

# Resource Material

## Adaptive Practice In Conversation With The Enneagram

Interim Ministry Network Annual Conference  
June 7, 2016

The Rev. Dr. William Carl Thomas  
Presenter

- This resource sheet concerning the Enneagram is a companion to the [Aduro Book Summary of \*The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World\*](#) by Ronald Heifetz, Alexander Grashow & Marty Linsky.
- What follows are explanatory links about the Enneagram to the work of Richard Rohr as well as the work of the Enneagram Institute (Don Richard Riso and Russ Hudson).
  - o Richard Rohr's links are from his daily email reflections sent by [The Center for Action and Contemplation](#) over the two-week period beginning April 24, 2016.
- If you choose to determine your Enneagram type,
  - o Consider investing \$12.00 in the online [RHETI](#) (Riso Hudson Enneagram Type Indicator) from the Enneagram Institute.
  - o [The Howell Enneagram Profile](#) can be downloaded. This tool is also found in Dr. Howell's book as noted below.
- The following books will also be useful to have in your library as tools for deeper self-reflective knowledge:
  - o [The Wisdom of the Enneagram: The Complete Guide to Psychological and Spiritual Growth for the Nine Personality Types](#) By Don Richard Riso and Russ Hudson Bantam Books, New York New York
  - o [Becoming Conscious: The Enneagram's Forgotten Passageway \(Second Edition\)](#) By Joseph Benton Howell, PhD Balboa Press, A Division of Hay House, Bloomington Illinois
  - o [The Enneagram: A Christian Perspective](#) By Richard Rohr and Andreas Ebert The Crossroad Publishing Company, New York New York

### The Enneagram: An Introduction

Author: CAC Staff

### Knowing Ourselves

Author: Fr. Richard Rohr, OFM

### Loving the Whole Self

Author: Fr. Richard Rohr, OFM

### Belly, Heart, and Head

Author: Fr. Richard Rohr, OFM

### Type ONE: The Need to Be Perfect

Author: Fr. Richard Rohr, OFM

#### Type 1 - The Reformer

The Rational, Idealistic Type: Principled, Purposeful, Self-Controlled, and Perfectionistic

Author: Enneagram Institute

### Type TWO: The Need to Be Needed

Author: Fr. Richard Rohr, OFM

#### Type 2 - The Helper

The Caring, Interpersonal Type: Generous, Demonstrative, People-Pleasing, and Possessive

Author: Enneagram Institute

### Type THREE: The Need to Succeed

Author: Fr. Richard Rohr, OFM

#### Type 3 - The Achiever

The Success-Oriented, Pragmatic Type: Adaptable, Excelling, Driven, and Image-Conscious  
Author: Enneagram Institute

### Enneagram: Week 1 Summary

Author: Fr. Richard Rohr, OFM

### Type FOUR: The Need to Be Authentic

Author: Fr. Richard Rohr, OFM

#### Type 4 - The Individualist

The Sensitive, Introspective type: Expressive, Dramatic, Self-Absorbed, and Temperamental  
Author: Enneagram Institute

### Type FIVE: The Need to Know

Author: Fr. Richard Rohr, OFM

#### Type 5 - The Investigator

The Intense, Cerebral Type: Perceptive, Innovative, Secretive, and Isolated  
Author: Enneagram Institute

### Type SIX: The Need for Security

Author: Fr. Richard Rohr, OFM

#### Type 6 - The Loyalist

The Committed, Security-Oriented Type: Engaging, Responsible, Anxious, and Suspicious  
Author: Enneagram Institute

### Type SEVEN: The Need to Be Happy

Author: Fr. Richard Rohr, OFM

#### Type 7 - The Enthusiast

The Busy, Variety-Seeking Type: Spontaneous, Versatile, Acquisitive, and Scattered  
Author: Enneagram Institute

### Type EIGHT: The Need to Be Strong

Author: Fr. Richard Rohr, OFM

#### Type 8 - The Challenger

The Powerful, Dominating Type: Self-Confident, Decisive, Willful, and Confrontational  
Author: Enneagram Institute

### Type NINE: The Need for Peace

Author: Fr. Richard Rohr, OFM

#### Type 9 - The Peacemaker

The Easygoing, Self-Effacing Type: Receptive, Reassuring, Agreeable, and Complacent  
Author: Enneagram Institute

### Enneagram: Week 2 Summary

Author: Fr. Richard Rohr, OFM

## Glossary

**Adaptive Practice** (from Heifetz, Grashow and Linsky) is the process of learning to recognize, accept, and adapt to the realities of a condition beyond what might otherwise immediately capture and confine attention.

