



An enclave of enneagrams

Tim Dalmau

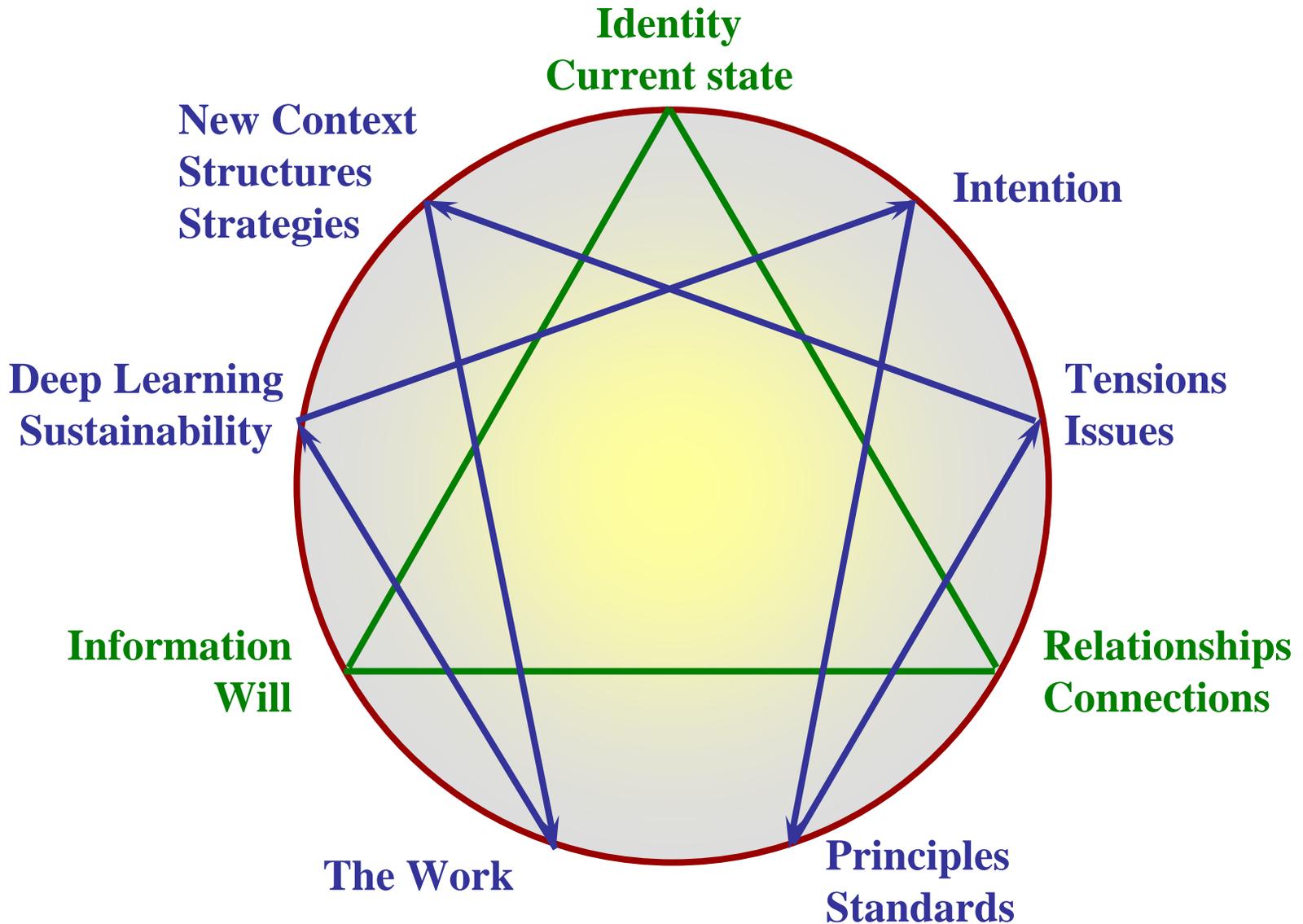
**It is our desire to share information,
concepts and ideas as widely as possible.**

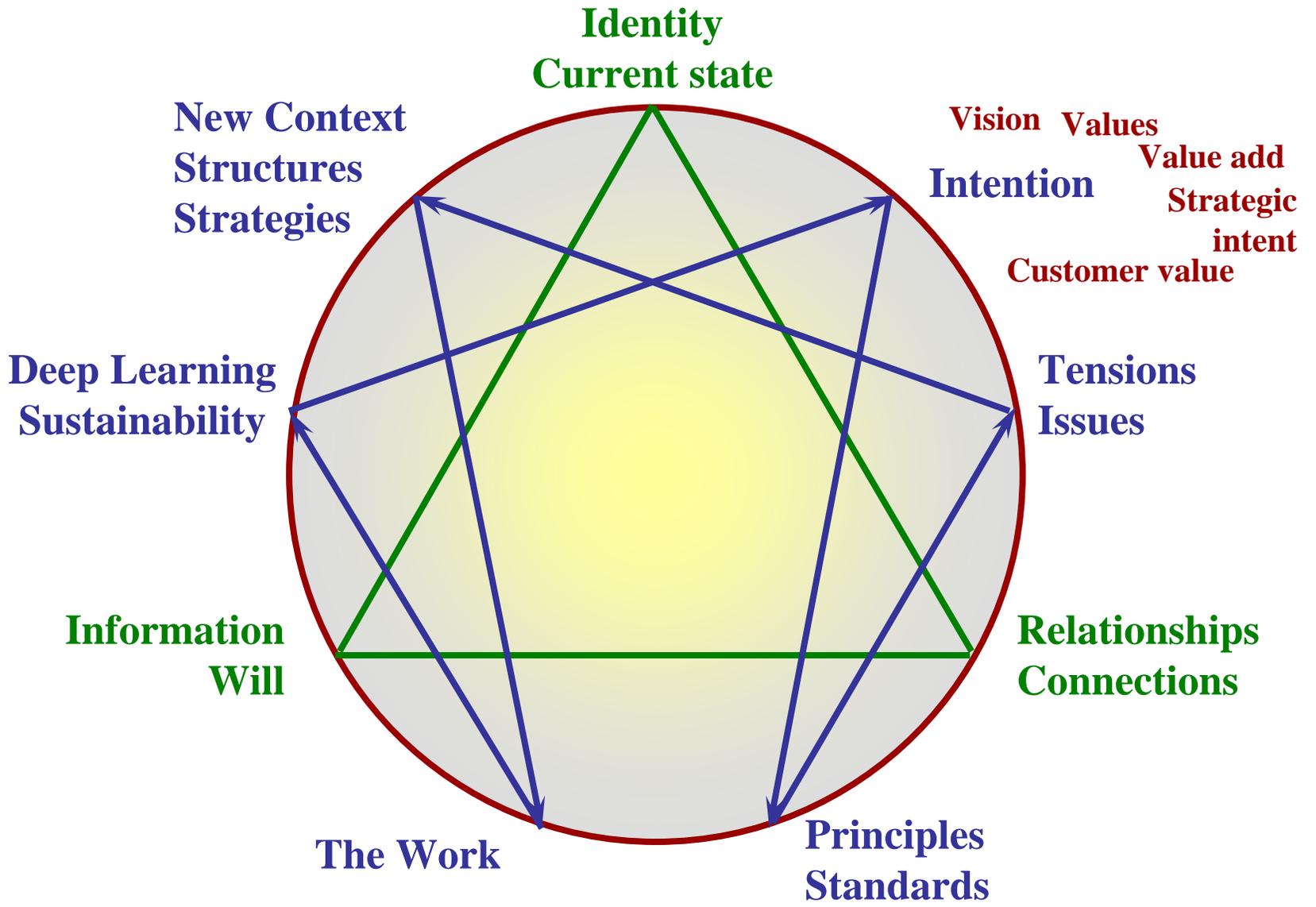
**It is also our desire to have all our
work duly acknowledged in the
exact manner we prescribe**

© Dalmau Network Group: 2007
This document and its contents are copyright.
This document in both electronic and
hardcopy forms may be copied in part
or whole, provided such copying is
for educational or training
purposes only, the copies are not sold for
monies, each individual slide or hardcopy page
is a duplicate of the original and contains
all source references

