



INSPIRED LEARNING CENTRE LTD

"Intelligent Leadership - Use Enneagram to Bring out the Best in Yourself and Others"

Materials for the course.

ENNEAGRAM – what is your personality type?



1 **THE REFORMER**

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



2 **THE HELPER**

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





3 THE ACHIEVER

The Success-Oriented, Pragmatic Type: Adaptive, Excelling, Driven, and Image-Conscious




4 THE INDIVIDUALIST

The Sensitive, Withdrawn Type: Expressive, Dramatic, Self-Absorbed, and Temperamental




5 THE INVESTIGATOR

The Intense, Cerebral Type: Perceptive, Innovative, Secretive, and Isolated





6 THE LOYALIST

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




7 THE ENTHUSIAST

The Busy, Fun-Loving
Type: Spontaneous,
Versatile, Distractible,
and Scattered




8 THE CHALLENGER

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





9 **THE PEACEMAKER**

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





The history of Enneagram

The word enneagram comes from the Greek words ennea (“nine”) and gram (“something written or drawn”) and refers to the nine points on the Enneagram symbol. The nine different Enneagram styles, identified as numbers One through Nine, reflect distinct habits of thinking, feeling, and behaving, with each style connected to a unique path of development. Each of us has only one place, or number, on the Enneagram; while our Enneagram style remains the same throughout our lifetime, the characteristics of our type may either soften or become more pronounced as we grow and develop. In addition to our core Enneagram style, there are four other styles that provide additional qualities to our personalities; these are called wings and arrows.

The Enneagram’s exact ancient history is uncertain, although the system first appeared in both Asia and the Middle East several thousand years ago or longer. Because it evolved as an oral tradition, it is difficult to know its precise origins. Over time, the Enneagram has emerged in various parts of the world, and its modern usage has been heavily influenced by three individuals. Two philosophers began working with the Enneagram on different continents: G.I. Gurdjieff in the 1930s in Europe, and Oscar Ichazo from the 1950s to the present in South America. Claudio Naranjo, an American psychiatrist born in Chile, initially studied the Enneagram with Ichazo and brought it to the United States the 1970s.

The contemporary use of the Enneagram has grown from the work of these three individuals and has been advanced by other teachers, among them Helen Palmer, Don Riso, David Daniels, Russ Hudson, Theodorre Donson, Kathy Hurley, Tom Condon, and Jerry Wagner. Sadly, Don Riso and Theodorre Donson are no longer alive, but their dedication and work continues to touch many lives. Thousands of Enneagram books are now in print all over the world, including some translations of major Enneagram teachers and others written by an emerging group of new Enneagram authors and teachers.

Inside a box or out of the box?

Sometimes people resist being typed because they do not want to be labeled and “put in a box.” It feels too constricted and constraining to them. The basic teaching of the Enneagram is that being placed in a box is not the problem. You are already in a “box” and don’t know it. This is the problem. You are actually trapped in the personality which you don’t know you have.

There is a riddle that asks, “What is the last thing that a fish would ever discover?” The answer is water. A fish lives and moves in water and the water becomes invisible to it. We live in our personality and lose sight of it.

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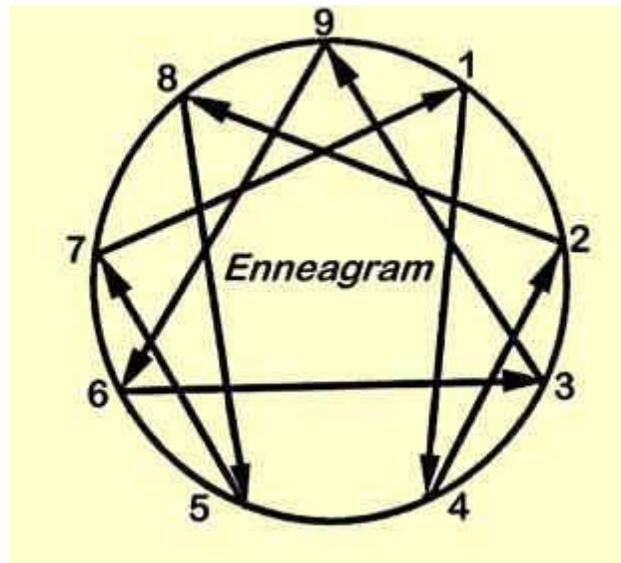
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The Enneagram wants to get you out of your box of "limited" personality and into awareness so you can fulfill your potential. Learning your type is freeing, not restricting. To discover your type you must know the basics of the Enneagram.