**Anxiety** (from Ellis) is the response to uncomfortable feelings or memories through actions that may or may not promote a healthy or balanced resolution to an unpleasant situation.

**Balcony Perspective** (from Heifetz, Grashow and Linsky) promotes Double-Loop Learning (from Argyris) through a self-reflective discipline grounded in intrapersonal intelligence when analyzing interpersonal behavior patterns.

**Bandwidth** (from Heifetz, Grashow and Linsky) expresses the range of capacities within which comfort and skill reveal a person's intrapersonal intelligence aptitude.

**Bandwidth** (Riso and Hudson) reveals a range of habitual behaviors one experiences daily through vertical imagery that expresses healthy, average, and unhealthy actions as one deepens one's horizontal self-reflective knowledge through Levels of Development of one's Enneagram type.

**Bowen's Differentiation of Self Scale** is a self-reflective analytical tool that informs one's level of and response to anxiety.

**Double-Loop Learning** (from Argyris) is the capacity to move beyond immediate constricted focus on the challenge of the moment to a broader focus on values and interests undergirding decisions. Applied to self-development, it is the outcome of the influence of self-reflective governing values on expanding bandwidth.

**Functioning** informs whether one is in balance or harmony with one's governing values and reality.

**Intrapersonal Intelligence** (from Gardner) is active self-awareness: the capacity to learn and adapt to the factors of one's own reality.

**Ladder of Inference** (from Argyris) is the process that guides selection and interpretation of available data in order to draw conclusions that lead to actions. While useful, when too rapidly used it can lead to erroneous assumptions and leaps in communication.

**Non-anxious Presence** (from Friedman and Steinke) is the capacity to exhibit calm behavior through self-management and self-awareness to the uncomfortable feelings or memories that prompt harmful reactivity.

**Patterns** emerge when space is subject to self-reflective discipline.

**Productive Zone of Disequilibrium** (from Heifetz, Grashow and Linsky) is where the level of tolerance and threshold of change engage the tension inherent in the challenge of the condition uncovered through Adaptive Practice.

**Reflection-in-Action Synthesis** (Thomas) demonstrates how three capacity building approaches (Organizational Development [Heifetz, Gashow, and Linsky], Emotional Knowledge [Bowen, Friedman, Steinke], Educational Theory [Argyris, Schön]) interact and inform intrapersonal intelligence (Gardner). The Enneagram is an intrapersonal intelligence practice that intersects with the three capacity building approaches.

**Space** (Thomas) opens possibilities when a leader's self-reflective discipline stimulates intrapersonal intelligence that guides a balanced response to personal and corporate anxiety.

**Yellow Pad Discipline** (Thomas) is a real-time self-reflective adaptive practice that fosters appropriate detachment and participation during meetings on the part of a leader.

