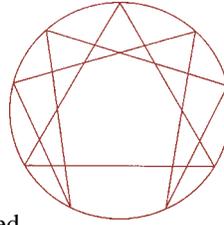


Enneagram Technology for Managing Change

Shaping Corporate Culture

Don Fowke FCMC

A striking thing about the new generation of company presidents is their focus on corporate culture. These are the men and women in their late '30s and early '40s building their own companies or taking over the reins of the family business. Where their grandfathers talked about meeting power with power in labor negotiations and their fathers talked about instilling professional management, the emerging leaders are interested in the Emotional Quotient in their organizations. The new presidents know that emotion is the energy that drives



teamwork and commitment to a shared vision. This is not the soft side of management. Rather it is a disciplined attention to the underlying motivation of management and key professionals who can make the vision a reality or, maybe unconsciously, sabotage it. In a fast breaking, turbulent world, alignment of underlying motivation and vision is essential to success.

Leaders need a sophisticated understanding of corporate culture, and powerful tools for rallying executives and middle managers to work effectively with cultural variables.

Building, changing and nurturing the corporate culture are, unfortunately, easier to talk about than do. Leaders need a sophisticated understanding of corporate culture, and powerful tools for rallying executives and middle managers to work effectively with cultural variables. Why is this so?

Culture is unconscious. It is made up of shared basic assumptions and beliefs which guide how people relate to one another inside the organization, and how they deal with customers, suppliers, competitors and others outside the organization. Culture describes "how things are done around here" and rests on fundamentals that are outside of awareness. Culture is a source of stability in an organization. It is invisible unless you try to change it. Culture is deeply embedded, formed from resolving crises of internal integration and external survival. Culture in an organization has grown out of shared emotional experiences as the people involved have survived business crises, skated near bankruptcy, absorbed mergers, rallied around new leaders, coped with internal conflict, maybe even palace revolt and excommu

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Don Fowke

Don brings more than 30 years consulting experience to executives implementing strategy, designing and developing organization structures, and enhancing corporate culture. He is accomplished in designing organizations to support competitive strategy and is a skilled facilitator in making the necessary changes. Formerly Chairman and CEO of Hickling-Johnston in Toronto and Calgary and Managing Director of William M. Mercer in New York, he is a member of the World Presidents' Organization. He acts as mentor and coach to members of YPO and YEO. He is a graduate of the University of Saskatchewan, MIT's Sloan School of Management and a Visiting Scholar in Public Policy at Cal Berkeley. He is a P. Eng. and a Fellow of the Institute of Certified Management Consultants

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Bonnie Fowke CMC



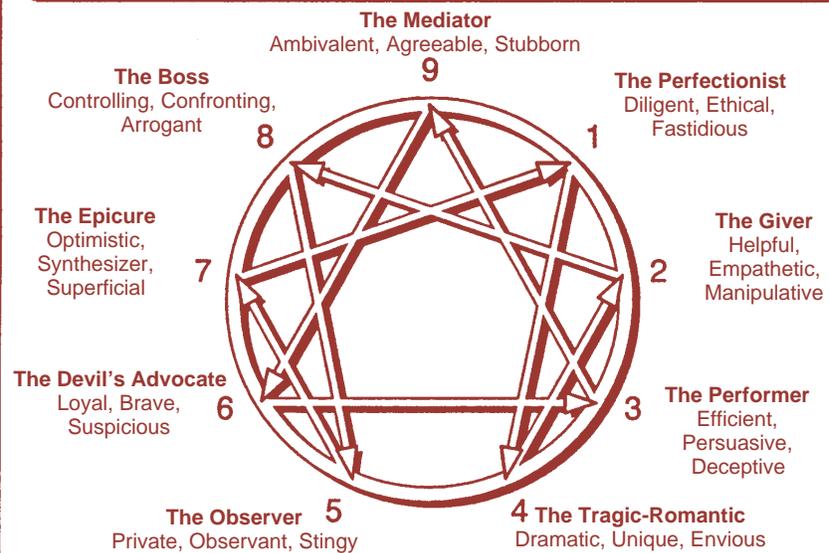
Bonnie has more than 20 years consulting experience in organizational development and realignment, and in people development for clients in industry, not-for-profit organizations and the public sector. She was a Principal with Hickling-Johnston and an Associate with William M. Mercer in Toronto and Calgary. She is a Forum facilitator trainer and an Enneagram Professional. She is a graduate of the University of Saskatchewan, the Paul Rebillot School of Experiential Teaching and of the Gestalt Institute of Cleveland. She is a Certified Management Consultant.

