

The Process Enneagram©



*Essays on Theory and
Practice*

Edited by
Richard N. Knowles

THE PROCESS ENNEAGRAM©

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3810 N 188th Ave
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The Process Enneagram©: *Essays on Theory and Practice*

Edited by: Richard N. Knowles

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Paul Rowland has held various levels of management positions for large organizations in the telecommunications industry. His introduction to management came in 1985 when he was tasked with a project to provide a wide area data network for a new customer service computer system. The first day on the job taught him that the strongest resistance to change can come from within the management of an organization. His second early lesson was managers always want more; more people, more resources etc. From this experience came a desire to get more out of existing resources to be able to develop a high performing team. In 1988 he left England with his family to live and work in Canada. The first two years were spent in Ontario managing a team of field technicians spread over a wide geographical area. From this experience came the challenge of creating a sense of common purpose, and a sense of belonging within a group who had little daily contact with one another but even less contact with the broader organization. In 1990 he moved to British Columbia to take the position of Director. During his time as Director, Paul experimented with various management concepts and ideas. The unfortunate guinea pigs were his management team. Their minds were probed with various personality instruments, they experienced 360 feedback surveys, they ran an airline for a day to learn about systems thinking, they mind mapped and wore “six hats”. Some progress was made in turning the team into a more cohesive and productive unit. His experience with Edward DeBono’s thinking skills brought the best results in terms of productivity. In 2005 Paul turned his attention back to systems thinking, looking for a way to make the team more cohesive. Paul and his team embarked on a series of workshops using the Process Enneagram©, a system tool developed by Richard N Knowles. The team emerged much stronger and with a working framework for continued development. Paul retired in 2008.

Every day **Steffan Soule** expertly shows people that anything is possible! He weaves a visual tapestry of dazzling magic into a variety of theatrical shows: the audience laughs and their heads shake in astonishment as they see lights fly around Steffan and turn into fire. A volunteer narrowly escapes an impossible wrapping of ropes tied through his own jacket and sees a signed \$100 bill vanish from his hand, only to appear embedded in a lemon moments later. Steffan’s magic is recognized with a Kennedy Center Award for the Arts. He has performed on National Television, twelve times for Bill Gates and in hundreds of corporations nationwide. His show entitled “The Magic of Recycling” is sponsored by the Department of Ecology. Steffan presents the Process Magic Experience to demonstrate the enneagram and the Nine Term Symbol

principles from his book *Accomplish The Impossible*. He gives corporate audiences a practical stimulating approach to process transformation. As designer and co-producer of two million-dollar-magic-theatres custom built for his shows Steffan Soule performed the longest running magic show on the West Coast, "Mysterian". The show's five year run featured some of the greatest magic in the world according to magicians, critics and magic historians. Steffan and his wife, Barbara are based in Seattle where their performances are well known in the arts scene. They have worked with the Seattle Symphony, Pacific Northwest Ballet, Seattle Repertory Theatre, The Fifth Avenue Theatre, Village Theatre, and Seattle Children's Theatre. Currently, Steffan Soule performs for theatres, corporate events and private parties while creating new works with artist Cooper Edens and their magic ensemble.

Barry Stevenson consults in the fields of Organizational Development (OD) and Strategic Project Planning. His clients include a wide variety of government, private sector, health care and educational institutions. His expertise in systematics and complex adaptive systems is applied in the areas of organizational development and design, coaching and mentoring leaders and facilitating team development. As President, B.W. Stevenson & Associates, Ltd., Barry brings over 30 years of executive leadership and management experience in the health care and high technology sectors with over 10 years as a senior provincial government official in the Provinces of Alberta and British Columbia. As an Associate Faculty member, Royal Roads University and Adjunct Professor, University of British Columbia, he has supervised students in the areas of leadership, systems and complexity theory and organizational change. He has served as an external faculty consultant with the Banff Centre for Leadership and is a Fellow of the Institute for the Study of Complexity and Emergence (ISCE) and an accredited associate of the Center for Self-Organizing Leadership. Barry has a B.Sc. from Simon Fraser University and a M.Sc. (Biochemistry) and M.Sc. (Health Services Planning) from the University of British Columbia. He is an accredited facilitator with qualifications in both HBDI and the application of Systematics. Barry has written numerous scientific/research and management related articles on a variety of topics including program evaluation, management career development, inter-agency/inter-governmental planning, regional health planning, shared-services and information systems partnering, complexity and organizational wellness and complexity and community.

