

Enneagram & PAEI Personality Profile Report

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What is the Enneagram?

The Enneagram is a system that studies the differences between people. It classifies human beings into nine personality types. These nine types are organized around a nine-point diagram. We all have the traits of the nine types, but in different proportions, and one type is usually dominant. This dominant type is our Enneagram personality style.

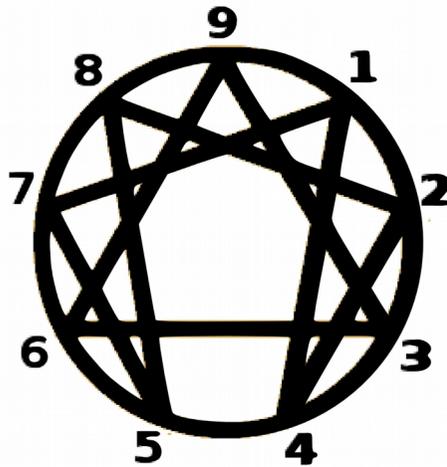


Figure 1-1. The Enneagram system of personality types.

Individuals in each of the nine types possess a unique set of psychological mechanisms and characteristics that *unconsciously* influences how they view the world, how they think, how they feel, and ultimately how they behave. Identifying these mechanisms, becoming aware of them, is thus fundamental if we want to produce change.

Wings and Arrows

In the Enneagram diagram, each type is surrounded by another two types (wings). It is also connected to two other types via connecting lines (arrows). For instance, Type Six neighbors with Type Five and Type Seven. So a Six can have a Five wing, or a Seven wing, and in some cases, both. And Sixes are also connected to Types Nine and Three.

When in executive coaching we do an inventory of strengths and potential challenges, the wings and arrows are a great tool, since each wing and connecting point shows potential and accessible strengths and desired qualities that could become a great resource to us, beyond the strengths and potential our type already has. In executive coaching we are interested in recruiting all those resources in order to produce lasting change.

As a spiritual growth tool (“Tikkun middos”)

In spiritual terms, the Enneagram exposes our blind spots, so we can work on improving and getting to a better “version” of ourselves, one that is more free, and more liberated from the chains of our ego.

Perhaps more importantly, it points to an essential truth: your personality type is not *who you are*, but exactly the opposite. It tells you *who you are not*.

In contrast to your real, eternal self - think of your personality type as the “little me”, the ego. Our personality type is a bundle of characteristics, of strengths and weaknesses - an equipment that is here to serve us fulfill our mission in life, but that it has to be *consciously* managed and directed by us. Otherwise, if it goes in autopilot, and we begin to react to life out of our type's automatic reactions - our greatest gift turns into our greatest liability.

What is Adizes PAEI?

PAEI is an acronym for the four essential needs of every organization and the corresponding basic managerial activities:

(P)roducing the results for which the organization exists, thus making the organization effective;
(A)dministrating, for efficiency;
(E)ntrepreneuring, for change;
(I)ntegrating the people in the organization, for long-term viability.

When all four roles are properly executed, the organization is healthy and able to be effective and efficient in both the short and the long run.

(P)roducing

The first managerial role is the ability to (P)roduce results. It requires the capacity for quick and decisive action based on technical knowledge, and the capacity for decisive implementation. This role responds to the question: What should be done? The (P)roducing role demands a commitment to get the job done and the desire to see the finalization of a task. The (P)roducing role makes the organization effective in the short run.

(A)dministrating

In order for the organization to be efficient in the short run, it must (A)dminister. This function ensures that the organization carries out its mission efficiently. It includes organizing, coordinating, delegating, following up, supervising, and controlling. It is not enough to perform the (P) role satisfactorily. Without (A) the company will work in a very disorganized way. The function of the

(A) role is to systematize processes and to create the necessary rules and procedures so the organization can capitalize on its memory and experience, therefore avoiding inefficiency. A manager who is able to analyze successes can systematize them and simply repeat them. Resources are not wasted in unnecessary or redundant activities. Time is not wasted trying to develop procedures or systems that in fact have already been done before.

(E)ntrepreneuring

The (E)ntrepreneurial role makes the organization effective in the long run. (E)ntrepreneuring decides the direction the organization should take in order to address change. It foresees directions and devises strategies for adapting the organization to a turbulent and continuously changing environment. The (E) function requires creativity and being fluid with ideas and concepts. It also requires a willingness to take risks and the ability to be proactive. Therefore, to successfully (E)ntrepreneur, a manager also has to be strong in the (P) role. It is not enough to be creative; there must also be a focus on taking action and obtaining results.