#### PARTIAL Bibliography

From the Doctor of Ministry thesis

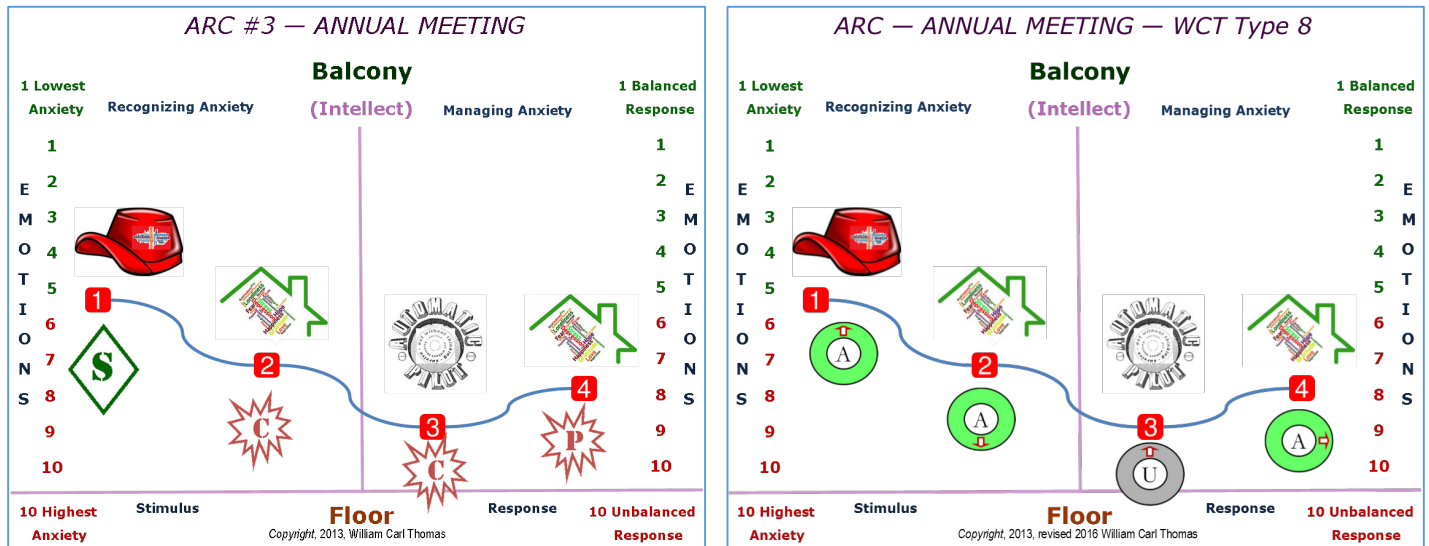
(defended June 2013, awarded May 2014)

By The Rev. Dr. William Carl Thomas entitled

*Intrapersonal Intelligence Mediated By Self-Reflective Adaptive Practice*

*That Manages Anxiety: Learning To Lead By Giving Space*

- Argyris, C. (1990). *Overcoming Organizational Defenses: Facilitating Organizational Learning*. Upper Saddle River, New Jersey: Prentice Hall.
- Covey, S. R. (1998). *The 7 Habits of Highly Effective People: Restoring the Character Ethic*. New York: Free Press.
- Covey, S. R., Merrill, A. R., & Merrill, R. R. (1994). *First Things First*. New York: Simon & Schuster.
- Ellis, A. H. (1998). *How to Control Your Anxiety Before It Controls You*. New York: Citadel Books.
- Ellis, C., & Bochner, A. P. (2000). Autoethnography, Personal, Narrative, Reflexivity: Researcher as Subject. In N. K. Denzin, & Y. S. Lincoln (Eds.), *Handbook of Qualitative Research: Second Edition* (pp. 733-768). Thousand Oaks, California: Sage Publications, Inc.
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- Gardner, H. (2006). *Changing Minds: The Art and Science of Changing Our Own and Other People's Minds*. Boston: Harvard Business School Press.
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- Steinke, P. L. (1996). *Healthy Congregations: A Systems Approach*. Herndon, VA: Alban Institute.
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**ANNUAL MEETING**  
**Charleston, West Virginia – January 2009**  
 From the Doctor of Ministry Thesis (Pages 53-54)  
 by The Rev. Dr. William Carl Thomas

- 1** As I entered St. Matthews Episcopal Church to begin the 2009 Annual Meeting, I saw Senior Warden in her front row pew. I knew the new vestry would deny reelection of this matriarch whose controlling worldview was formed during the Great Depression as support was assured for a man thirty years her junior.
- 2** The pain of the conflict I endured with her over the previous year overwhelmed me. After the opening prayer, she attempted to call the new vestry into session at the conclusion of the Annual Meeting.
- 3** As the psalm was being sung, I, dressed in my chasuble, moved out of my seat from within the chancel. The urge to confront her was so strong that I walked through the open gate at the communion rail to where she was sitting.
- 4** My anxiety became public as I entered the laity's space in the nave. While this action unmasked a tension unknown to most of the congregation, I let anxiety dictate my behavior.

**Self-Reflection Frame From My Balcony Perspective**

**Capacity c\Challenge:** Overcome seeing what I wanted to see in the call process (a resource rich parish compared to my pervious smaller parish); Recognize how my response to my anxiety produced deeply ingrained response based on emotion (such as anger at being discounted). (From page 23)

**Governing Value/Guiding Principle:** None. Acted without thinking.

**Scale based on impact of root anxiety trigger** (perfectionism of ACOA):

Lowest Anxiety 1 2 3 4 5 6 7 8 9 **10** Highest Anxiety

**Scale based on ability to lead by giving space:**

Most Space 1 2 3 4 5 6 7 8 9 **10** Least Space

**Learning:** This action prompted a *came to himself moment* as I realized the impact of what I did as I returned to my seat. As worship led into the business meeting, I moved through emotion into reflection. My now quiet demeanor gave space for the business meeting to focus on healthy, growth-oriented topics that could have been compromised had I remained highly anxious in a public manner.