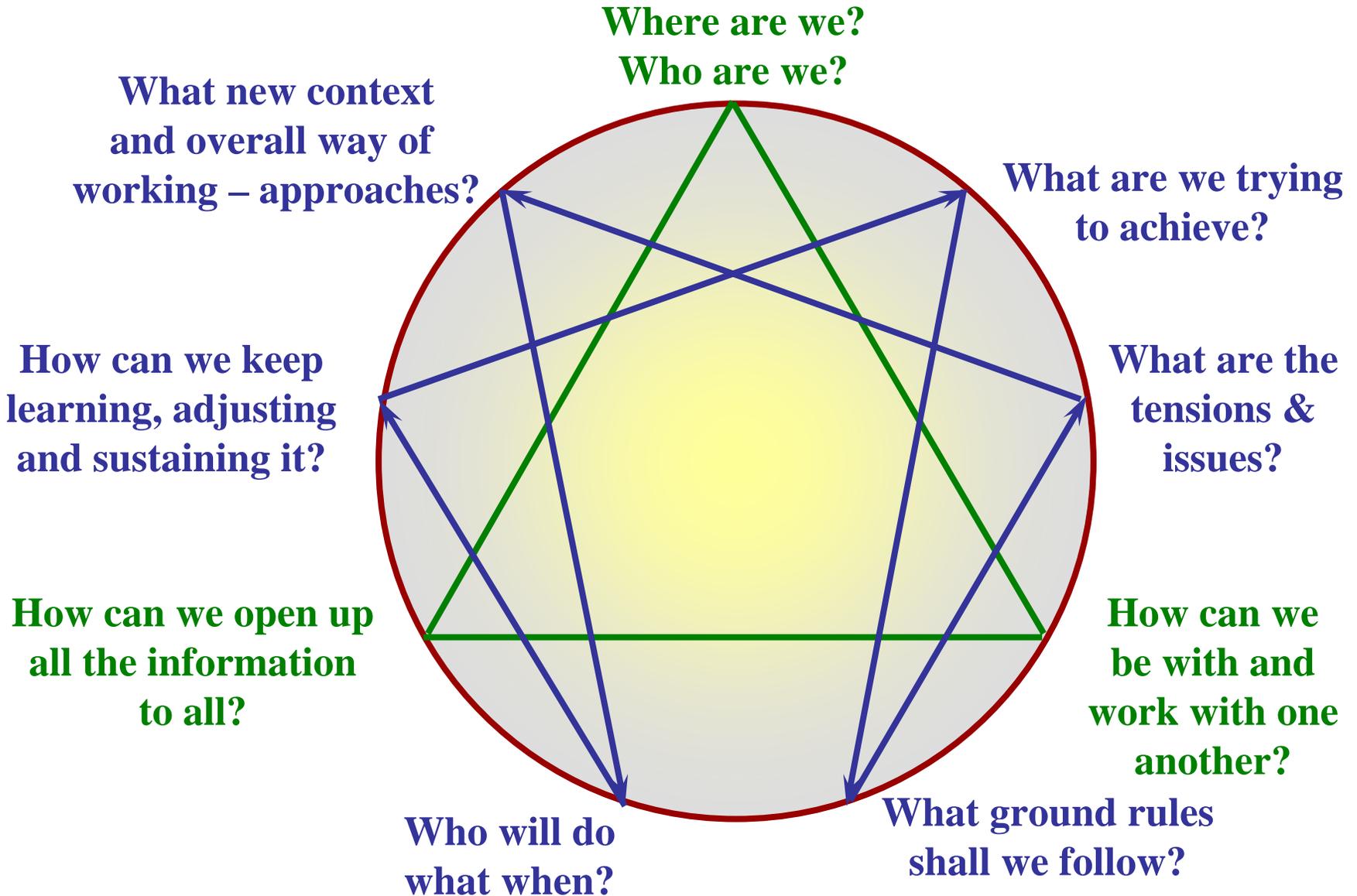
- ❖ **These Process Enneagrams are provided as a resource and you are welcome to use them in your work**
- ❖ **They have been built in part or whole by**
 - **Tim Dalmau**
 - **Allison Lloyd-Rowe**
 - **Dick Knowles**
 - **Julia Zimmerman**
 - **Steve Zuieback**

The Process Enneagram



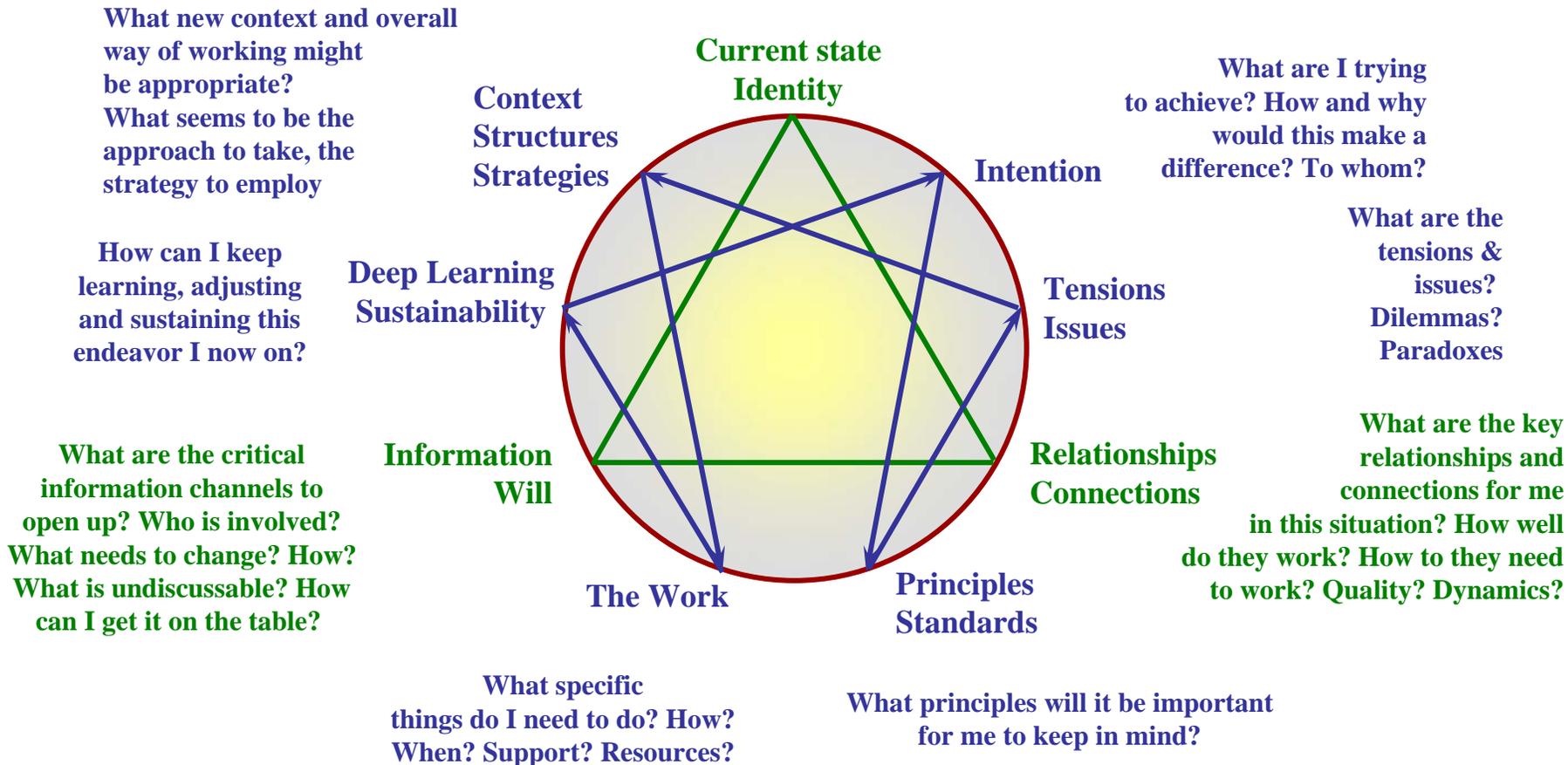


Simple Process Enneagram



Early stage assessment

Where am I and what is the situation I find myself in?
Why do I need to move? What are the forces or factors? Stakeholders?



