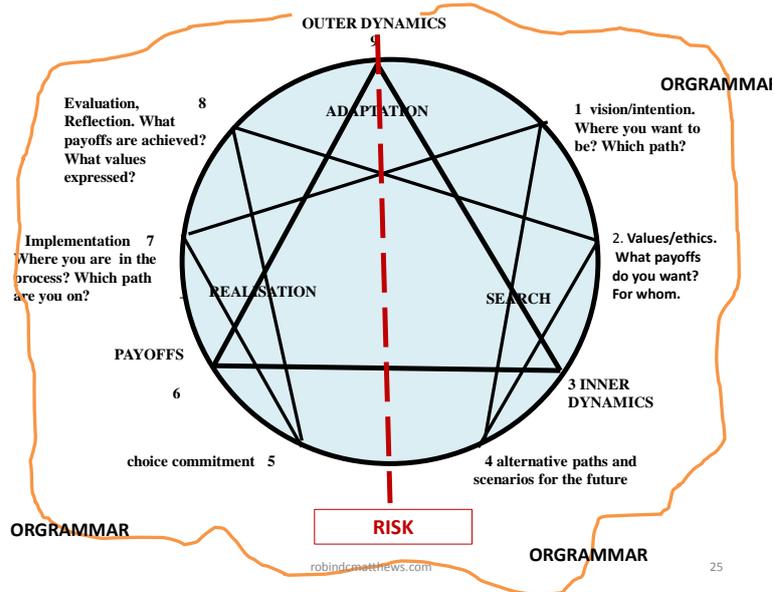


Figure 11: the Enneagram of strategy

You can see from figure 11 that Enneagram includes both (a) statics (the system state) and (b) dynamics transition from one system state to another. Table 3 expresses figure 11 in an alternative form.

Organizational grammar	1	vision/intention. Where you want to be? Which path?	Search Conceptual stage of strategy
	4	alternative paths and scenarios for the future	
	2	Values/ethics. What payoffs do you want? For whom.?	
	8	Evaluation, reflection. What payoffs are achieved? What values expressed?	Making things happen and adapting
	5	choice commitment	
	7	Implementation . Where you are in the process? Which path are you on?	

Table 3: explaining the strategic Enneagram mandala

6. REFLECTION

So far we have made a number of hypotheses. Now we add two more. The first is that people normally don't make decisions in way we like to imagine. The second is that many who call leaders don't lead; they are dependents upon the society that gives them power rather than leaders or creators.

The apparent contradictions, *decisions that are not really decisions* and *leaders who don't lead*, hinge on orgrammar. Orgrammar is a conditioning or programming. It enables us to make sense of things (according to the orgrammar that we adopt) and it introduces stability and organization. (Here we focus on what we called the real world [*R*] in box 1.) Many decisions and strategies are conducted in a way that is completely programmed by the conventional orgrammar. Sometimes this is good enough: but when as often happens, managers are faced with problems that are extreme, or unique, or require creativity, then it is not enough. They have to create a different orgrammar.

Similarly people in a position of leadership are often conformists with respect to the conventional orgrammar. In being conformists to the conventional orgrammar, they are inauthentic. Such people, CEO's, political leaders, and so on, think they are leading and think their role is critical when, in fact, they are merely being *swept along* by events. Tolstoy portrays Napoleon like this. Napoleon thinks he is controlling events, but in fact he is being swept along by many seemingly trivial circumstances; the actions and moods of individual soldiers, small accidents, the weather, randomness or luck. Leaders have a habit of attributing their successes to themselves and failures to others or to bad luck.

Authentic and inauthentic leaders and strategists

So we have related the apparent contradictions, *decisions that are not really decisions* as being programmed and *leaders who don't lead* to addiction to the conventional orgrammar. The contradiction has a further dimension. The conventional orgrammar is necessary but not sufficient in both cases. What is needed is a balance between analysis and creativity and a balance between being conditioned by the conventional orgrammar and being unconditioned by it. The Enneagram mandala is intended to express this. The purpose of the Enneagram viewed as a mandala is to enable the individual to switch between switch between different modes of creative imagination; to see them as complementary rather than contradictor as illustrated in figure 12.