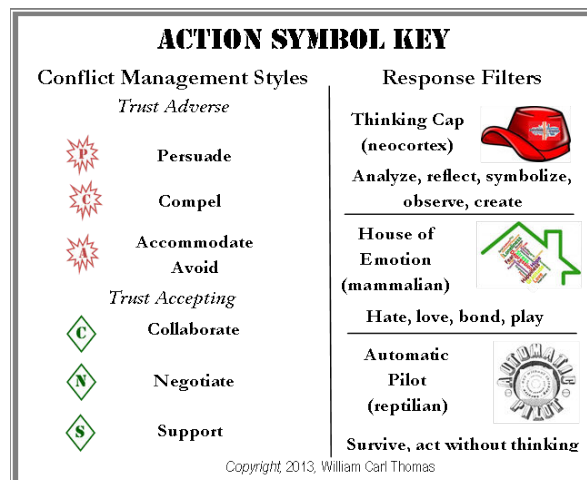
## Conflict Management Styles (based on the work of Speed B. Leas)

### Trust Adverse Styles

**Persuade** – The persuader does not seek to listen but knows what needs to be accomplished. The target of the persuader is expected to change. Ineffective when low levels of trust exist.

**Compel** – Also understood as Forcing. Sometimes necessary but long term effect on healthy relationships is caustic.

**Avoid/Accommodate** – Also understood as Ignoring or Fleeing. The status quo remains and the conflict situation doesn't change. Avoiders give in to conflict.



### Trust Accepting Styles

**Collaborate** – Collaboration is possible when a high level of trust exists. The possibility of problem solving unfolds in this expression of the best outcome of interpersonal adaptive practice.

**Negotiate** – Also understood as Bargaining. Lower expectations from conflict resolution make negotiation different while similar to collaboration. The goal is not mutual fulfillment of groups or persons in conflict but rather getting some needs that might satisfy met.

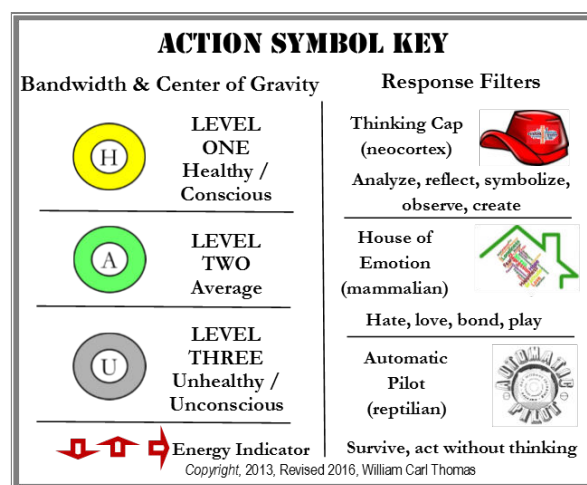
**Support** – Encouraging the other party in the conflict situation is the primary method of empowering the other party to do the work necessary to resolve the situation.

**Response Filters** are descriptions of the actions taken when stimuli access the somewhat connected reptilian and mammalian brain functions, or the more independent neocortex area of the brain (drawing from the work of Peter MacLean via Steinke).

**Automatic Pilot (Reptilian)** – Survival, reactive, no thinking, instinctive, regulates ongoing functions such as breathing and blood flow.

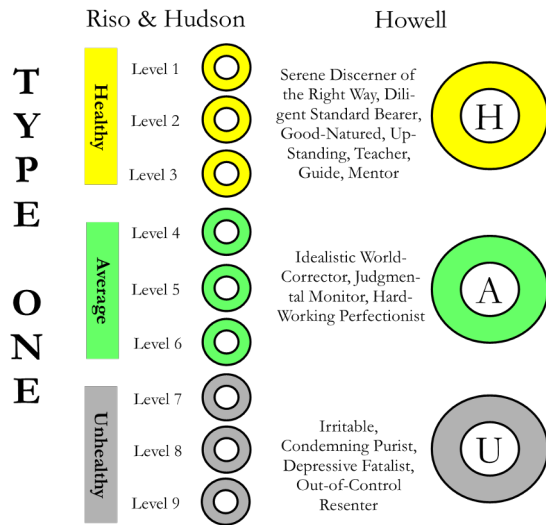
**House of Emotion (Mammalian)** – Emotions, love, sorrow, rejoicing, hate, nurturing, bonding, play; mediates pleasure-pain, flight-fight, tension-relaxation.