What is the current state? What is going on, really?
 How clear is their grasp on their current situation?
 Do they understand their story?
 How strong is their identity?
 What are the true cause and underlying dynamics?

What is context they
 have created for themselves?
 How are they structured? How
 appropriate is it? How fluid?

Context
 Structures
 Strategies

How clear is their intent? Who owns it?
 Espoused, inferred as actual?
 Values, vision, value-add,
 strategy, customers?

Intention

How well are they building
 new paradigms in which to
 reflect, adapt and learn?

Deep Learning
 Sustainability

Issues, dilemmas, paradoxes?
 What deeper do they belie?

Tensions
 Issues

How are they
 handling information?
 What is critical?
 What is open, hidden?

Information
 Will

How present are
 they to one another?
 How functional
 are their relationships?
 How well do all the
 connections work?

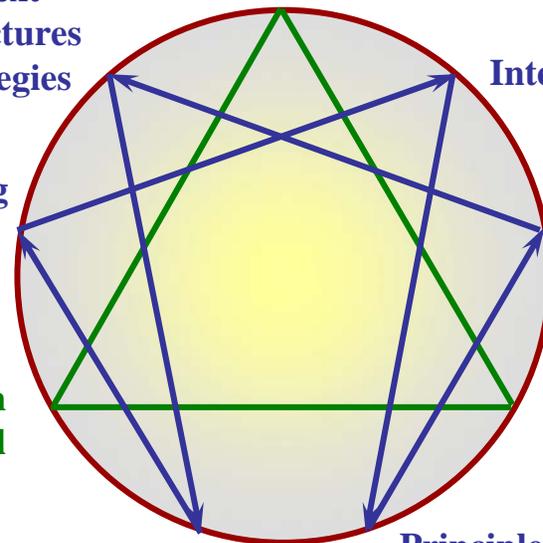
Relationships
 Connections

The Work

Principles
 Standards

What are they actually doing?
 How does it relate to their
 intention and principles?

What principles seem to guide
 their actions? How clear and
 owned? How specific? Standards?
 How are they reinforced?



Current state

Identity

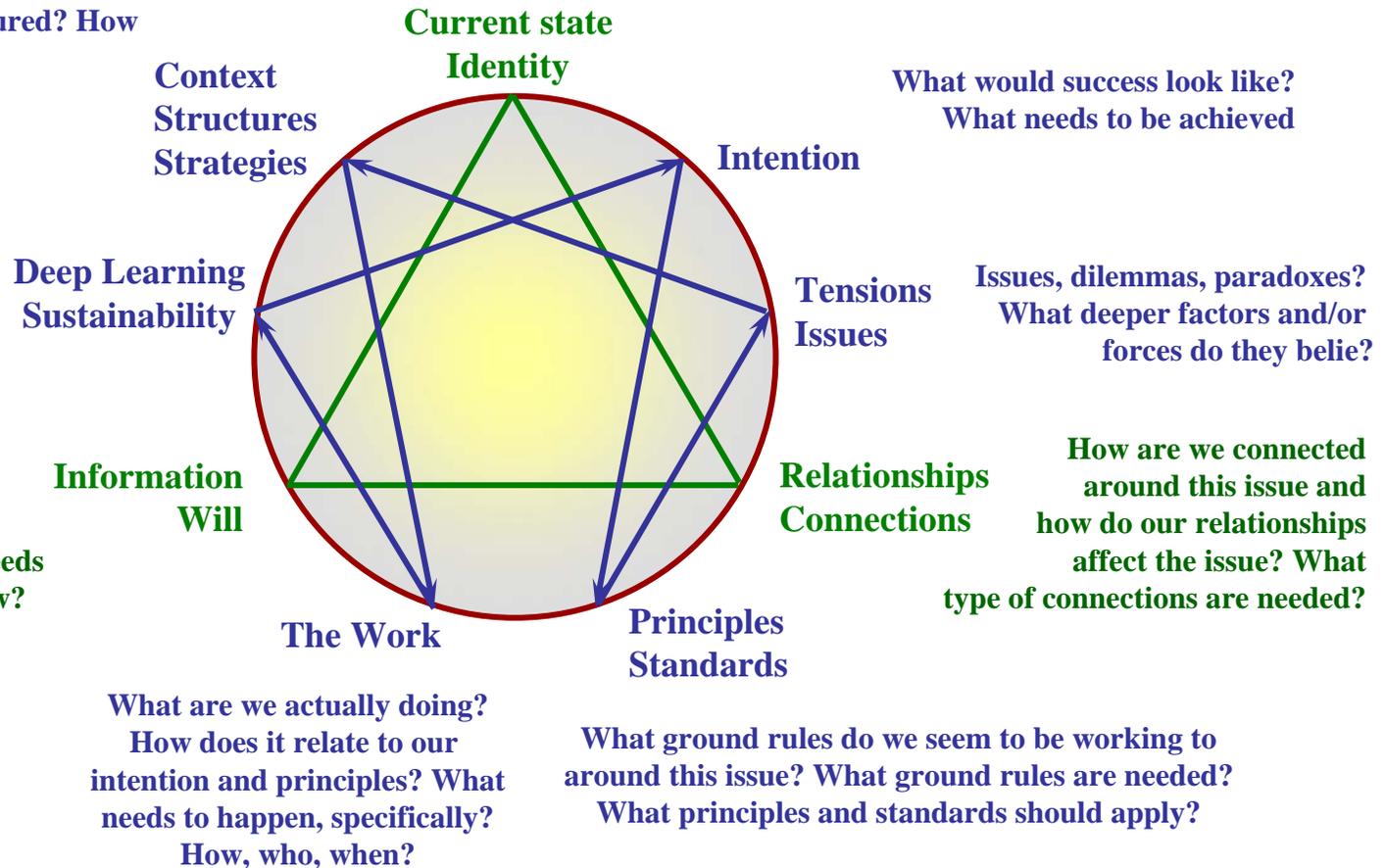
For getting at an issue

What is the current state? What is going on, really?
 What are the signs that there is an issue?
 How is it played out?

What is context we have created for ourselves around this issue? How are they structured? How appropriate is it? How fluid? What context is now needed? How should we proceed?

What have we learned? How will we sustain a new approach?

How do we handle information around this issue? What is critical? What is open, hidden? What needs to occur with information? How?



What ground rules do we seem to be working to around this issue? What ground rules are needed? What principles and standards should apply?

What is the current state? What is going on, really?
How clear is their grasp of their current situation?

Do they understand their story, their history? What is the need? Who has it? Who doesn't?
How strong is their identity? How strong is their identification with the wider group/organization?
What are the true cause and underlying dynamics of the dilemmas they struggle with?

What is context they have created for themselves?
How are they structured? How appropriate is it? How fluid?
What broad strategies do they follow? How well do they work?

What are they trying to achieve?
How well are they achieving it?
How clear is their intent? Who owns it?
Espoused, inferred as actual?
Values, vision, value-add, strategy, customers?

How well are they building new paradigms in which to reflect, adapt and learn?

Deep Learning
Sustainability

Issues, dilemmas, paradoxes, tensions, problems, constraints?
What deeper do they believe?

How are they handling information?
What is critical?
What is open, hidden?
How is information used to marshal will and action?