Enneagram Fundamentals

The Enneagram consists of a circle containing an inner triangle and an irregular six sided figure. Together the triangle and the six sided figure form nine points around the circle. Each point represents one personality style or type. A personality type refers to a consistent and habitual pattern of thought, emotion, and behavior. It is how we usually think, feel, and behave. It makes us predictable. Each of us has a personality style. We may or may not know we have it, but everyone who knows us is aware of it. The Enneagram teaches that there are nine such possibilities of personality. The personality styles are known by numbers and names. Detailed descriptions exist for each type.



Each type is like a lens through which life is seen and experienced. Through each lens life is seen in a specific way that differs from one lens to another. Each lens gives a world view. If my lens differs from yours then we will look at the same event but will see it very differently. The lens that we have become a limitation because we begin to think that what we experience is all there is. We think it is the reality when it is only 1/9 of the reality. It is like being knowing one dance out of the many dances that are available. When the music plays you always do your dance whether or not it is appropriate for the situation. The result is that you become limited by your personality and its habitual response.

The challenge of the Enneagram is to learn to look through other lenses and to experience new dance steps. We are helped in this process by the lines and arrows that make up the Enneagram symbol. These lines and arrows show an inner dynamic of change and relate one type to another. The dynamic of change tells us what we must avoid in life as well as what we must seek. They represent movements of integration and disintegration.

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Looking at the Enneagram, we can see that all the personality types are of equal value. This is indicated by all of the points being equidistant from one another on the circle. No one style is better than another. All types are equally valid ways of living in the world. When using the Enneagram your first task is to discover which personality type is yours. You find its positive and negative features so you can begin to grow in self understanding. Through the process of study you can find your type and begin gaining insight into how you live and function in the world.

The Enneagram teaches that we all have the nine possibilities of personality within us and that none of these ways of living in the world are foreign to us. Early in life we adopt one of the types as our primary personality style and we keep it throughout our lifetime. We can broaden and deepen our personality style but we do not change to another type. Over the course of our lives we can grow to incorporate the positive traits of the other types thus becoming more whole and complete people. In the process the Enneagram also teaches us compassion because it helps us understand how and why people are different. We can become more accepting and understanding of differences between ourselves and others.

The Harmonic Groups

The Harmonic Groups are useful for transformational work because they indicate how each person copes **when they do not get what they want** (as indicated by the Center they are in). The Harmonic Groups are important because they reveal the fundamental way that our personality defends against loss and disappointment.

We have also discovered a third significant way to group the nine types that we have named *The Harmonic Groups*. We noticed that for each primary type (those located on the equilateral triangle, the Three, Six, and Nine) there are two secondary types which seem very much like it in numerous ways—and that people repeatedly misidentified themselves as a result of the similarities between these types. For example, Nines often misidentified themselves as Twos or Sevens; we also repeatedly saw that Threes misidentified themselves as Ones or Fives, and Sixes were almost notorious in misidentifying themselves as either Fours or Eights.

Even though there are no lines that connect them in the Enneagram symbol, there are common themes and issues that unite these types. The Harmonic Groups tell us what attitude the type adopts if it fails to meet its dominant need. In other words, *the Harmonic Groups tell us how we cope with conflict and difficulty: how we respond when we do not get what we want.*

The Positive Outlook Group

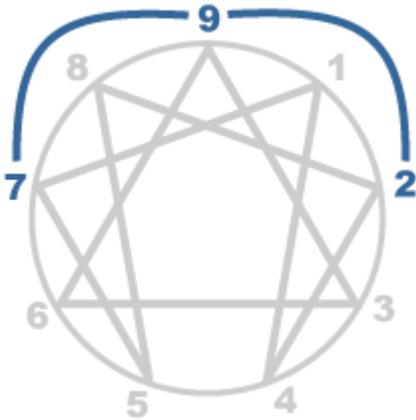
The Positive Outlook Group is composed of types Nine, Two, and Seven. All three respond to conflict and difficulty by adopting, as much as possible, a “positive attitude,” reframing disappointment in some positive way. They want to emphasize the uplifting aspects of life and to look at the bright side of things. These types are morale-builders who enjoy helping other people feel good because they want to stay feeling good themselves (“I don’t have a problem”).