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Cultural Survival Strategies



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nication. These pivotal events live on in myth and stories, and they form the bedrock of shared beliefs and values that are assumed and unquestioned. Together they shape an unconscious survival strategy.

The Enneagram is Powerful Tool For Leaders

The Enneagram is a powerful tool for leaders and managers to understand culture and to learn how to work with it intelligently. This nine pointed star diagram is usually known as a system of personality study. Each individual can relate to one of the nine types as an underlying motivational pattern underlying character. In my own case, I can see myself in the 5 or Observer. Enneagram personality patterns, like culture, operate unconsciously outside of awareness. Each is a survival strategy, a syndrome of complex patterns which act in concert.

When the vision, goal, or leadership focus changes, the underlying approach to task performance imbedded in the culture does not automatically follow.

Culture is an Unconscious Survival Strategy

The nine survival strategies described by the Enneagram also can be seen in the collective unconscious of organizations. In other words, a company can be said to have an Enneagram type. This does not mean that all or even a majority of executives in an organization are of one type. Those who have studied the Enneagram know that any individual can relate to some degree to each of the types. This affinity allows the people in an organization to align themselves unconsciously with a survival strategy that works for the company as a whole. Just as every individual person is unique, every corporate culture is unique. No other Enneagram 5 has the same personality as I do. But all share this important underlying survival strategy. The same is true for corporate culture as well. When I describe a company's culture in Enneagram terms, I am describing a human way of coping around which the particular artifacts of corporate culture are arranged.

Because of this, the Enneagram gives important insight into organizational culture. A style or Enneagram type is a powerful descriptor of the culture of a company or sometimes of an organizational unit within it. Sometimes a corporate culture type is imposed by a dominant leader. This can show up in entrepreneurial companies where the founder has built up the business with a value set reflecting his own. Often the Enneagram 8, or Boss, personality reflects the entrepreneur's dominance. But this is a fragile pattern, because it is dependent on reinforcement by the Boss. The "founder's trap" describes the business that can't grow beyond its initial leader.

More durably, however, the survival strategy often reflects the nature of the organization's task. A sales company, for example,

takes on the qualities of the Enneagram 3, with a cultural focus on performance, efficiency and good image. In a utility business, the Enneagram 9 or Mediator strategy is common, valuing high reliability and a stubborn

resistance to change. In other cases, organizational units may have task-related Enneagram types. In a newspaper publishing company departmental divisions are deep in a tradition going back over a century. There the advertising department will have an Enneagram 3 Performance type, the production and distribution departments the Enneagram 9 or Mediator style, and the editorial department the Enneagram 5 or Observer unconscious character.

When the particular vision, goal, or leadership focus changes, the underlying approach to task performance imbedded in the culture does not automatically follow. Knowing the deeply rooted qualities of a corporate culture can be very helpful to leaders because of the predictability they indicate. They allow the CEO and his key advisors to focus energy on high payoff areas and to be realistic about what can be changed in a company's culture. Because the Enneagram can be taught and grasped by executives, managers and employees, it empowers people throughout the organization to understand culture, work with it, and focus conscious attention on the unconscious patterns that shape "how things are done around here".

The Electric Utility's Cultural Stability Makes it Hard to Change

For example, take the case of an electric utility facing the turbulence of a deregulated market. This is happening all over the world. The utility has an Enneagram 9 core to its corporate culture. Like a gyroscope, the utility is very stable, predictable and reliable. Bureaucratic in style and apparently placid and agreeable on the surface, the utility culture has enormous internal energy devoted to the faithful execution of the myriad of details that go into delivery of reliable electric service. This internal energy makes the utility very hard to change. The same dynamics that make it reliable make it resistant to change.