Information
Will

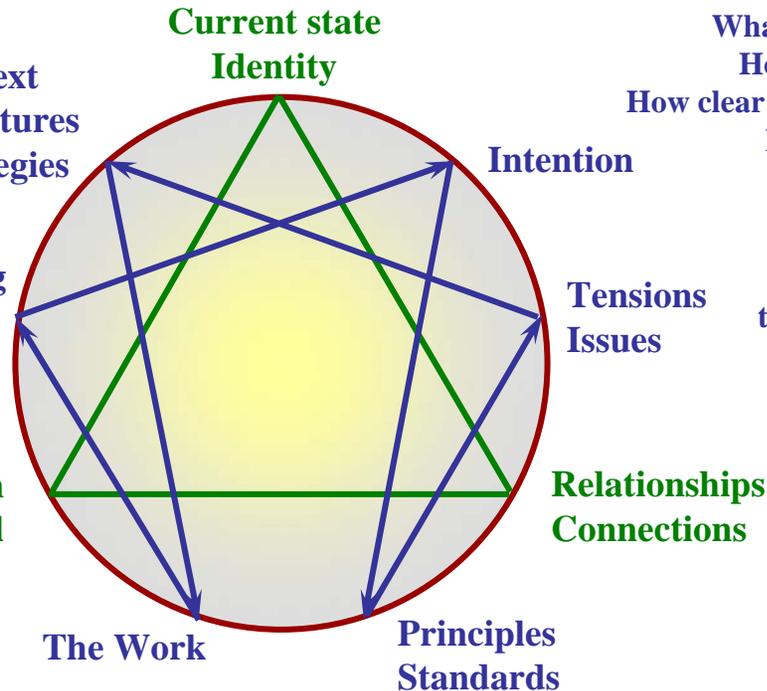
How present are they to one another?
How functional are their relationships? Which ones are functional, which dysfunctional
How well do all the connections in the system work?

What are they actually doing?
How does it relate to their intention and principles?

The Work

Principles
Standards

What principles seem to really guide their actions? How clear and owned? How specific? Which principles are espoused but not practiced? Standards?
How are they reinforced?



What actually happened? Facts, data, times, events, people?
What was the system's culture and identity at work in the situation?

What context had we created? How were things structured? How appropriate were they? How fluid? How did they impact on the result?

What were the mind sets in which we operated? How fluid and sustainable were our systems?

What information was available to the key players? How hidden, accessible, relevant? Ruperts?

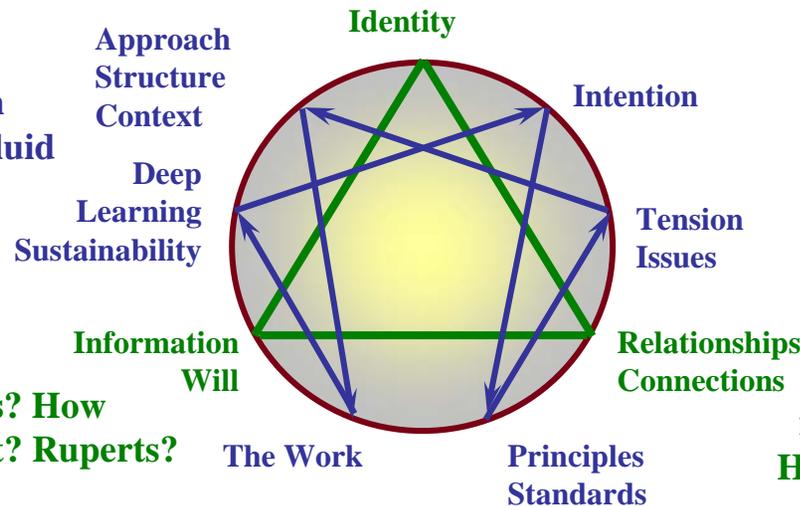
**What actually happened?
Facts, data, times, events,
people?**

What was our intention? What did we desire to achieve? Specifics?

What were the issues, dilemmas, paradoxes, constraints at play in the situation? What deeper issues did they belie?

What links and connections were at work? How present were we? How functional were our connections? How did they impact on the result?

What unconscious principles or ground rules were, in hindsight, guiding our actions and the way things unfolded? How widespread, owned? What standards were met or compromised? How were the ground rules and standards rewarded?



For company interviews

What is the current state of the company?
Numbers, size, profitability, market share

What's the context for their work and how do they structure it?

What are the main approaches?
What are the main strategies?
Why? How do they fit together?

Context
Structures
Strategies

What are they trying to achieve?
How do they create value and wealth?
What value do they add to their customers?
What are the core values of the company

Intention

How do they keep learning and adapt?
How flexible?
How eager to reflect and improve?

Deep Learning
Sustainability

What are the issues they face?
What are the dilemmas, contradictions, constraints

Tensions
Issues

How open and available is information to all?
What's on the table? What's hidden? What are the undiscussables?

Information
Will

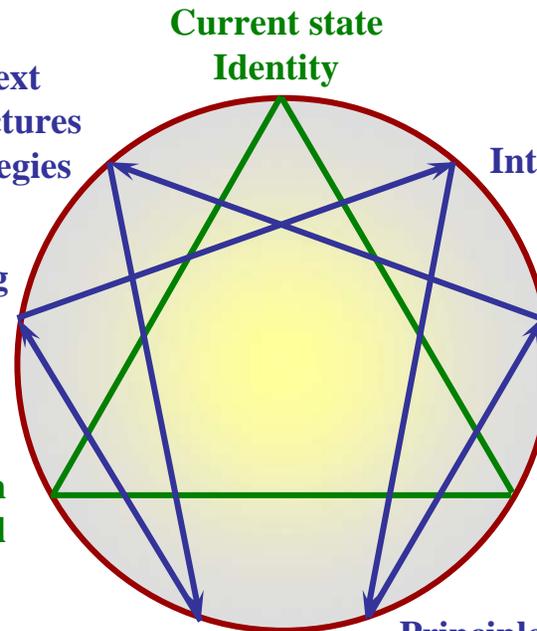
What are relationships like between the people who work there?
Trust, openness, friendliness
Honesty, directness

Relationships
Connections

The Work
How do things actually work?
How efficiently?
Who does what, when

Principles
Standards

What operational principles or ground rules seem to guide their behavior, strategies and actions?
How well do they practice what they preach?
What seem to be the real rules of the game?



Current state
Identity

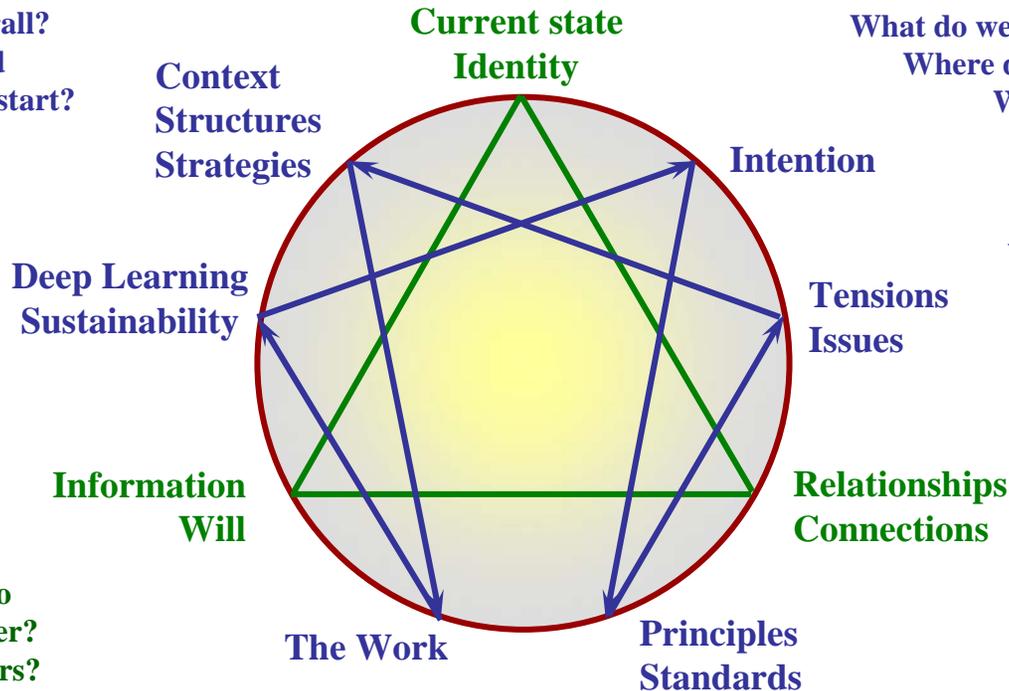
For planning (simple)

What is the current situation?
What is our story?
Who are we? Where are we?

What new context do we wish to create? What new perspectives? How shall we arrange things overall? What strategies and structures shall we start?

What do we want to achieve?
Where do we want to go?
Who might we be?

What new world views are opening up? How shall we keep learning? How shall we sustain things?



What are the issues?
What are the dilemmas, contradictions

How can we be with one another? With others?
What sort of relationships and connections do we need?
Who or what needs to be connected? How?