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The 9-2-7 Harmonic Pattern: The Positive Outlook Group

These types have difficulty facing the dark side of life; they do not want to look at anything painful in themselves or others. Also, depending on the type, each has trouble balancing their own needs with the needs of others. Twos focus primarily on the needs of others, Sevens focus primarily on their own needs, and Nines try to focus on both, although often with the result that they have trouble adequately fulfilling either.

Main Themes of the POSITIVE OUTLOOK GROUP

Type	Emphasizes	Avoids Seeing	Problems With Needs
TWO	Positive self-image. "I am a caring, loving person." They focus on their good intentions.	Their own neediness, disappointment, and anger.	Twos overemphasize the needs of others, and neglect their own needs.
SEVEN	Positive experiences, enjoyment, activity, excitement and fun.	Their pain and emptiness: their role in creating suffering for self and others.	Sevens overemphasize their own needs, and easily feel burdened by the needs of others.
NINE	The positive qualities of others and of their environment. They idealize their world.	Problems with their loved ones or their environment as well as lack of their own development.	Nines can feel overwhelmed by their own needs and needs of others. They do not want to deal with either.

The Competency Group

The Competency Group is composed of types Three, One, and Five. These people have learned to deal with difficulty by putting aside their personal feelings and striving to be objective, effective, and competent. They put their subjective needs and feelings on the back burner; they try to solve problems logically and expect others to do the same.



The 1-3-5 Harmonic Pattern: The Competency Group

These three types also have issues related to working within the confines of a structure or a system. (“How do I function within a system? Can I use it to my advantage? Will it hamper me from doing what I want to do?”) The types’ attitude toward systems evolved from their relationship with their families. These types are not sure how much they want to give themselves over to the values of the system, and how much they want to withhold themselves from it. Ones operate inside the rules, following them so well that no one would dare question their integrity. By contrast, Fives tend to operate outside of the rules. Threes want to play it both ways, having the benefit of the rules and structures while not having the restrictions.

Main Themes of the COMPETENCY GROUP

Type	Emphasizes	Manages Feelings	Relates To System
ONE	Being correct, organized, and sensible. They focus on standards, improving themselves, and knowing the rules.	By repression and denial. Feelings are channeled into activity, getting things done perfectly. Feelings also held as physical rigidity in the body.	Ones want to work with the system. They try to be a “good boy or girl,” and are irritated with people who disregard the rules.
THREE			

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Being efficient, capable, and outstanding. They focus on goals, being pragmatic, and knowing how to present self.

By repression and keeping attention on tasks, staying active. Achievement offsets painful feelings. Threes look to others for feeling cues.

Threes want to work with the system but also like being outside of it —bending rules and finding “short-cuts.”

FIVE

Being the expert and having deep information. They focus on the process, objective facts, and on maintaining clarity and detachment.

By splitting off and abstracting feelings, Fives stay preoccupied and cerebral, as if their feelings were happening to someone else.

Fives reject the system and want to work on their own, outside of it. They have little patience with rules or procedures.

The Emotional Realness (Intensity) Group

The *Emotional Realness Group* is composed of types Six, Four, and Eight. These types react emotionally to conflicts and problems and have difficulties knowing how much to trust other people. “I need you to know how I feel about this.” When problems arise, these types look for an emotional response from others that mirrors their concern. In conflicts, the Emotional Realness types want the other person to match their emotional state. “This is really bothering me! It should bother you, too!” The types in this group have strong likes and dislikes. If there is a problem, others are going to hear about it. In conflicts, they need to deal with their feelings first, and usually once they are able to do so, things can blow over fairly quickly and permanently. If they are not able to ventilate their feelings, however, these types can become increasingly resentful and vindictive.



The 4-6-8 Harmonic Pattern: The Emotional Realness (Intensity) Group

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The Emotional Realness Group types also have difficulty balancing their need for independence and self-determination with their need to be nurtured and supported by others. They simultaneously trust and distrust others: to accept the support and affection of others is a deep desire for these types, but to do so feels like losing control of themselves and of their circumstances. They fear being betrayed and need feedback from people in order to “know where others stand” toward them. They are either looking for advice and direction (“parenting”) or defying it. Subconsciously, Fours want to be parented, whereas Eights want to play the role of parent and provider, and Sixes want it both ways, sometimes being the parent, sometimes being parented by someone else.