**Thinking Cap (Neocortex)** – Reflective, analyze, intentional, observe, creative, symbolize.



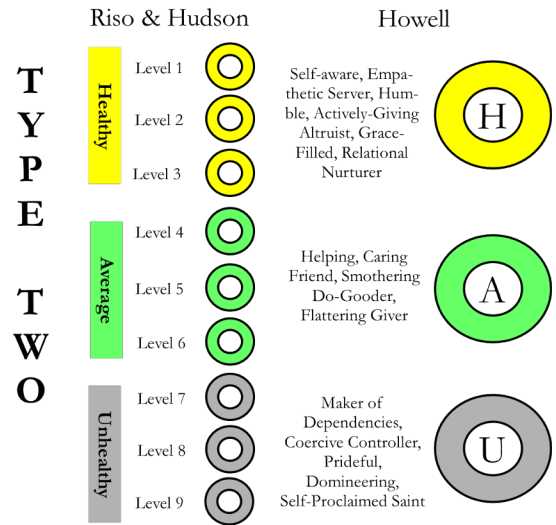


## REFORMER STANDARD BEARER



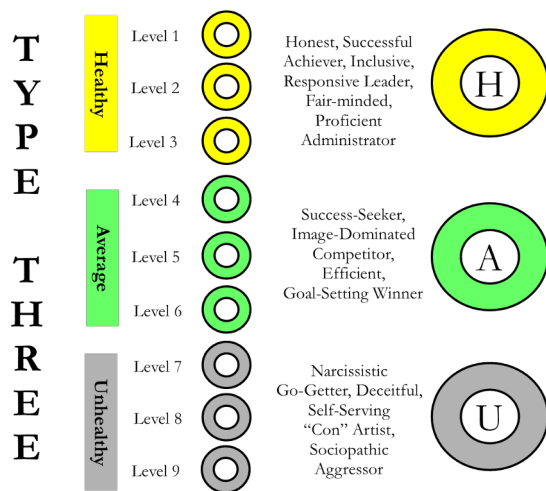
**Bandwidth and Center of Gravity**  
Sources: Adapted from Don Richard Riso and Russ Hudson, "The Structure of Levels," in *The Wisdom of the Enneagram* (New York, Bantam Books, 1999) and Joseph Benton Howell, "Three Levels of Functioning within Each Type," in *Becoming Conscious: The Enneagram's Forgotten Passageway* (Bloomington IN, Balboa Press, 2014)

## HELPER NURTURER



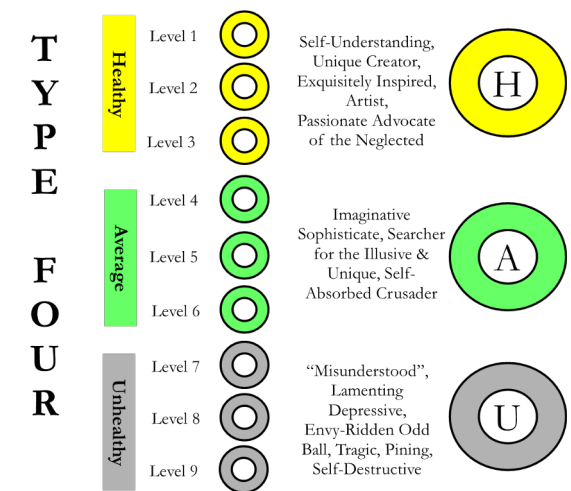
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## ACHIEVER