How can we open up information to all?
How can we use this to coalesce will and power?
Among us? With others?

Who will do what, when and how?
What actions will be taken?

What operational principles or ground rules need to guide our strategies and actions?
What principles need to guide how we engage others? Be with ourselves?

For strategic planning

What is the current situation? What is happening in the environment?
 We is our group/company/organization? Relative to competition? Emerging trends?
 SWOT? Where do we need to be? What is our story? Who are we? Where are we?
 What context, intentions and principles do we wish to retain going forward?

What new context do we wish to create and operate within?
 What new perspectives? How shall we arrange things overall?
 What will be our major strategies?
 How shall we organize, resource and think about them?
 What structures shall we start with?
 What specific approaches or initiatives?

What new world views are opening up for us? What are we leaning from this?
 How shall we keep learning? How shall we sustain things?

What information is needed?
 Who needs to be in the room to work with this information and marshal will?
 How can we open information to all?
 How can we use this to coalesce will and power? Among us? With others? What are the undiscussables? How can we get them out and test our assumptions?

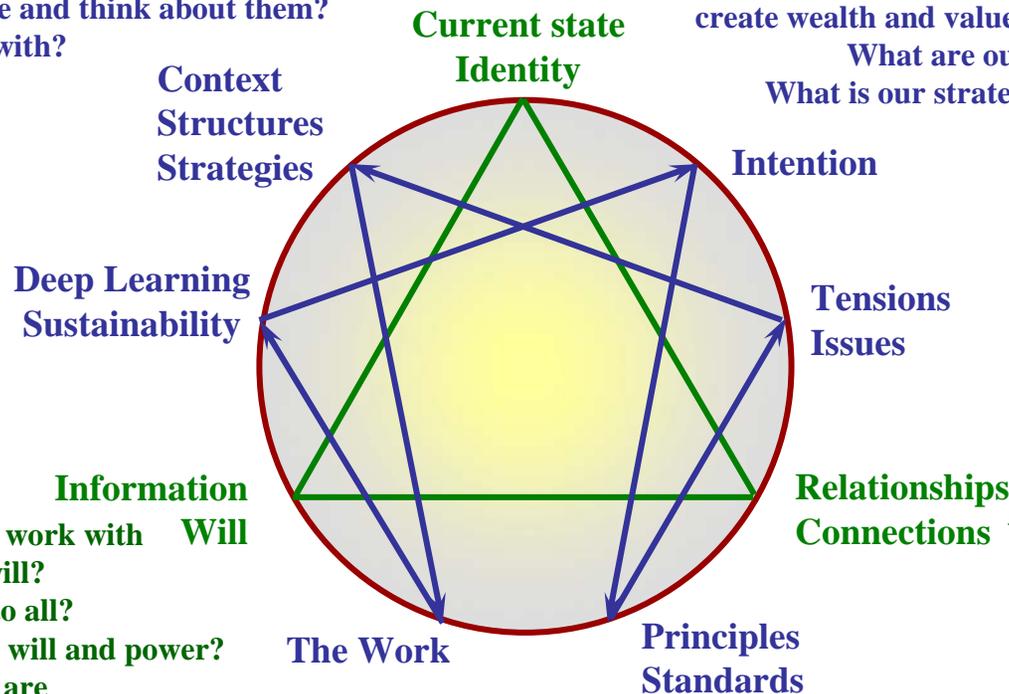
Who will do what, when and how?
 What actions will be taken?
 Milestones, specific actions, responsibilities, accountabilities,
 Deliverables?

What operational principles or ground rules need to guide our thinking, strategies and actions?
 What principles need to guide how we engage others?
 Be with ourselves? With other groups/organizations?

What do we want to achieve?
 Our vision for ourselves? Our priorities?
 What are the core values to honor?
 Who might we be? What and how do we want to create wealth and value add, SVA, EVA, ROFE, ROI?
 What are our overall performance targets?
 What is our strategic intent and our fundamental customer value proposition?

What are the issues?
 What are the dilemmas, tensions, contradictions, limitations and constraints?

How can we be with one another? With others?
 What sort of relationships and connections do we need? Within our group/organization? Between parts of it? With other groups? Who or what needs to be connected? How?



For business planning

What is the current situation? Performance? What is happening in the environment?

What is our group/company/organization – unit of inquiry? Relative to competition? Emerging trends we need to account for? SWOT? Where do we need to be in general terms? What is the imperative? What is our story? Who are we? Where are we?

What context, intentions and principles do we wish to retain from the past going forward?

What new context do we wish the business to create and operate within?

What new perspectives? How shall we arrange things overall?

What will be our major strategies, thrusts, actions?

How shall we organize, resource and think about them?

What structures shall we start with?

What specific approaches or initiatives?

What new world views are opening up for us? What are we leaning from this? How shall we keep learning? How shall we sustain things?

What information is needed?

Who really needs to be in the room

to work with this information and marshal will? How can we open information to all?

How can we use this to coalesce will and power?

Among us? With others? What are

the undiscussables? How can we get

them out and test our assumptions?

Context
Structures
Strategies

Deep Learning
Sustainability

Information
Will

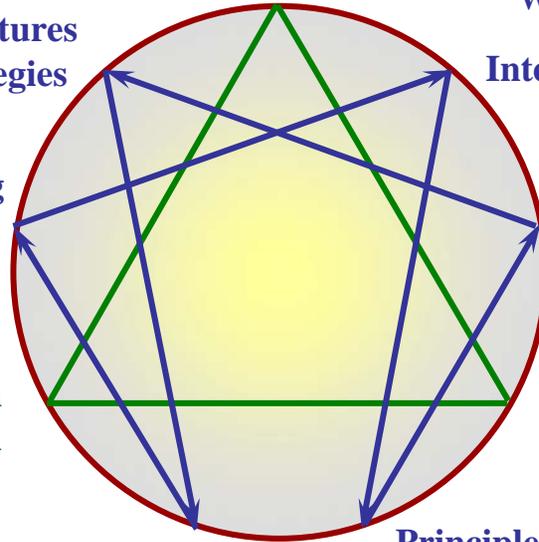
The Work

Who will do what, when and how?

What actions will be taken? By whom?

Milestones, specific actions,
responsibilities, accountabilities,
Deliverables?

Current state
Identity



Intention

What do we want to achieve?
Our vision for ourselves? Our priorities?

The must dos? What are the core values to honor?

Who might we be? What and how do we want to create wealth and value add, SVA, EVA, ROFE, ROI?

What are our overall performance targets? KPI's?

What is our strategic intent and our fundamental customer value proposition?

Tensions
Issues

What are the issues?
What are the dilemmas,
tensions, contradictions,
limitations and constraints?

How well do we the various parts
of the system work and relate
to one another? How well do
we work and relate

Relationships
Connections

together? How can we be with
one another? With others?

What sort of relationships and
connections do we need? Within our
group/organization? Between parts of it?
With other groups? Who or what needs to be
connected? How?

Principles
Standards

What operational principles or ground rules need to guide
our thinking, strategies and actions? What should be our top
business priorities, values and ground rules? What principles
need to guide how we engage others? Be with ourselves?

With other groups/organizations?

For organization design

What has been our system's culture and identity at work in the situation? How have we been configured in the past, why and how well has it worked? What have been the benefits and limitations?

How well has our configuration, including structure, served the market, industry and economy in which we found ourselves? SWOT on organizational design? How effective in adding value to owners?

Given everything we know, what contexts and agreed perspectives should we operate within wrt to this design: Business, Financial, Resources, Staffing, Performance, Operations? How shall we structure things: strategically, tactically, operationally?

What have we learned from this? How can we ensure we keep learning and improving? How shall we sustain things?

How has the configuration we use fostered good and the right information flow? What has been hindered? What has been hidden? What are the key interfaces for info to flow smoothly across? Where are the black holes? What types of information are hard to either share or access, but needed?

How shall this new design actually work? How shall we go about installing it? What change management will be required? How shall it be sold?