Main Themes of the Emotional Realness (Intensity) Group

Type	Seeks	Fears	Deals With Others By
FOUR	A rescuer, someone to understand them and support their life and dreams; Fours want to be seen.	Abandonment—that no one will care for them; that they will not have enough support to find and become themselves.	Keeping others interested by limiting access, playing “hard to get,” and holding onto supporters.
SIX	Both independence and support. Sixes want someone to rely on, but also needs to be “the strong one.”	Being abandoned and without support, but also fears becoming too dependent on others.	Being committed and reliable while trying to maintain their independence; they are engaging, but also defended.
EIGHT	Independence and self-reliance. Eights want to need others as little as possible, to be their own person.	Being controlled or dominated by others. Thus, they fear intimacy and becoming vulnerable by trusting or caring too much.	Keeping their guard up, not letting others get too close, and toughening themselves against hurt and their need for others.

Harmonic Groups at a Glance

The Positive Outlook Group:

Deny that they have any problems

NINE “What problem? I don’t think there is a problem...”

TWO “You have the problem. I am here to help you...”

SEVEN “There may be a problem, but I’m fine....”

The Competency Group:

Cut off feelings and solve problems logically

THREE “There’s an efficient solution to this—we just need to get to work.”

ONE “I am sure that we can solve this like sensible, mature adults.”

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FIVE “There are a number of hidden issues here: let me think about this...”

The Emotional Realness (Intensity) Group:

React strongly and need response from others

SIX “I feel really pressured, and I’ve got to let off some steam!”

FOUR “I feel really hurt, and I need to express myself...”

EIGHT “I’m angry about this and you’re going to hear about it!”

SOCIAL STYLES

The social styles come from work done in the early 20th century by psychoanalyst Karen Horney. She observed that there were three ways in which people tried to solve their inner conflicts. These three ways also describe how people try to meet their needs.

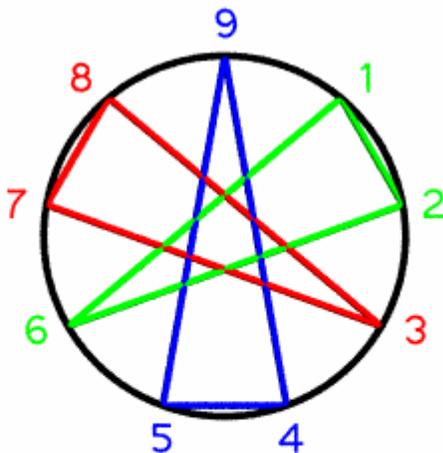
There are three social styles

[The Assertive Style](#) (Types 3,7,8)

[The Compliant Style](#) (Types 1,2,6)

[The Withdrawn Style](#) (Types 4,5,9)

In practice, we have all three social styles in us in varying degrees. However, we tend to have a dominant style -- the one associated with our type.



The Social Styles

The Assertive Style (Types 3,7,8)

People whose dominant Social Style is the assertive style are independent, extroverted and energetic. They are party people who take charge and want to make things happen. They get involved in their environment, meeting life head on, unwilling to withdraw from it. These people know what they want and go directly after it. They have a sense of importance and feel that they are central to the important things in their world. When they are stressed, they reinforce their self-importance and push back against obstacles.

These people often see opportunities and try to take advantage of them. They are great for initiating projects, but sometimes have a hard time seeing them through.

These people are out of touch with their own heart. The heart creates an emotional connection with ourselves and with others. It helps us love and appreciate the value of ourselves and others. To compensate this imbalance, these people seek intensity and stimulation (e.g., adventure and risks)

These people insist and demand that their needs are met.

Threes

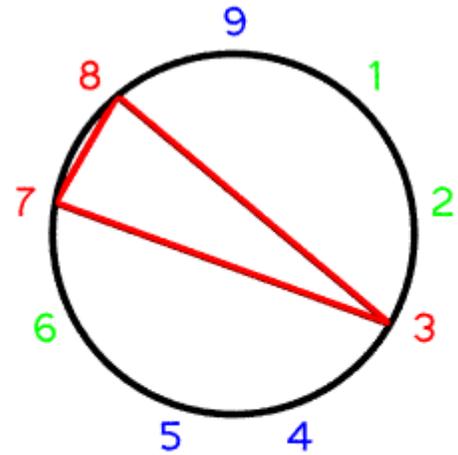
Threes want attention and they demand that others give it. Threes feel important and expect others to praise them. When that doesn't work, Threes will determine the values of their "audience" and adapt themselves to be more favourable to others.