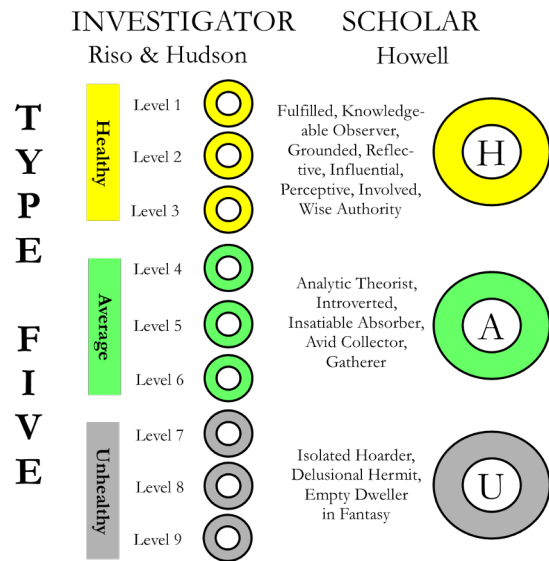
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## INDIVIDUALIST CREATOR

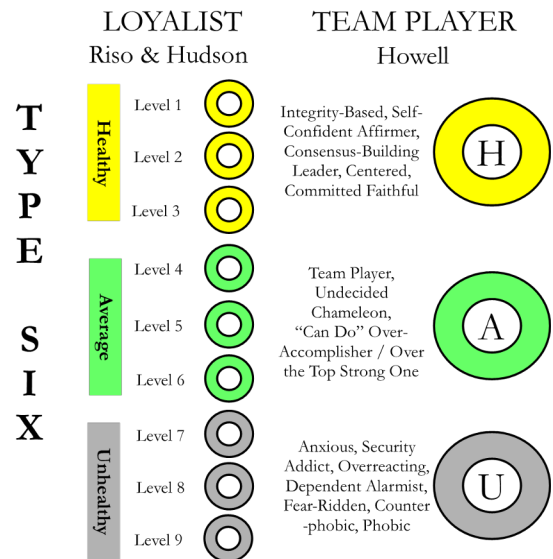


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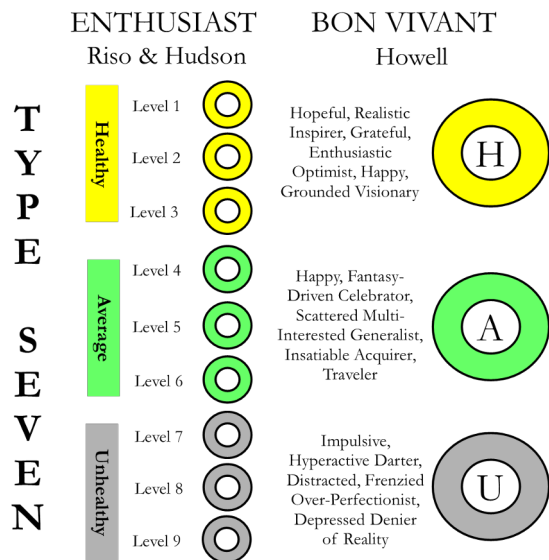