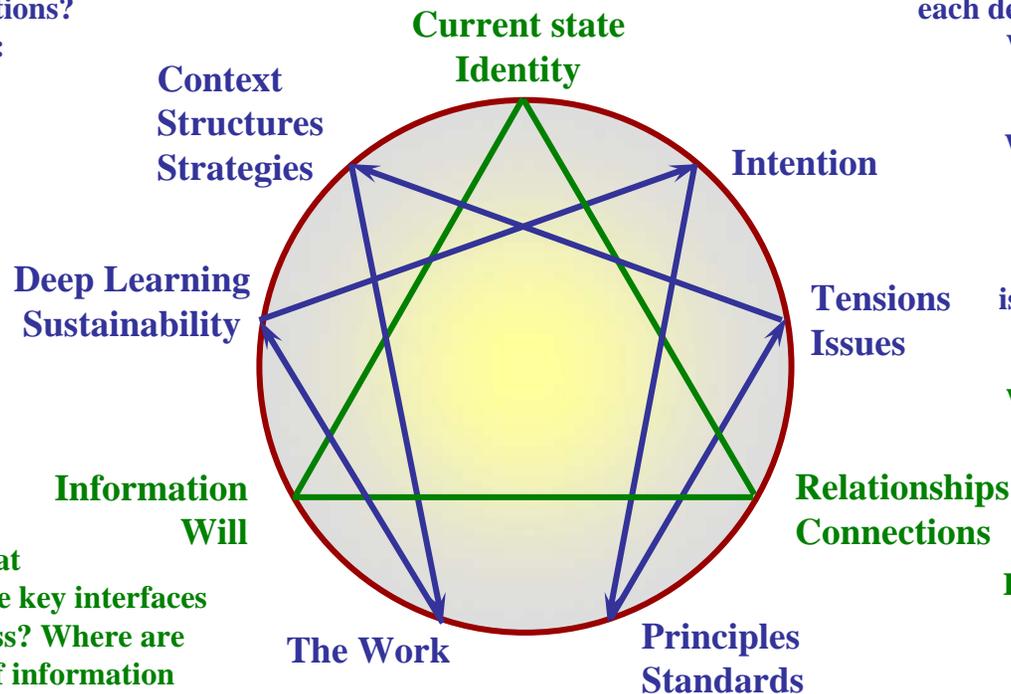
Facts, data, times, events, specific people?

What is our strategic intent? What is the company core value proposition? What are the respective value propositions and purposes of each department and/or business unit? What should they be? Specifics?

What were the issues, dilemmas, paradoxes, at play? What constraints do we need to work within? What deeper issues did they belie? Resources?

What links and connections were at work? Between what or whom? How functional? What interactive effects between corporate and line elements have there been? How did they impact our result? What links do we need? How should they work?

What principles or ground rules seem, in fact, to have underpinned how we are configured/structured? Market driven, people driven, technology driven, mandated? What specific principles related to distinct areas/units do we need? Ground rules related to number of levels, functions, flexibility, accountability, responsibility? Design ground rules for levels of complexity related to departments and units?



Positioning for sustainability

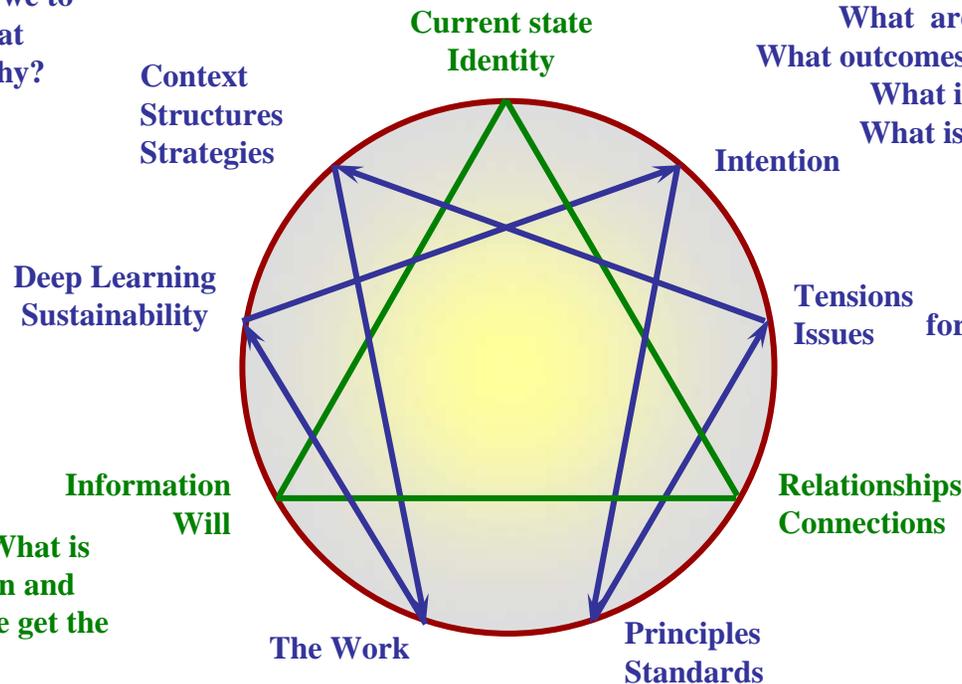
What is the context for this initiative? How has the need emerged? Where and how are we currently positioned? Who is involved? What is their commitment? How is it expressed? How durable?
How is this initiative linked to the vision and to the strategic intent of the firm/organization? What is the level of insight among different players/groups within the organization as to the place, potential, function and value add of positioning for sustainability?

Which level of sustainability are we to operate/think within? Why? What approaches should we adopt? Why? What systems, structures and processes do we need?

How will we learn and continue to learn at a deep level about this initiative? How shall we sustain things going forward?

What information do we have? What is needed? Who has the information and how can it be shared? How do we get the information we don't have?

**What are we actually going to do?
 What specific things need to be done?
 What does this suggest we should do next?
 By whom? When? Resourcing?**



**What are we actually trying to achieve?
 What outcomes, outputs, process and strategy?
 What is the vision that underpins this?
 What is the link to our strategic intent?**

What are the issues, dilemmas, and paradoxes that need to be addressed for the initiative to be successful?

How do we currently engage with staff, vendors, customers, analysts, and our market on significant organizational change? How can these relationships and connections be changed or improved and utilized?

What operating principles should guide our decisions and actions? How will they be reinforced? What ground rules will be needed to guide actions, behaviours and strategy going forward?

For strategic HR planning

What is the current situation? What is happening in the HR field in this company? Dimensions, details

What is the level and status of our HR function as a whole? Relative to competition? The industry? Emerging trends in HR, in Australia, in the workforce, in the industry, in the company? SWOT?

Where do we need to be in the broadest of terms? What is our story? Who are we? Where are we? Who are our customers and who are our stakeholders? As a HR function? What context, intentions and principles do we wish to retain going forward?

What new context do we wish to create and operate within?
 What strategic HR framework shall we operate in?
 What new perspectives? How shall we arrange things overall?
 What will be our major strategies?
 How shall we organize, resource and think about them?
 What structures shall we start with?
 What specific approaches or initiatives?

What new world views are opening up for us? What are we learning from this? How shall we keep learning? How shall we sustain things?

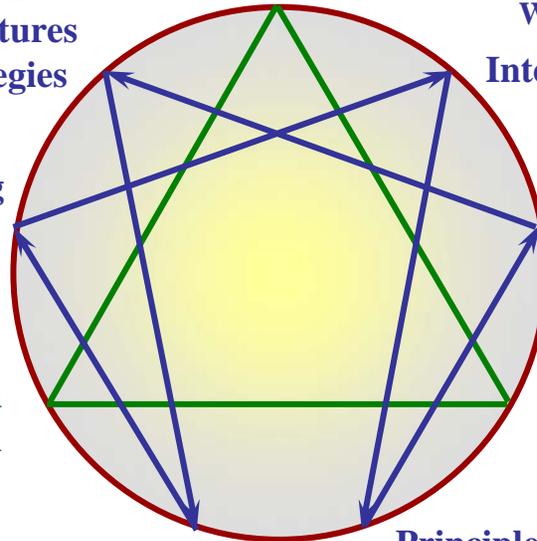
What information is needed?
 Who needs to be in the room to work with this information and marshal will?
 How can we open information to all?
 How can we use this to coalesce will and power? Among us? With others? What are the undiscussables? How can we get them out and test our assumptions?