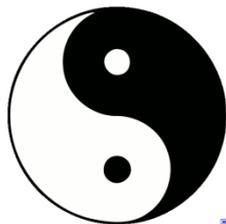


Figure 12: the yin yang symbol

Box 9

Authenticity

We identify authentic decisions, strategies and leaders as follows. People or groups in this category are dynamic in that they take some responsibility for their personal evolution and they are aware to an extent of their own conditioning; they are aware of their habitual orgrammar(s). In the sense implied by the by the Magritte pictures in figure 13 they are capable of self reflection. In much the same way as most people have creative potential, the state of authenticity, or perhaps of dynamism, is achievable.

Static group

Figure 13 relates orgrammar to some recognizable employment/leadership categories. Note that people may occupy all of the different categories in figure 13 at different stages of their lives, or indeed at any one period of their lives.

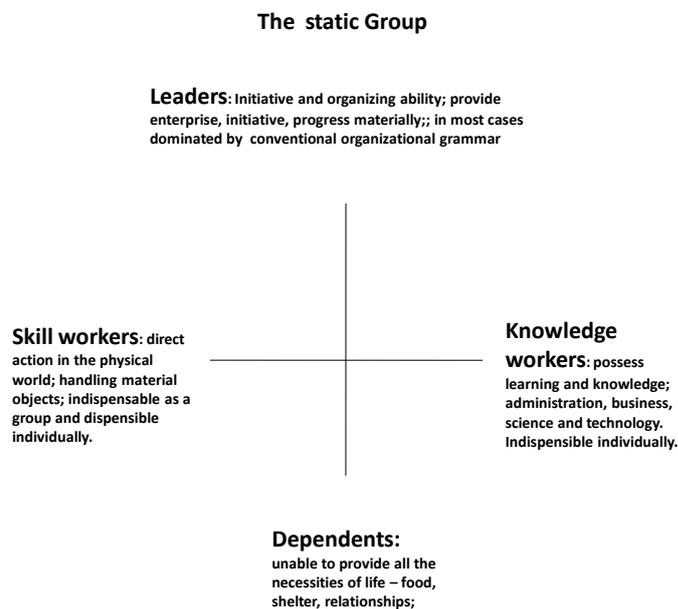


Figure 13

Figure 12 and the discussion so far in this section identifies creativity with the ability to span different orgrammars; that is to accept that contradictory orgrammars exist, each perhaps quite consistent.

Alternatively it creativity is identified with reflection; the ability to reflect on one orgrammar from the

point of view of another. It is difficult to capture these ideas in words alone. Figure 12 pictures the idea, as do the surrealist paintings by Rene Magritte in Figure 13.

Popular techniques such as cognitive behaviour therapy (CBT) and neuro-linguistic programming (NLP) have a more limited purpose: to re-programme patterns habits of thought and action that lead to stress or depression or other maladies. Modern cognitive science treats the brain as a computer that programmed (as a result of genetic inheritance and experience) to respond, behave and think in certain ways; a complex computer capable of learning. Buddhism, Sufism, Christian and other varieties of mysticism teach that it is possible to alternative orgrammars. They often do so in ways that are difficult for the western mind to comprehend.

Sometimes the phrase meta cognition is used to describe self reflection. I describe it as the capacity to observe an existing orgrammar from the perspective of an alternative orgrammar; treating both with respect; observing rather than judging. It is easier to see what is meant by self reflection directly though art or literature. The images by Rene Magritte convey the idea of self reflection directly.



Figure 14: Rene Magritte and reflection

In figure 14 the Enneagram methodology is expressed as a reflective process that we use in consulting and in executive programmes. The inner triangle (3,6,9) relates the Meta Model (mapped onto 9) to the business issue/problem(s) that the you are focussing on (3) to the process of creative imagination (6). The six point network (142857142...) the process of creative imagination. Remember we defined

creative imagination above as developing , “*new ways of thinking, analysing, feeling and responding to situations*”. Note that this (directed) network is reproduced in figure 1f.