(I)ntegrating

The (I)ntegrating role makes the organization efficient in the long run. While building a climate and a system of values, this function ensures that people are working as a team and not as individuals. It requires the ability to unite individuals with diverse talents, perspectives, personality styles, and interests behind a group decision. An effective (I)ntegrator shifts the consciousness of the organization from mechanistic—where everybody cares only about himself or herself—to organic. It's a crucial role for rechanneling into a productive outcome the conflicts and internal politics that otherwise would devastate an organization. The degree of performance, employee identification with the organization, and job satisfaction depend largely on the (I)ntegrating role.

Your Adizes PAEI characteristics

- Default PAEI code: **paEi**
- Strong dominance of (E), and also (EA) together when working on ideas you'd like to systematize (Then code is **pAEi**)
- Your passion for building models and systematizing can make you operate often as an EA type.
- (E) role comes from your main type (5) and tie on 7.
- Under stress, (E) role may go into overdrive (alone or as EA) and you can temporarily have blanks in any of the other roles.

PAEI areas for development that would make you more effective in your role

- The goal is to always have all four vitamins in balance.
- A key component in your PAEI development is to understand the difference between *drive* and *overdrive* of roles. In *drive*, a PAEI role works as a strength. In *overdrive*, the role is still a strength, but begin working against other roles, producing an imbalance – and side effects.
- It's recommended that you **continuously monitor the (E) role so it doesn't come against other roles:**
 - Against (A): causing problems in prioritization. Temporary blanks on (A) may manifest as “horizontalization” of goals **(every task receives same importance).**
 - Against (I): (E) role may confront with others about ideas.
 - Against (P): procrastinating. **The most important task can become the most hated task.**

Your Enneagram personality characteristics

Main type: 5 “The Investigator”, with a counterphobic 6 “Loyal-Skeptic” wing, with a strong tie on 7 “The Enthusiast” and 1 “The Perfectionist”

Body language

Effusive. Eyes bold and direct. Smiling face. Warm, engaging. Quick nonverbal reactions (body language may quickly reveal positive and negative reactions).

Speaking style

Analytical comments. Enjoys speaking about theories, models, systems. Prefers logical, sequential, organized speech – as if having a map for the flow of explanations in the conversation. Seeks objectivity from a detached, observer stance. Enthusiasm, high excitement when speaking about areas of interest (5+7 together). Quick and spontaneous. At times, high mental activity translates into speech in a flurry. Tenacious regarding own opinions. Reacts quickly to ideas.

Enneagram characteristics

Above the line (“At best”) characteristics of type 5w6 (counterphobic) w/tie in 7, 1

From 5w6

You observe everything with extraordinary perceptiveness and insight. Able to see patterns where others see nothing but confusion. You can see the internal logic, the structure, the interrelated patterns of whatever you observe.

Able to synthesize existing knowledge, making connections between phenomena which no one previously knew were related.

Excited by knowledge. Innovative and inventive. Studious, acquiring technique. You enjoy possessing knowledge – knowing that you know something, and being able to turn it around in your mind, to play with ideas – is extremely pleasurable for you. Knowledge and understanding are exhilarating. **You are motivated to attain skillful mastery of whatever interests you.** You are passionate about finding entirely new ways of doing and perceiving things.

As all Fives, you are “bookish”. Fives typically haunt bookstores and libraries where they can speak far into the night with friends or intellectuals that discuss films, music, politics or any issue that is typically away from what the “masses” talk about and have an interest in. They love scholarship, and are fascinated with the technical appurtenances by which they acquire knowledge. In their pursuit of mastery, their homes become a reflection of their minds, “storage areas” for their collection of books, tapes, movies, musical instruments, gadgets and so forth.

At your best, your insights can be very valuable because you have the uncanny ability to see into the heart of things, noticing the anomaly, the curious and therefore the unobserved fact or hidden element which provides a key for understanding the whole. Because you see the world with unflinching insight, you always have something interesting and worthwhile to share.

You can produce extremely valuable, original, authentic work.

Authenticity and originality are extremely important: if you approach something, you'll always be inclined to revolutionize the form you are working, in ways that have not been seen before. Likely, those forms may later become the new platform from which others will learn and create.

Mentally alert, curious, have a searching intelligence: ~~nothing escapes your notice.~~ That's because you don't merely observe the world passively – you concentrate on it, noting how things go together to form patterns and have meaning. People and objects are perceived in detail, as if you were training a magnifying glass on the environment. **The position of “observer” of reality is a natural thing for you.**

In this regard, ~~you are never bored:~~ since your mind is so active, you can find everything around fascinating. You like learning what you don't know and understanding what is not obvious. No matter how much you know, you always want to learn more, and since the world is, for all intents and purposes, infinite in its complexity, there is always more to know.