Sevens

Sevens want security and fulfillment and they demand that others and the world provide it. Sevens feel that they deserve to have fun and entertainment and if they don't get it here, they will seek it elsewhere. When others don't provide satisfaction, Sevens will seek it elsewhere or will try to indulge themselves.

Eights

Eights want autonomy and demand that they get it. An Eight will push others out of the way so he can do things his way. Eights want to be in charge and in control of their environment. If they lose that control, they will push back, become confrontational, or contest those who are in charge.



The Assertive Social Style



The Compliant Style (Types 1,2,6)

People whose dominant Social Style is the compliant style are responsible, dedicated and want to do what's expected of them. They will do what they believe is best, even if it means sacrificing their own wants. They are committed to their promises, working hard to finish what they said they would do. They have a hard time relaxing or playing, because there is always work to do (and they would feel guilty resting when there is work to do). They have a sense of being a little superior to others, although this characteristic is very subtle. Under stress, they seek advice from their conscience to determine the right thing to do.

These people work great in groups where the rules or procedures are agreed upon. Within that structure, they work tirelessly.

These people are out of touch with their inner guidance. The inner guidance is a mental quality which effortlessly observes and understands what to believe and what to do. To compensate for this imbalance, these people seek belief systems or rules to help them deal with ambiguity and uncertainty. They consult their rules and beliefs to define their position on issues.

These people try to obey internalized rules and principles to get what they want.

Ones

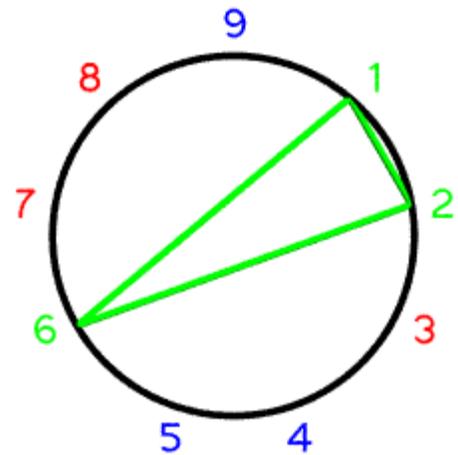
Ones want autonomy, so they try to earn it according to the rules.. If they do their work better than anyone else, no one will interfere with them). Under stress, Ones escalate their principles into perfectionism or workaholism. If they are perfect, no one has the can criticize them. Ones believe they are morally superior to others.

Twos

Twos want attention, and try to get it by following the rules. If Twos love, help, and care enough for others, they will earn attention from others. If Twos do not receive enough attention, they will increase the amount of help they give. If they are all-loving saints, no one will reject them, and they will be loved (the ultimate attention) in return. Twos set themselves up as superior by making others dependent on them.

Sixes

Sixes want security, and try to get it by following the rules. If Sixes are sufficiently dedicated and committed to an authority figure, they will earn security from it. If Sixes do not receive enough security, they will either



The Compliant Social Style

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strengthen their commitment to their current authority figure (to give it a chance to provide more security), or they will rebel against it and seek security from another source. Their commitment to their cause/belief/authority figure gives them confidence and makes them look down upon those with different beliefs.

The Withdrawn Style (Types 4,5,9)

People whose dominant Social Style is the withdrawn style are quiet, introverted, and introspective. They enjoy spending lots of time by themselves and feel uncomfortable in large groups. They don't overtly seek attention and don't wish to assert themselves much. They feel uncomfortable taking charge or in competition. Instead, they feel excited by their own imagination. They have a sense of being different from others and not being part of their environment. Under stress, they withdraw from the world and into their inner space and imagination.

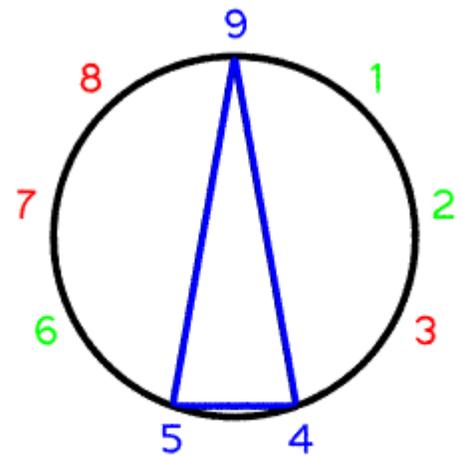
These people are not immediately comfortable working in groups and often prefer to work alone. They contemplate and refine their ideas by themselves. They will not present their ideas or assert themselves until they are very confident in their position.