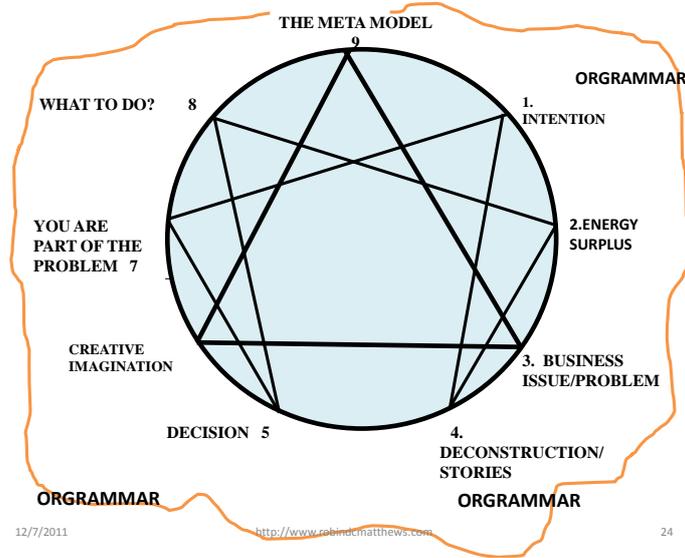


Figure 15: the Enneagram model/personal mandala

The components of Figure 15 are explained in a linear version is table 4.

9	The meta model: see figure 3 and figure 9
1	Intention: what do you intend to achieve for yourself and for your company
2	Energy: generate energy. That is the purpose of the Enneagram mandala
3	Business problem: which problems issues do you intend to focus on.
4	Stories: illustrate the problems/issues with concrete examples or stories. Try to see them from many points of view. This is deconstruction.
5	Commitment: decisions are about being committed to achieving something for yourself and for your company.
6	Creative imagination: “<i>new ways of thinking, analysing, feeling and responding to situations</i>”
7	You are part of the problem: the most difficult step. Reflection on your own management is required. Management is “<i>looking after the resources (assets) that they are entrusted with.</i>”
8	Trajectory. What to do inner dynamics and organizational grammar? Implementation negotiation, and adaptation as dynamics of the system state change (summarized in the meta model) change

Table 4: a linear version of the Enneagram

Table 5 explains the Enneagram as a personal mandala.

9	The meta model: see figure 4 and figure 8	
3	Business problem: which problems issues do you intend to focus on.	
6	Creative imagination: “new ways of thinking, analysing, feeling and responding to situations”	
1	Intention: what do you intend to achieve for yourself and for your company	Decide what the significant problems/issues are. What are the priorities?
4	Stories: illustrate the problems/issues with concrete examples or stories. Try to see them from many points of view. This is deconstruction.	
2	Energy: generate energy. That is the purpose of the Enneagram mandala	
8	Trajectory. What to do about inner dynamics and inner organizational grammar? Implementation negotiation, and adaptation as inner and outer dynamics (and outer grammar) state change (summarized in the meta model) change	Making things happen. Responding and adapting to change.
5	Commitment: decisions are about being committed to achieving something for yourself and for your company.	
7	You are part of the problem: the most difficult step. Reflection on your own management is required. Management is “looking after the resources (assets) that they are entrusted with.”	
		Co-ordination. Remember that decisions are distributed throughout a firm.

Table 5: to accompany figure 15

Box 10

Creativity is associated with the arts and R&D. But can be much more widely distributed. Consider a simple example. L, wishes for, to create a new business. Currently her company model is supplying construction equipment. How might this be done?

One way is to diversify into a business directly related to the supply of construction equipment. Remember we said (in box 2) that, “designing a favourable future strategy (trajectory) means exploiting existing strengths (leveraging them); (i) spare capacity, reputation, knowledge of the market and so on; (ii) and/or developing new assets and capabilities.” She might have focused on the supply side. Instead she focused on the demand side setting up a series of clinics based on capabilities of reputation and networks of contacts with individual (potential customers), construction companies and local government. Such demand side thinking is at the root of the success of companies like Apple and Google. Let’s see. But L’s activity is creative. Management as “caring for the resources (assets) that they are entrusted with,” is a creative activity.