Deep Learning
Sustainability

Information
Will

Context
Structures
Strategies

Current state
Identity



The Work

Principles
Standards

Intention

Tensions
Issues

Relationships
Connections

What do we want to achieve?
 Our HR vision for ourselves? For the company?
 The employees? The community? Our priorities?
 What are the core values to honor? What and how do we want to create HR value add? What are our overall performance targets for the HR function?
 What is our strategic intent and our fundamental customer value proposition?

What are the issues?
 What are the dilemmas, tensions, contradictions, limitations and constraints?

How can we be with one another as a HR set of functions, group of professionals? With line Management? With others?
 What sort of relationships and connections do we need? Within our group/organization? Between parts of it? With other groups? Who or what needs to be connected? How?

Who will do what, when and how?
 What actions will be taken?
 Milestones, specific actions, responsibilities, accountabilities,
 Deliverables? Operating processes?

What operational principles or ground rules need to guide our thinking, strategies and actions?
 What principles need to guide how we engage others?
 Guide the services and functions we offer? Guide how we be with ourselves? With other groups/organizations?

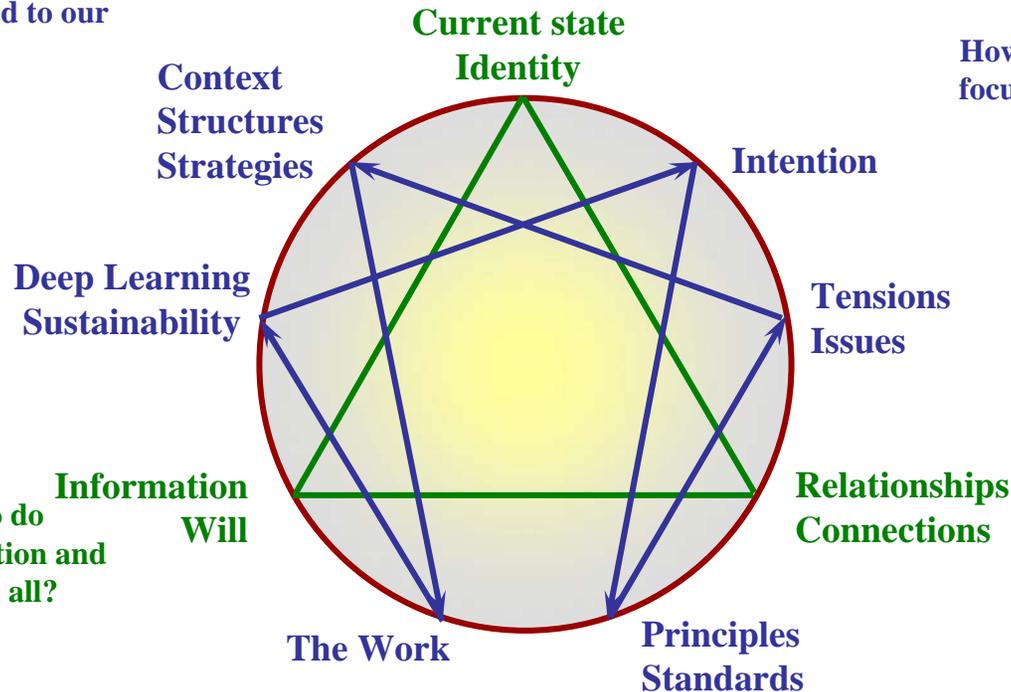
For drilling down on strategies

What do we have to do or put in place to ensure we build & nurture a shared identity, an on-going & clear appreciation of our the situation in which we find ourselves?

How shall we ensure our strategies & structures are related to our fundamental intention and principles?

How shall we ensure that we get all focused & participating in building & owning a clear intention?

How shall we ensure the whole system and we keep learning and developing?



What approaches do we need to establish to identify, and manage issues, tensions & problems as they arise?

What do we have to do to open up information and make it available to all?

How shall we keep building & making the relationships among people & the connections among parts more effective?

What do we need to establish to keep improving the efficiency and effectiveness with which work gets done?

What systems and processes do we need to establish to ensure we stick to our agreed principles and renew them?

For drilling down on strategies 2

Can we restate the situation we are in, with respect to the strategy we seek to develop?

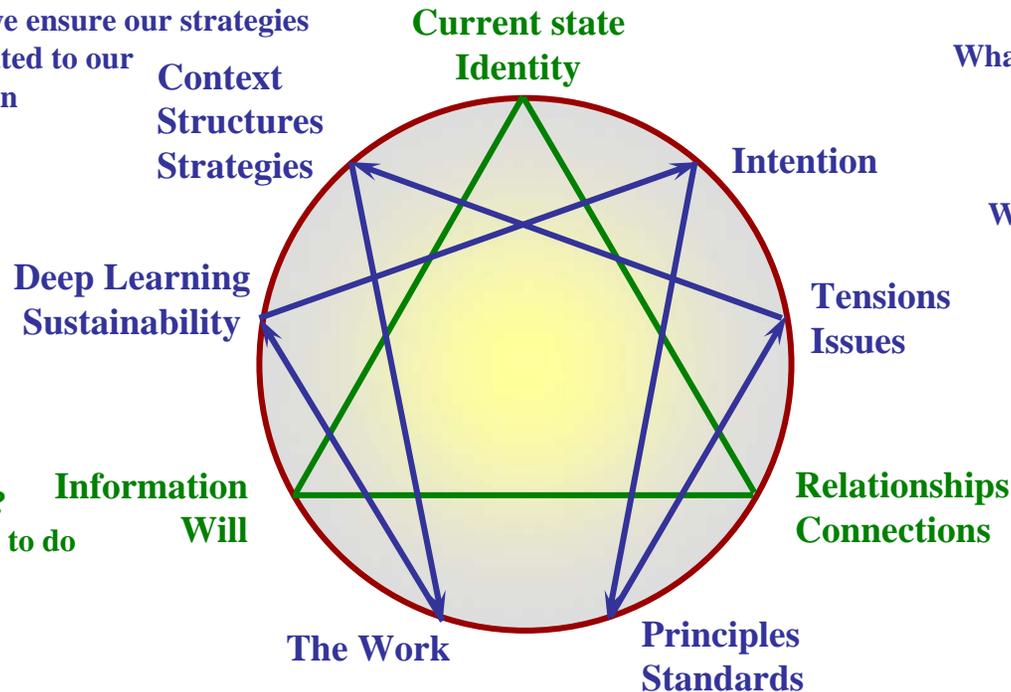
What specific approaches and elements do we suggest? How shall we ensure our strategies & structures are related to our fundamental intention and principles?

How shall we ensure the whole system and we keep learning and developing?

What information needs to be taken into account? Now? On-going? What do we have to do to open up information and make it available to all?

Who needs to do what?
What do we need to establish to keep improving the efficiency and effectiveness with which work gets done?

What principles need to be put in place for this strategy?
What systems and processes do we need to establish to ensure we stick to our agreed principles and renew them?



What do we want to happen in regard to this strategy?
For whom? Why?

What are the issues and tensions?
What approaches do we need to establish to identify, and manage issues, tensions & problems as they arise?

What connections need to be built or enhanced?
How shall we keep building & making the relationships among people & the connections among parts more effective?