Catherine Taylor started her career as a veterinarian. Realizing the real problems were more to do with the owners and their interaction with the "vets", she re-schooled in the fields of human communication and organizational change. She is recognized as an extremely effective teacher of the micro skills and critical elements of precision

communication. She works as a management consultant and trainer with global corporations in Australia, USA, New Zealand and China, in industries as diverse as supply chain logistics, mining, health care and heavy manufacturing.

Hua Wang holds a Ph.D. in Communication from University of Southern California. She is currently an Assistant Professor at the Department of Communication, University at Buffalo, The State University of New York. Her research interests include social structures, communication technologies, and social change. She has presented and published on topics related to social networks, new media, health promotion, and social transformation. She became interested in complexity science in 2010 and has been experimenting with innovative strategies and methods in her teaching and research.

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EDITORIAL

THE PROCESS ENNEAGRAM©: ESSAYS ON THEORY AND PRACTICE

Richard N. Knowles

INTRODUCTION

These essays are a collection of papers from eleven people who have studied and used the Process Enneagram sharing their various experiences and insights developed over the years. There was such a strong response to the Call for Papers for the Special Issue of *Emergence: Complexity & Organization (E:CO)* that this companion book was published including these first four papers as well as papers from five other authors.

The Process Enneagram is a comprehensive tool of complexity enabling people to come together in a structured conversation to transform themselves and their organization. Its use enables people to solve complex problems, build the connections with others with whom they'll need to work and releases the emotional energy and commitment to do the work quickly and well, ALL at the SAME TIME!

The Process Enneagram is an ideal tool for leaders to use to help to transform their organizations. This is the central tool for Self-Organizing Leadership©. WHEN THE PEOPLE COME TOGETHER TO CO-CREATE THEIR FUTURE EVERYTHING CHANGES. Keeping their work posted, discussing together in an ongoing way, sharing the information, modifying it as things change and keeping it alive enables the organization to build a sustainable future. Using the Process Enneagram this way is the most effective, successful, reliable organizational change tool this author knows about.

The recent paper by Axleandros G. Psychogios and Saso Garev in *E:CO* (2012) is a step towards Self-Organizing Leadership. The use of the Process Enneagram will move you much further and faster.

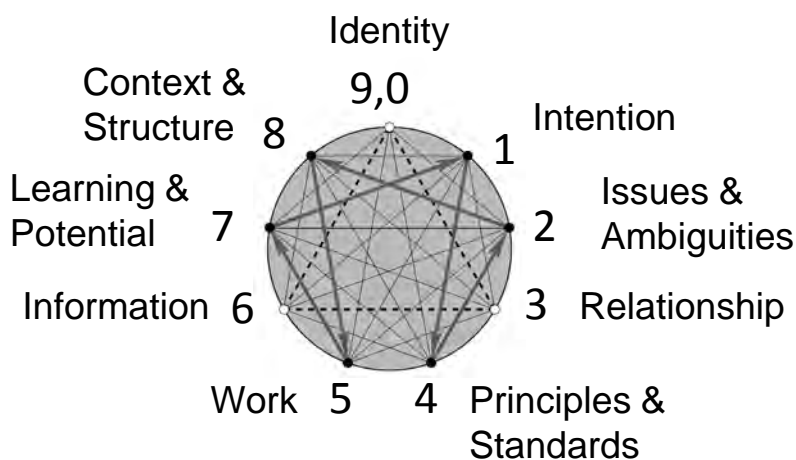


Figure 1 *The Process Enneagram*©

The enneagram was introduced into the West by G. I Gurdjieff in about 1915, and first, publicly written about by his student, Peter D Ouspensky (1949).

Richard N. Knowles was first introduced to the unlabeled and obscure enneagram figure in about 1984 by some people in the DuPont Company who never explained it, but were familiar with the work of John G. Bennett (1983, 1987), a British philosopher and student of Gurdjieff. Knowles spent a number of years reading about the enneagram, trying to make sense of it. One key discovery Knowles (2002: 28, 108-111) made was the realization that by placing the terms of Bennett’s Systematics around the enneagram figure, and then renaming them, transformed the figure into tool that is useful in studying organizations, in revealing how they work and in opening up the pathway for the people in the organization to transform themselves and their organization. (The Monad dealing with wholeness was placed at point 1, the Dyad dealing with duality was placed at point 2, the Triad dealing with reconciliation was placed at point 4, the Tetrad dealing with work was placed at point 5, the Pentad dealing with potential was placed at point 7 and the Hexad dealing with structure was placed at point 8.) This figure, with the names placed at each point, Knowles called *The Process Enneagram*©. The term “Process” was used to differentiate it from the more widely known enneagram of personality that is a very different and unrelated use of the enneagram. Another key discovery was the realization that the inner triangle of the Process Enneagram figure connecting points 0, 3, 6 and back to 9, was the Self-Organizing Leadership Process (Knowles, 2002: 28, 41), and that the Process Enneagram was a powerful tool for use in the arena of complexity that is discussed later in this Introduction.