As a Five, you are relatively unconcerned with social conventions; rather, you want to be unencumbered by activities that take you away from your interests.

As a Five you are also accustomed to trying to pursue your interests with little support, so you are not dissuaded by others' indifference or lack of comprehension. The process of exploring, learning and creating may be more enjoyable to you than achieving a final goal. You take delight in questioning reality and tinkering with familiar forms until they become almost unrecognizable, especially whenever you approach something creatively or artistically. You like conceptualizing: asking the right fundamental questions and defining the proper intellectual boundaries for the problems with which you are involved.

Your enthusiasm for ideas is contagious, and you enjoy fertilizing your own areas of expertise with those of other intellectuals, artists

and thinkers, or, actually, with anyone who is as curious as you are. In any case, you are extremely independent. At times, you may feel that innovating, learning and creating are solitary adventures that are best when embarked on alone.

You have a whimsical sense of humor. You are attuned to life's many absurdities and ironies and enjoy sharing your wry observations with others. You have a way of distorting the picture of reality just enough to highlight some assumption or way of looking at life that has no logical underpinning. You are fascinated by strange, offbeat subjects and love tinkering with objects, images and words.

The Six wing adds an extra analytical component to your personality and makes you interested in acquiring facts and details. You can be an “analyst” and “cataloguer” of your environment. The Six wing also adds a problem-solving capacity and you excel at dissecting the components of a problem or thing, to discover how it works. In an exploratory fashion, you may discover “shortcuts” into what makes things work.

In Six, you combine the Five's drive for mastery with the Six's quest for certainty.

In types Five with a Six wing there is usually an observed capacity for friendship: if others have been tested and permitted to come closer, they discover that people of this subtype have a deep capacity for friendship and commitment. There is also an endearing element in their desire to be accepted by others, and even if they are sometimes socially clumsy, others cannot help but be touched by their eagerness to reach out to people.

From Type Seven:

The tie on type Seven is very operative in you, making you highly responsive, excitable, enthusiastic. You become a lively, vivacious person who does many things well. Combining your great vitality and enormous enthusiasm with practical good sense, you contribute

something valuable to others by being a creative achiever who is able to do well at whatever you focus on. You are multitalented and enjoy a dazzling array of skills.

Seven allows you to know a tremendous amount about a wide variety of subjects, **crossfertilizing many areas of interest**.

Your delight with the world always leads you back to the world. The result is that you constantly acquire new interests and new skills.

The more you accomplish, the more you are able to accomplish – skills beget more skills. Exercising a skill leads you into new areas, and your abilities mount exponentially as you do more and more with them.

In Seven, **one of the enduring sources of your pleasure involves introducing your enthusiasms to others.**

Sevens are typically focused on finding their way to happiness. At best, this capacity allows you to appreciate the simple things in life. Because Five is the basic type here, therefore happiness may become an important subject for research (“I want to be happy and I am going to analyze and research the subject in depth”).

From Type One

Idealistic, conscientious, with strong personal convictions and opinions. Wishes to be rational, reasonable and self-disciplined (this is in tension with other aspects of the 5w6 personality).

Summary of strengths of a 5w6 with a tie on 7,1

- Creative (5)
- Perceptive (5)
- Knowledgeable (5)
- Big-picture, global person (5)
- Structured, sequential problem-solving and systematizing ability (6)
- Analytical (5,6)
- Multitalented (7)

- Idealistic (1)

Below the line characteristics (blind spots)

As every other type in the Enneagram, when the personality goes into autopilot, there are potential blind spots that may kick in and take the person over.

The following is a summary of blind spots that every type 5w6 with a tie in 7,1 needs to monitor.

Potential blind spot #1: (E) displacing (P)

People with this combination in their personality become adept at playing with concepts and their imagination, but overdoing this may cause them to sometimes **get stuck in “overconceptualization”**. **Thus, more time may be spent “at their head” at the expense of direct contact with reality, execution and implementation** (in other words, a preference for whenever possible, staying on (E) at the expense of the (P) role).

When this blind spot takes this type over, they can begin to function as “disembodied minds” because, as far as they are concerned, the body is merely “the vehicle for transporting the mind”. They can become so deeply involved in their thinking processes, that everything else becomes secondary, including taking action to make their ideas happen.

Potential blind spot #2: Freedom overdrive

When they become deeply identified with the contents of their minds, the Five+Seven shared quest for freedom may get greatly amplified. Each of these types in itself has a great need for freedom and latitude – but here they operate together and there is therefore always the risk to potentially overdo it.

When healthy, they produce one of the most innovative and creative types of all the Enneagram.

When in autopilot however, this freedom may go into overdrive and

the 5w6 becomes more hermetic and take an antagonistic stance towards anything that interferes with their personal views. Because there is also type One in the mix, and counterphobic Six, they can become cynical, reductionistic and argumentative.