These people are out of touch with their instinctual drives. They have a hard time feeling their vitality and substance. To compensate for this imbalance, they identify more with their fantasies, thoughts, and dreams than with their own physical body.

These people move away from others (withdraw) to get their needs met.

Fours

Fours want attention and seek it by withdrawing from the superficial world of the ordinary. Fours also withdraw by being different, unique, and mysterious. If Fours are sufficiently unique, distant, and mysterious, they will attract the attention from those who care. Playing hard to get is a test to make sure others care enough about them. Fours spend a large part of their time daydreaming and fantasizing about the attention they would like. Fours so much enjoy these fantasies that they have a hard time waking up from their daydreams. Under stress, Fours will retreat further into their imagination to sustain their self-image.



The Withdrawn Social Style



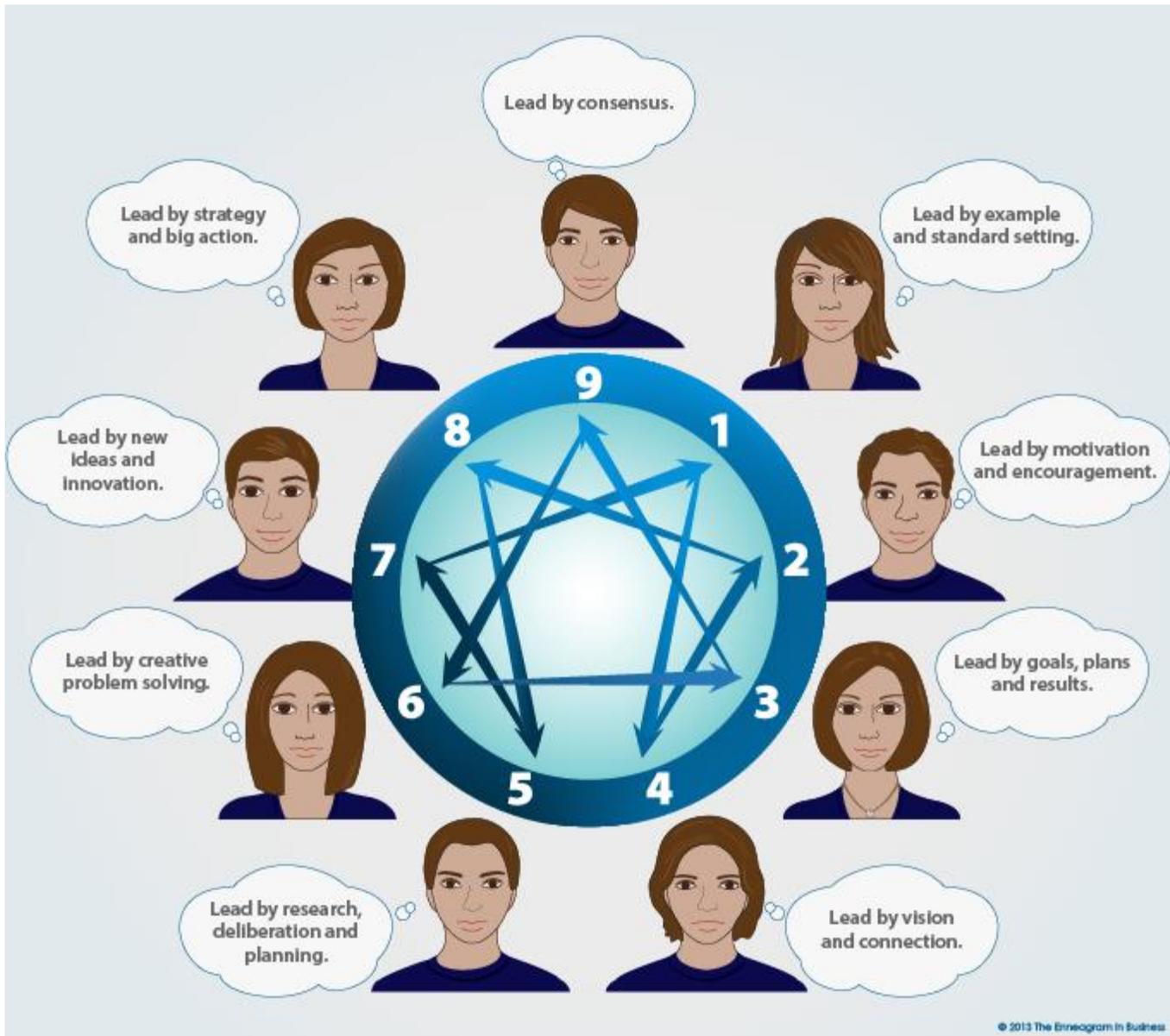
Fives

Fives want security and seek it by withdrawing from a world they see as threatening. Fives also withdraw by minimizing their needs and dependencies. Fives spend large amounts of time studying and thinking about the world -- so much so that they become more attached to their interpretation of the world than to direct observation. Under stress, Fives retreat further into their minds to understand the source of the stress.

Nines

Nines want autonomy and seek it by withdrawing from an endlessly changing world to get their own peaceful and stable space. Nines also withdraw by minimizing their wants and desires. Nines enjoy their time relaxing and fantasizing about their harmonious world (inner and outer). However, Nines fall into the trap of becoming more attached to their idealized relationships than to their real relationships. Under stress or pressure to change, Nines hang on to their idealizations rather than giving up the stability of the status quo.

How the 9 Enneagram styles perceive leadership



Leadership and the Enneagram

When asked to describe their leadership style, most leaders – even the most savvy – feel perplexed. Often the answer is very short and may be based feedback they’ve received. However, our leadership style actually grows directly from our Enneagram style and is surprisingly clear. And from this clarity can emerge immense acceptance for our strengths and the possibility of transformative growth.

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The Enneagram's leadership application enables participants to understand the 9 different leadership paradigms and their related leadership strengths and potential derailers; the predictable behaviors of leaders of each style; and the best development activities to enhance your leadership capability based on your Enneagram style. In addition, the Enneagram can be used to develop very specific leadership competencies, from driving for results to strategic planning, leading high-performing teams, and more.

