

Course Title: Lead Yourself and Others with the Enneagram

Course Code: BUS 201

Instructor Name and Bio: Nancy Larocca Hedley & Cindy Shove

[Nancy Larocca Hedley](#) works with leaders, teams, and individuals across Silicon Valley and beyond to unleash their genius and bring their inspired visions into form. She discovered the power of the Enneagram early in her work as a coach and has been leveraging this system to help her clients thrive since 2015. She is grateful to her teachers from The Narrative Enneagram and Enneagram in Business for providing a profound system of transformation that she now brings to others. As a long-time practitioner, and now teacher, of yoga and meditation, Nancy brings somatic and mindfulness practices to her teachings. Prior to starting her business in 2008, [Illumine Coaching & Consulting](#), she was a director-level HR Business Partner at Yahoo. In her 10 years with the company during a time of rapid growth and change, she focused on leadership and employee development, organizational and cultural change, mergers and acquisitions, and talent acquisition. She has a B.S. in Business, and a minor in Management from CSU, Chico where she graduated cum laude. She is a Professional Certified Coach with the International Coaching Federation and is a Registered Yoga Teacher through Yoga Alliance (RYT-200).

[Cindy Shove](#) is an executive coach and Enneagram trainer. She helps people make real and lasting changes, from career pivots to repairing relationships. Her coaching career has been built on all her other professional experiences, including strategic planning for a Fortune-500 consumer company, co-founder of a venture-backed tech start-up, co-founder of the nonprofit VolunteerMatch, and teacher of writing and business communications at Menlo College and Notre Dame de Namur. She is a certified yoga teacher and incorporates movement and meditation for self-leadership into her coaching. She offers corporate workshops helping teams work better together, has taught Enneagram classes at Stanford's Continuing Studies Program since 2019, and has created a proprietary [Enneagram test](#). She has an MBA from the University of Toronto, a Master's in English, and a BA in Economics and Political Science. She is certified with the International Coaching Federation (ICF), New Ventures West, Yoga Alliance, Chestnut-Paes Enneagram, and the Enneagram in Business, and is an active member of the Institute for Coaching. Cindy is a California transplant: born in Canada, and a long-time Bay Area resident. [LinkedIn profile](#).

Class Sessions and Recording

Meeting days and times: Tuesdays 7-8:50pm, April 18, 2023 through May 23, 2023

Meeting location: On-Campus

The class sessions will not be recorded.

Course Features:

- Live session
 - Lecture, discussions, and Q&A
 - Requires interaction and active participation
- Assignments & Coursework
 - Weekly reading assignments posted in Canvas
 - Optional enrichment activities
- Individual conferences available by request

Course Summary

This course is for people who are looking to grow as leaders who are new to the Enneagram or who have some experience with the system and would like to go deeper in its leadership applications.

We believe that everyone is a leader, whether you are managing a small or large team, playing a leadership role in your community, or leading in your personal life. Everyone can step into the next expression of their leadership by exploring the nine personality types of the Enneagram.

Through in-class activities, discussions, and homework assignments, you will discover your dominant type, learn to appreciate the patterns of all Enneagram types, and see how to communicate with others more effectively. You'll gain insight into how you have been leading and identify ways to level-up your leadership. The final session will focus on how to extend what you've learned beyond this course.

Grade Options and Requirements

- No Grade Requested (NGR)
 - This is the default option. No credit shall be received; no proof of attendance can be provided.
- Credit/No Credit (CR/NC)
 - Students must attend at least 4 class sessions for credit.
- Letter Grade (A, B, C, D, No Pass)
 - Students choosing to take this course for a letter grade must attend at least 4 class sessions and submit a final writing assignment: a 4 to 5 page paper demonstrating an understanding of the material presented during the course.

**Please Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.*

Textbooks/Required Materials

Required: Ginger Lapid-Bogda, *Bringing Out the Best in Yourself at Work: How to Use the Enneagram System for Success* (ISBN 978-0071439602).

First Assignment

Read the introduction and chapter 1 of *Bringing Out the Best in Yourself at Work* prior to the first class.

Tentative Weekly Outline

Homework between sessions allows us to focus during class time on deepening that knowledge, sharing your experience, reflecting on new insights, and learning from others.

Pre-work (before first class):

- Read the introduction and chapter 1 of *Bringing Out the Best in Yourself at Work*

Class 1: The Enneagram System & Your Type. Topics may include:

- Overview of the Enneagram system with brief history
- Discover or confirm your dominant Enneagram type
- How to use the Enneagram for leadership & professional development
- Homework:
 - Read chapter 2, *Communicating Effectively*
 - Optional: Take Enneagram test in Canvas & QUEST assessment
 - Optional: individual 30-minute call with Cindy or Nancy to clarify your type

Class 2: *Communicating Effectively*. Topics may include:

- Importance of verbal, nonverbal, and vocal communication
- Speaking style, body language, blind spots, and distorting filters by type
- Improve your communication with specific practices
- Homework:
 - Read chapter 3, *Giving Constructive Feedback*

Class 3: *Giving & Receiving Feedback*. Topics may include:

- Learn how to give effective feedback using a powerful feedback model
- Use type-based strengths and minimize type-based weaknesses
- Adjust feedback approach to recipient's type
- Strategies for receiving feedback based on type
- Homework:
 - Read chapter 4, *Managing Conflict*

Class 4: Managing Conflict. Topics may include:

- Triggers and conflict escalators
- Conflict causes, behaviors, and strategies for growth by type
- Homework:
 - Read chapter 6, Leveraging Your Leadership
 - Optional: read chapter 5, Creating High Performing Teams

Class 5: Leadership. Topics may include:

- Identify type-based leadership paradigms, including strengths and derailers
- Identify ways to level-up your leadership, leverage embodiment practices
- Explore team preferences based on type
- Homework:
 - Read chapter 7, Transforming Yourself
 - Create your personal & professional development plan

Class 6: Personal & Professional Development. Topics may include:

- Subtypes, wings, and arrows
- Daily activities for each type
- Resources to increase self-mastery
- Anticipate challenges to personal development
- Celebrate our journey together