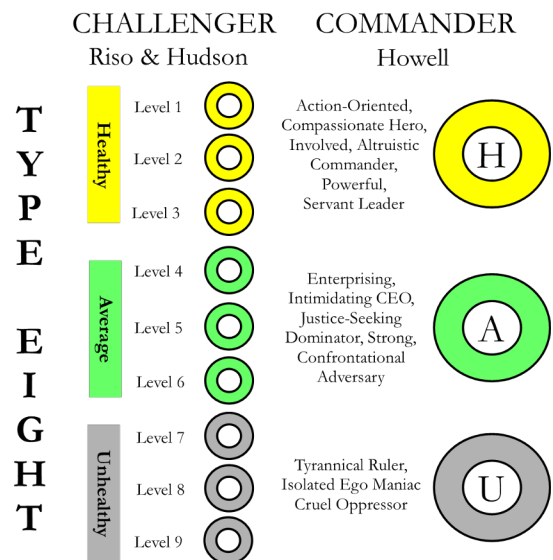
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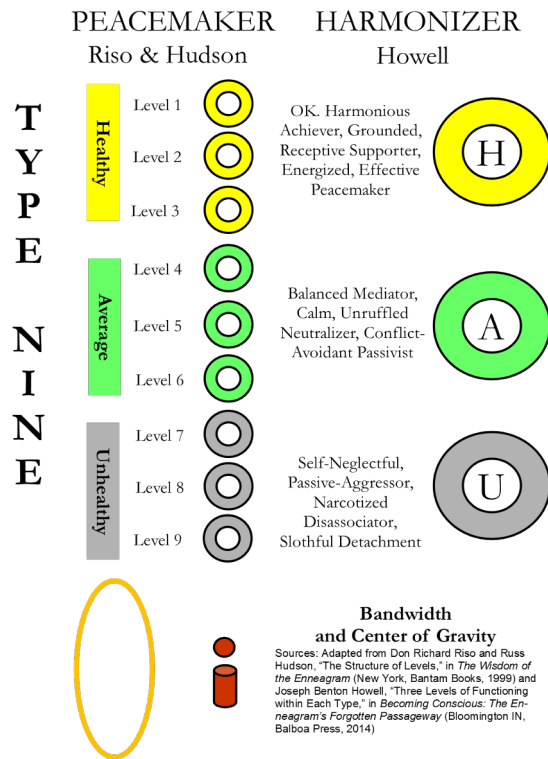
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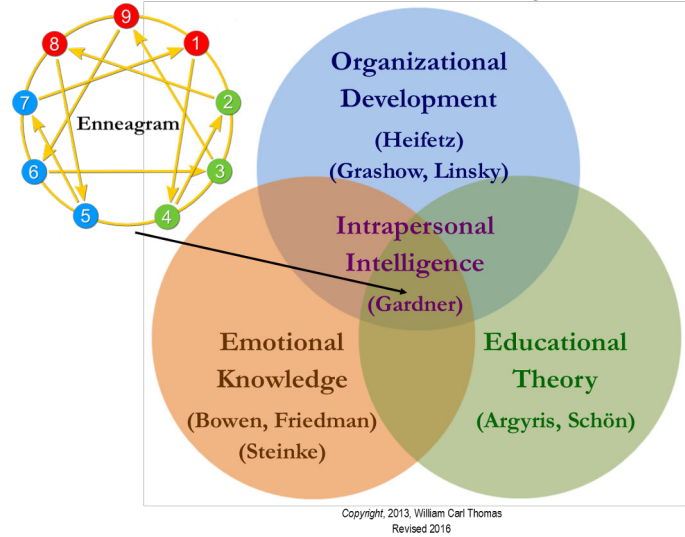
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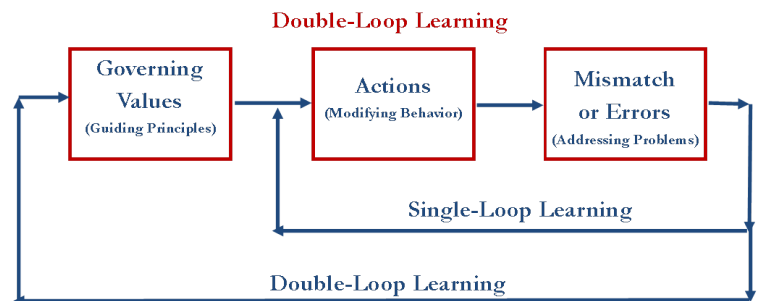
## Reflection-in-Action Synthesis



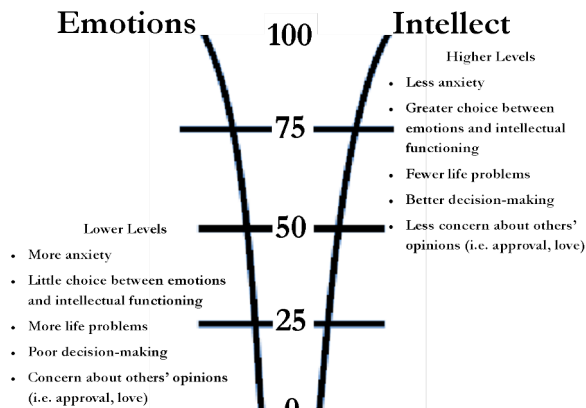
## The Ladder of Inference

1. Available data
2. Select data
3. Interpret data
4. Draw conclusions

Adapted from the work of Chris Argyris



Source: Adapted from Chris Argyris, "Double-loop learning," in *Overcoming Organizational Defenses: Facilitating Organizational Learning* (Upper Saddle River, New Jersey, Prentice Hall, 1990)



## Bowen's Differentiation of Self Scale

Source: Adapted from Roberta M. Gilbert, *Extraordinary Relationships: A New Way of Thinking About Human Interactions* (New York: Joseph Wiley and Sons, Inc., 1992).

Heifetz's Balcony Perspective is the repository of Bowen's Intellect (Thinking) concept: namely the qualities that counter anxious emotional response through guiding principles, management practice, and ongoing disciplines.

