Course Title: The Enneagram and Leadership: Become the Leader You Were Meant to Be
Course Code: BUS 130
Quarter: Spring 2016

Instructor Name: Wendy Heaton

Course Schedule:
This is an eight-week course. I will be available after each class for questions and between sessions by phone or via email. I will email you if there are any significant class changes or announcements.

Course Objective:
The class sessions are designed to increase awareness and competency of your leadership skills through a dynamic synthesis of mini-lecture, experiential exercises, panels and group discussion. To get the most out of the course, you will be encouraged to learn your Enneagram type and discuss specific leadership development challenges you are facing relevant to each week’s session. This way you can apply the skills learned in a quick and meaningful way. Overall, you can expect:

- To develop and refine your skills as a leader by understanding your specific Enneagram Leadership Paradigm, which will help you be more confident and effective in business and in life.

- An opportunity to assess into your own leadership strengths and get personal feedback on areas to improve.

- An understanding of your Enneagram development “map” to achieving personality integration, enabling the self-awareness needed to become a more effective leader.

- To become a more compassionate observer of your style and others.

Recommended Text(s)/Materials: An optional further reading list will be provided (we’ll provide the password protected URL in the first session). We will provide key slides available before each session. Additional reading or resources will be posted during the course.

Requirements for a Letter Grade and/or Credit:
You have three options:
No grade requested (this is the default option); no work is required
If you elect credit/no credit, attendance will determine your grade
If you elect to obtain a letter grade you will role-play/present using a personally relevant leadership development scenario – to be discussed and agreed with the instructor. This final role-play/presentation will be conducted with the instructor in the final 2 weeks of the course. Grade will be based 65% on the leadership development scenario and 35% on class participation.
Additional thoughts:
I look forward to meeting you and providing a challenging, fun and relevant course. You are encouraged to actively participate in the class and ask challenging questions about your Enneagram type and specific leadership development situations you face or may face in the future. The sessions will be a mix of lecture, discussion, type panels and exercises and for you to practice new skills. Each session will help you assess your specific leadership competencies and the particular way leaders of each Enneagram type have related strengths, development areas and unique development paths. You are encouraged to provide suggestions and feedback throughout the course in person or via email.

Weekly Outline

Week 1 – Enneagram Overview and Typing

- Course Overview and Objectives
  - Introductions, course outline
- Enneagram System Overview
  - An explanation of the Enneagram Personality Typing System
- Discovering Your Enneagram Type
  - Understand the core focus and motivators associated with your type
  - Close with 5 minute centering exercise

Prior to this session, it is important to have an idea of your Enneagram type. With that in mind, you will take a short on-line test to determine your Enneagram type, for which we will provide the URL. At your option, a full-length Enneagram test is available on-line for $10 for the URL will be provided.

Follow-up Reading: Introduction, Chapters One and Seven– Bringing Out the Best in Yourself at Work

Week 2 – Using the Enneagram to Develop Self-Mastery

- Mini-lecture on how the Enneagram provides insights to develop Emotional Intelligence (EQ), a key predictor of leadership success, along with the basic components needed to achieve self-mastery
- 20 minute centering exercise
- “Life Wire” exercise
- Exercise: Development activities to stretch self-mastery skills (group dialogue)

Follow-up Reading: Chapter Two - Bringing Out the Best in Yourself at Work
Week 3 – Leading from the 3 Centers of Intelligence

- Overview of the Head (Thinking) Center of Intelligence
- Overview of the Heart (Feeling) Center of Intelligence
- Overview of the Body (Behaving) Center of Intelligence
- Panel Interview: Leadership Characteristics of Each Center of Intelligence
  - The Pragmatist triad, Types 3, 6, 9

Follow-up Reading: Chapter Five - *Bringing Out the Best in Yourself at Work*

Week 4 – Panel Interviews – Continued

- Panel Interview: Leadership Characteristics of Each Center of Intelligence
  - The Relationist triad, Types 2, 5, 8
  - The Idealist triad, Types 1, 4, 7

Week 5 – Using the Enneagram to Lead Teams and Drive for Results

- Mini-lecture on how the Enneagram provides insight into achieving results by examining strengths and derailleurs by each type.
- Centering exercise.
- Breakout by type
- Exercise: “Go Global”

Follow-up Reading: Chapters Two and Three- *Bringing Out the Best in Yourself at Work*

Week 6 – Using the Enneagram to Become an Excellent Communicator

- Mini-lecture on how the Enneagram provides insight into the communication strengths and derailleurs of each Enneagram type.
- Mini-lecture: review 3 types in the Heart Center of Intelligence.
- Centering exercise.
- “Communicating from Your Centers of Intelligence” Exercise
- Group Exercises
- Debrief

Follow-up Reading: Chapter Three and Four- *Bringing Out the Best in Yourself at Work*

Week 7 – Using the Enneagram to Manage Tension

- Centering exercise.
- Mini-lecture on how the Enneagram provides insight into how each type gives and receives feedback and/or manages conflict.
- Mini-lecture: review 3 types in the Head Center of Intelligence.
- Reactivity / Receptivity repeating exercise.
- Small Group Exercise: Three Cases of Conflict.
Follow-up Reading: Chapter Six- *Bringing Out the Best in Yourself at Work*
Review: Diffusing Tension by Type - Handout

**Week 8 - Enneagram Leadership Paradigms**

- Centering exercise.
- Mini-lecture:
  - Enneagram Wings & Arrows Intro
  - Body Center of Intelligence Review
  - Leadership Paradigms
- Small Group Exercises
- Wrap up and recommendations for future development