Enneagram knowledge helps us understand that a glib idea that we can change the culture to be more entrepreneurial and more risk taking is naïve. Resistance will go underground as a passive-aggressive force, and leaders will need ways of surfacing it. Some of these are clear from an understanding of the Enneagram 9 personality structure. We need to manage by deadlines, being precise about "when" and leaving "what" open to negotiation. Deadlines help resolve the Enneagram 9's ambiguity. The theory of the arrows is also helpful. We can predict that under stress that the culture will "go down the arrow" and pick up the underside of Enneagram 6, with an excessive suspiciousness about management intention. Similarly, we can anticipate the "against the arrow" stabilizing effect of

The beauty of the Enneagram as a technology for cultural change is that it is knowledge that can be widely shared within the organization.

deploying performance-oriented Enneagram 3 leaders to drive important shifts. We also know that fairness is a critical underlying value in the culture.

This is critical knowledge, because the Enneagram 9 culture is an energy sink. Unless the change effort is strategically focused, the culture will suck away management's resources needed to make change happen. On the other hand, once shifted and refocused on new survival priorities the Enneagram 9 culture will be tenaciously reliable on its new track.

The beauty of the Enneagram as a technology for cultural change is that it is knowledge that can be widely shared within the organization. Because it helps bring into awareness patterns of knee-jerk behavior that are unconsciously driven, leaders can enlist the creative energy of many others in the organization in support of what needs to be done.

Enneagram Users

Alcan
Canadian Assn. of Family Enterprise
CGI
Chelan County Public Utilities District
Computerland
E. D. Smith & Sons
Environment Canada
Fortis Corporation
Graham Construction and Engineering
GSW
Nationwide Premium Sales
Osler Hoskin & Harcourt
Parks Canada
Restauroics Services
Stanford University
Stewart Home School
Stochem
The London Free Press
Unican Security Systems
University of Toronto
Valley City Manufacturing
Walker Industries
World Presidents Organization
Xerox Corporation
YMCA Canada
YMCA of Greater Toronto
York University
Young Entrepreneurs Organization
Young Presidents Organization

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COSTA RICA

T. Gerald Hillis, FCMC
(506) 441-8796
BVPRATT@yahoo.com

CLEVELAND OH USA

Dorothy E. Siminovitch, PhD
The Gestalt Institute of Cleveland
(216) 464-5039 awareworks@aol.com

DALLAS TX USA

Sean Magennis
Thomas International
(214) 559-0868 smage@inforamp.net

HELSINKI FINLAND

Ben Laurent
ben.laurent@pp.inet.fi

Ari Lindeman, M.Sc.
ari.lindeman@evkehitys.inet.fi

Eero Voutilainen
eero.voutilainen@ev.inet.fi
EV-Development Group
Tel: +358 0 6134 800

OTTAWA ON Canada

Claudia Chowaniec, PhD
PRECEPT Incorporated
(613) 233-9378 precept@comnet.ca

Jane Lindsay
(613) 244 2124 lindsayj@netcom.ca

PENTICTON, BC Canada

Graham Punnett
Graham Punnett & Associates, Ltd.
(250) 492-5106 gpunnett@vip.net

PICTON ON Canada

Carolyn Arnold
Jim Collinson
Northport Consulting
(613) 476-8840
northport@sympatico.ca

SYDNEY NS Canada

Jim Peers
Peers Management Associates
(902) 562 6333 peers@cbnet.ns.ca

TORONTO ON Canada

Marcelene Anderson
Raven Associates
(416) 487 5300 ravenassoc@total.net

Don Burnstine
Charlotte Levinson
Clarity by Design
(519) 634 5664 clarity@netcom.ca

Bonnie Fowke
bfowke@netcom.ca
Don Fowke
fowke@netcom.ca

Fowke Limited
1-800-387 2165

Terrence Heath
Heath Consultants
(416) 924 4633 terrence.heath@utoronto.ca

Barbara Luedecke, PhD, CMC
Barbara Luedecke & Associates
(416) 544-1091 rubarb@total.net

Ken Shepard, PhD
Can. Centre for Leadership & Strategy
(416) 463-0423
kenshepard@canadiancentre.com

SAN FRANCISCO CA USA
Lifong Liu
@Global Focus Consultants, Inc.
(510) 531-5700 gfc@pacbell.net

VANCOUVER BC Canada
Jim Cranston
J. G. Cranston & Associates
(604) 222-1036 jimcran@ibm.net

New Members



Ben Laurent

From Finland, Ben consults in strategic and business planning and its implementing, organizational development, operational process improvement and training to support change.



Jane Lindsay

From Ottawa, Jane is a coach, facilitator and advisor to executives, teams and organizations on leading change and on building optimum performance. She has a Masters of Science in Organization Development from Pepperdine University.