Strengths

One

Lead through example, organization, consistency, responsibility, pragmatism, and attention to details

Two

Lead through motivation, developing excellent relationships, supportiveness, and resourcefulness

Three

Lead through clear goals, focus, entrepreneurial spirit, energy, and “can-do” attitude

Four

Lead through values-based vision, creativity, inspiration, compassion, and interpersonal connectedness

Five

Lead through research and planning, logical insight and analysis, objectivity, and expertise

Six

Lead through collaborative, creative problem solving, risk assessment, loyalty, and perseverance

Seven

Lead through innovation, high energy, idea generation, enthusiasm, curiosity, and engagement

Eight

Lead through strategic vision, understanding influence networks, honesty, boldness, and action

Nine

Lead through diplomacy, consensus, inclusiveness, patience, respect for others, and consistency

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Challenges

One

Being reactive and critical, overly involved in operational details, opinionated, and inflexible

Two

Being overly relationship-focused, having difficulty saying no or setting boundaries, and being too involved

Three

Being too competitive, abrupt when stressed, impatient with lengthy conversations, and over-working

Four

Being too intense or moody, over-emphasize feelings, over-sensitive, and withdrawn

Five

Being detached, remote or aloof, overly independent, discomfort engaging others, and overly cerebral

Six

Being too wary and cautious or too risk-taking, too compliant or too defiant, and projecting feelings and thoughts

Seven

Being impulsive and unfocused, avoiding difficult issues, rationalizing, and lack of thorough follow-up

Eight

Being controlling and demanding, agitated with slow pace or lack of big action, and being highly over-extended

Nine

Being unassertive, conflict avoidant, overly accommodating, and being indecisive or low energy



Development tips

One

Learn to delegate, even the work you enjoy doing, without hovering or constantly checking up on others

Two

Focus on tasks equally with the relationship aspects of leading, take time for yourself to rest, eat and relax

Three

Identify less with your work as the primary sense of who you are and the value you bring

Four

Focus less on yourself, your feelings, and the emotions of others, and more on the task at hand

Five

Gain greater access to your emotional state in real time and trust your body instincts more

Six

Ask fewer “what ifs” and more “why nots” as you approach leadership challenges

Seven

Talk less, listen more, stand still, and focus on execution equally with idea generation

Eight

Learn to forgive and forget, remembering that there are multiple, valid perspectives, and invite conversation

Nine

Believe in yourself, honor what you have to offer as a leader, and share your point of view with others

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