Here is a brief description of the points:

- Point 0 (Identity): Who are they? What is their Identity? What is their history, individually and collectively? (As the first cycle is completed, this point becomes point 9 as they complete the first cycle to their new Identity).
- Point 1 (Intention): What are they trying to do? What are their Intentions? What is the future potential?
- Point 2 (Issues): What are the problems and issues facing them? What are their dilemmas, ambiguities, paradoxes and questions?
- Point 3 (Relationship): What are their Relationships like? How are they connected to others they need in the system? What is their level of trust and interdependence? What is the quality of these connections? Are there too many or too few of these connections?
- Point 4 (Principles and Standards): What are their Principles and Standards of behavior? What are their ground rules, really? What are the undiscussable behaviors that go on, over and over? What are their espoused values and values-in-use? Is there agreement?
- Point 5 (Work): What is their Work? On what are they physically working?
- Point 6 (Information): Do the people know what's going on? How do they create and handle Information? Who has access to it? Do people understand the information?
- Point 7 (Learning): Are they Learning anything? What are their Learning processes? What new insights have emerged? What is their future potential and new possibilities?
- Point 8 (Structure and Context): How are they organized? What is their Structure? Where does the energy come from that makes things happen in their organization? Is their hierarchy deep or flat? What's happening in the larger environment, in which they're living and trying to thrive? Who are their competitors and what are they doing? What is the Context or surrounding environment in which they are living and working?
- Point 9 (Their New Identity): As they have moved through these questions, how has their Identity changed? Have they expanded and grown? What new things do they now know? What new skills do they now have?

The Process Enneagram works whenever a group is working on a problem that is in the arena of complexity (see Figure 2). In my view, whenever people need to come

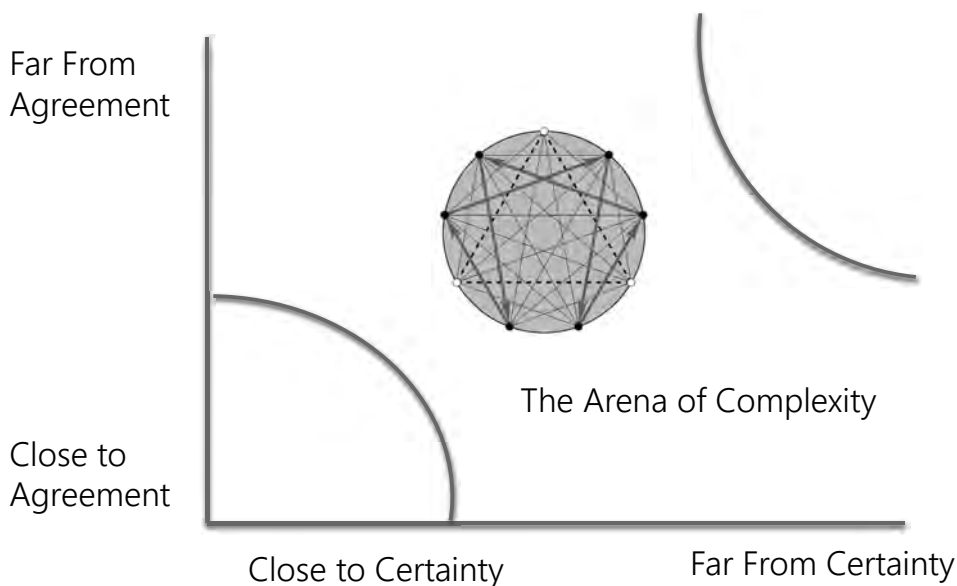


Figure 2 *The Arena of Complexity. Adapted from Stacey (1996).*

together to work on a difficult, knotty problem, they are in the arena of complexity. The people need to come together to be in dialogue around the problem. As they engage this way, using the Process Enneagram, a sense of the whole develops, new ideas emerge, new Principles and Standards of behavior are co-created, and their transformation begins to take place.

The only reason that Knowles relentlessly pursued and developed the Process Enneagram is because it WORKS. In using it, the people working together move back and forth into themselves, and between their organization and the outside world. This back and forth, cyclical process of our personal and organizational transformation enables people to function more effectively in our ever changing, complex world.

Richard N. Knowles first introduced the Process Enneagram, a tool of complexity, to E: CO readers in 2001.