They may begin to take ideas to their furthest limits – for their shock value, to defy what has conventionally been thought or done, or to puncture and demolish others' opinions. They can become nonconformists and dissenters, rebelling against all social conventions, rules and expectations.

Previously, at their best, 5W6's had a love and a passion for freethinking and for contributing with their creativity to society. They were motivated by the will to do good and use their skills for the benefit of all. Now however, when going down the levels, they begin to use their sharpness not at the service of others, but against them. Now it's as if they have an ax to grind. As if understanding has been abandoned for polemics.

Of course, to be a non-conformist is a vital and healthy impulse that can help systems change for the good. But in autopilot **the 5w6's will to contribute their creativity for changing things for the good is abandoned, for more self-absorbed interests (freedom and freethinking are then replaced with a “the hell with everything”** attitude so the 5w6 can continue undisturbed by “reality” to pursue its own interests. The Seven can add a “me first” attitude here, and individuals belonging to the Millenials generations can have and additional “extra dose” of this element as well).

Potential blind spot #3: (From strong tie to Seven) Overfocus on happiness

Under stress, the strong tie to Seven may cause an overfocus on the issue of happiness. Everyone wants to be happy, but here there is an undercurrent of anxiety that begins to run deep down, while pursuing the desired happiness. The “I want to be happy” of the Seven then becomes another source of anxiety and unease in the restless mind of the Five.

Developmental coaching that can make you more effective in your personal and professional lives:

Because of your strong roles, you are prone to:

- Be strong at:
 - Long-term *effectiveness*: (E) role. Future orientation. You are a true idea generator and a master of brainstorming.
 - Short-term *efficiency*: (A) role. You have a strong systematizing intelligence that minimizes waste by creating processes so “a wheel doesn’t need to be invented every time a wheel is needed”. (E) dominates (A) so in your case, you are **a systematizer of new and creative ideas.**
- Have challenges at:
 - Short-term effectiveness: (P) role. Because the (E) role with its long term orientation is the driving force of the personality, short-term productivity suffers.
 - Long-term efficiency: (I) role. In your personality, when your strong convictions and freethinking go on overdrive, it can potentially create interpersonal conflict (long-term inefficiency because energy is wasted when interpersonal conflicts are not properly solved).

Therefore, for people of this type, coaching centers around:

- **Developing (P)** so full execution power is developed and activated at will, regardless of mood and (E) overdrive (or EA overdrive). **(P) will also unlock a persuasion capacity which already exists in you,** but is blocked by the 5w6's mechanism (5w6 inner chatter may feel inauthentic, like a “salesperson”)

- Coaching should include “Enneagram Triads” work: the ability to shift from one center of intelligence to another, so the mind doesn't dominate by default, and there is balance between mind-heart-body. Short-term productivity can then be triggered at will whenever it's needed (conscious movement from Five to Eight).
- **Developing (I)**
 - *Interpersonally*: to keep a healthy (E)-(I) balance in interpersonal relationships (so (E) doesn't turn against (I) in any sense).
 - *Intrapersonally*: Learning to monitor Five's inner chatter to prevent it from causing potentially debilitating anxiety (“restless mind” symptom). **Making peace with time.**

How to get along with me: 5w6 with a tie on 7,1

- Be independent, not clingy.
- Speak in a straightforward and brief manner.
- If you come to me with a complaint, I want to hear three possible solutions.
- I need time alone to process my feelings and thoughts.
- Remember that if I seem aloof, distant or even arrogant, it may be that I am feeling uncomfortable.
- Make me feel welcome, but not too intensely, or I might doubt your sincerity.
- Respect my need for space: remember that I recharge my batteries by immersing in my interests and I like to be alone with them for hours.
- Don't come on like a bulldozer.
- Help me to avoid my pet peeves: overdone emotions, **loud noises** and intrusions to my privacy.

Enneagram Subtype: One-on-One

Your subtype order is the following:

1. One-on-One
2. Self
3. Social

In practical terms, this means:

- To be fulfilled in a close relationship is an important goal, and whenever this is not happening, still remains an important goal in your life.
- **There is great enjoyment in deep, profound activities that can be done together with a partner.**
- **You can enjoy intense, long conversations at a One-on-One level. Because there is Seven in the personality, this happens as long as there are “good vibes” and the interlocutor doesn't become a “complainer” or a “hard to please” person.** In those cases, there may be an abrupt change of energy and the conversation may be ended in a sudden fashion.
- Because there is Seven in the personality, the One-on-One subtype may attempt to become an “uplifter” in close relationships when the partner is “down”.

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