- Richard N. Knowles (2001). "Self-organizing leadership: A way of seeing what is happening in organizations and a pathway to coherence," *Emergence*, 3(4): 112-127.
- Richard N. Knowles (2002). "Self-organizing leadership: A way of seeing what is happening in organizations and a pathway to coherence (Part II)," *Emergence*, 4(2): 86-97.
- Ken Baskin (2002). "A review of Richard N. Knowles, *The Leadership Dance, Pathways to Extraordinary Organizational Effectiveness*," *Emergence*, 4(4): 89-100.

Since these first papers, other papers relating to the use of the Process Enneagram have been written.

- Richard N. Knowles (2006). "Engaging the natural tendency of self-organization. The world business academy," *Transformation*, 20(15): August 10.
- Richard N. Knowles (2006). "The Process Enneagram; A tool from 'The Leadership Dance', parts I and II," *The World Business Academy, Perspectives*, 20(1): August 24.
- Tim Dalmau and Jill Tideman (2011). "The middle ground: Embracing complexity in the real world," *Emergence: Complexity & Organization*, 13(1-2): 71-95.
- Gwen Andrews and Richard N. Knowles (2011). "A practical East-West exploration of leadership and learning," *Emergence: Complexity & Organization*, 13(4): 1-17.
- Bruce Waltuck, "Chaos and complexity, applying concepts from complexity science to quality and organizational development," *The Human Development and Leadership Division*, American Society for Quality.
- Steffan Soule (2011). *Accomplish the Impossible*, ISBN 9780984240517.

This book, "A Collection of Essays On The Process Enneagram©" contains 9 papers building on and expanding the work of these earlier papers.

The first paper by Anthony Blake, "The Triple Enneagram" develops the idea of process having an internal structure revealing a deeper understanding of the figure.

The second paper by Cameron Richards, "Old Wisdom for a New World in Crisis" outlines a framework for addressing all kinds of wicked problems adapting the ancient wisdom of the enneagram as a basis for a theory and practice of integrated, optimal and sustainable problem solving.

The third paper by Beverly McCarter, "2008 MECS Summit: A Workshop on Complex Situations", examines the use of the Process Enneagram to examine the underlying principles of wicked problems.

The fourth paper by Catherine Taylor "The Process Enneagram, A Practitioners Guide to its Use as a Facilitative Tool in the Corporate Environment", describes its use in business along with coaching guidelines.

The fifth paper by Helen Wang "Co-Creating a Meaningful, Shared Learning Space: The Use of the Process Enneagram in a University Classroom" looks at the development of a value system and the co-creation of an open and stimulating social environment in the university classroom.

The sixth paper by Mark McGibbon “Holistically Educating Graduate Students for the Conceptual Age using the Process Enneagram” focuses on a graduate school exercise to educate students to think differently about problem solving and transformation.

The Seventh paper by Richard Bergeon and Caroline Fu, “A Tao Transformation Leadership Model for the Process Enneagram” studies the correlation of the energy flows in the Tao Transformation Leadership Model and the Process Enneagram.

The eighth paper by Barry Stevenson and Paul Rowland, “Learning from the Process of Applying the Process Enneagram” describes a 3 year journey using the Process Enneagram as a tool for team development.

The ninth paper by Steffan Soule, “Process Magic with the Enneagram” instructs the reader to follow a card magic routine that demonstrates how the enneagram can be used to understand, track, observe and improve a whole system.

In using the Process Enneagram we are engaged in working together where the conversations and dialogue are dynamical and ever moving.

This tool always works when people are open to thinking in a different way, are facing a compelling, important issue and have the courage, care, concern and commitment to build on and sustain of their efforts.

The Editor deeply appreciates the contributions of these authors to developing a fuller understanding of this highly effective complexity tool.

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- Stacey, R.D. (1996). *Strategic Management and Organizational Dynamics*, ISBN 9780273725596, p. 47.



Since Richard N. Knowles's first papers on Self-Organizing Leadership and the Process Enneagram© published in *Emergence: Complexity & Organization* (Volume 3, Number 4, and Volume 4, Number 2) in 2001 and 2002, and his book, *The Leadership Dance* (ISBN 9780972120401) published in 2002, the knowledge and use of this tool of complexity has spread, finding wider and wider use around the world in many countries and cultures. Using this tool in organizations to help the people to address complex problems produces extraordinary results, powerful insights and a sense of wholeness.

There are nine essays in this book by students and practitioners that help to deepen the understanding of this tool and show how to use it effectively in a wide variety of situations. In using this tool to guide and facilitate the intense, important conversations with groups and organizations, you will be more able to help them to solve the critical, complex questions they are facing.

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