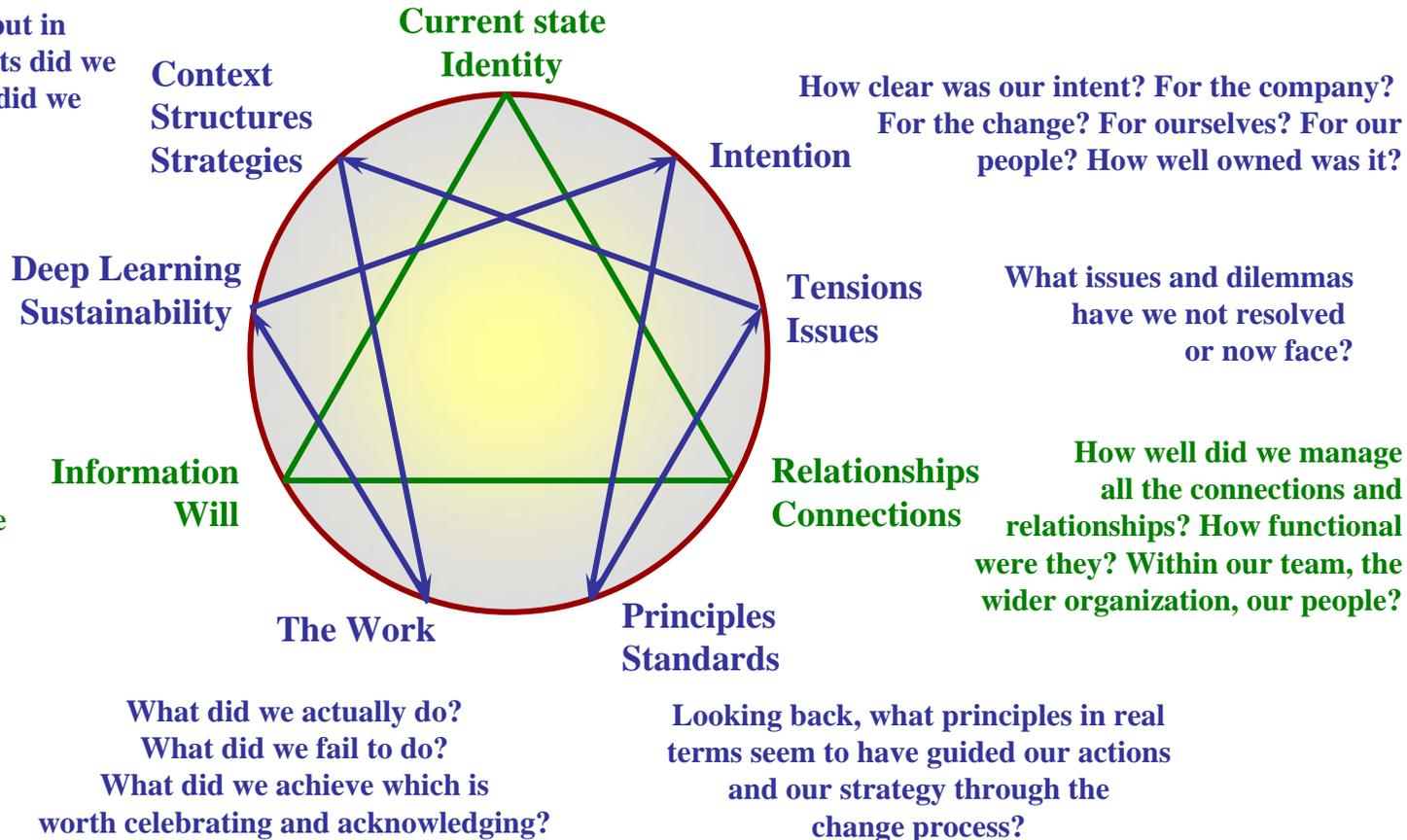
For reviewing change

How strong identity have we created? How together have we been in executing the plan?
 How clear has been our grasp on situations as they have arisen?
 What is the current state of play?

What strategies did we put in place? What new contexts did we try to create? How well did we do these things?

What can we take from all of this for the future?

How did we handle information? How open were we with all involved?



For fishbowl inquiry

(for recording content)

What is the current state in which we find ourselves? What is going on, really?

Internally, externally? How clear is our grasp on our current situation?

What are its aspects, facets, dimensions? How much do we fully appreciate all its dimensions?

Do we truly understand our story? How strong is our identity?

What are the true cause and underlying dynamics?

What is context we have created for ourselves? How are we structured? How appropriate is it? How fluid? What approaches are we putting in place? Strategies?

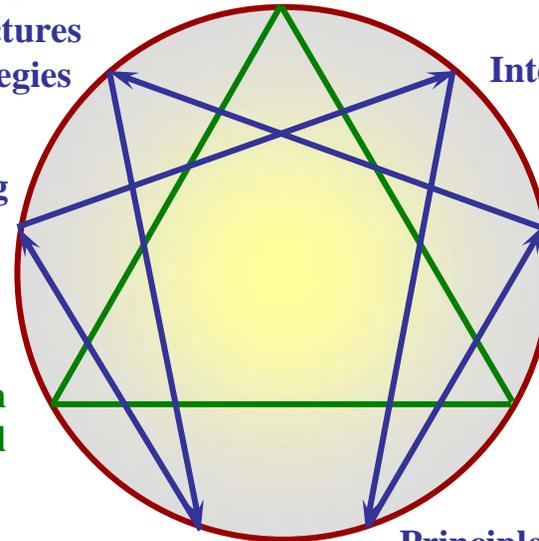
Context
Structures
Strategies

Current state

Identity

Intention

What is the intent? What are we trying to achieve? Espoused, inferred as actual? Values, vision, value-add, strategy, customers?



Deep Learning
Sustainability

Tensions
Issues

Issues, tensions, problems dilemmas, paradoxes? What deeper do they belie?

Information
Will

Relationships
Connections

What are the relationship issues? How functional are our relationships? With whom? How well do all the connections work? Among people, groups, systems, structures? What is needed?

How are we handling information? What is available? What is critical? What is open, hidden? What is needed? How can it become more available?

The Work

Principles
Standards

What are we actually doing? How does it relate to our intention and principles? What specific things need to be done going forward

What principles seem to guide our actions? How clear and owned? How specific? Standards? How are they reinforced?

What ground rules or principles will need

to guide actions, behaviors and strategy going forward?

Fishbowl Process Enneagram Guiding Questions

(for recording content)

What is the current state in which we find ourselves? What is going on, really?

Internally, externally? How clear is our grasp on our current situation?

What are its aspects, facets, dimensions? How much do we fully appreciate all its dimensions?

Do we truly understand our story? How strong is our identity?

What are the true cause and underlying dynamics?

What is context that has been created? What might need to be created? How are they structured? How appropriate is it? How fluid? What approaches are we putting in place? Strategies?

Context
Structures
Strategies

Current state

Identity

What is the intent? What are they saying they are trying to achieve? Espoused, inferred as actual? Values, vision, value-add, strategy, customers?

Intention

Stepping right back ... What are the deeper learnings from the whole discussion? What are the sustainability issues and learnings that have emerged? What is the sub-text?

Deep Learning
Sustainability

Information
Will

Tensions
Issues

Issues, tensions, problems dilemmas, paradoxes? What deeper issues do they belie?

Relationships
Connections

What are the relationship issues? How functional are the relationships? With whom? How well do all the connections work? Among people, groups, systems, structures? What is needed?

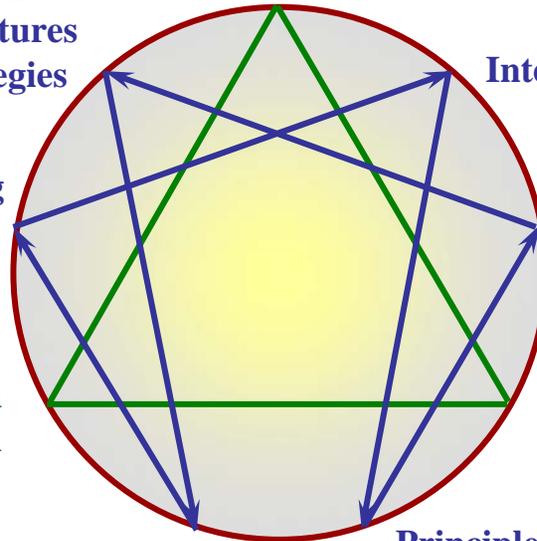
The Work

Principles
Standards

How are they handling information? What is available? What is critical? What is open, hidden? What is needed? How can it become more available? Information can include facts, data, feelings, beliefs, reactions?

What are we actually doing? How does it relate to our intention and principles? What specific things need to be done going forward

What principles seem to guide actions? How clear and owned are they? How specific? Standards? How are they reinforced? What ground rules or principles will need to guide actions, behaviors and strategy going forward?



For relationships

**What is our history together? Who are we and what do we each bring into this relationship?
 What did each of us hope to get out of this relationship? How are we, really, with one another?
 What have been the significant events and stages in the development our relationship together?**

**What new context do we wish to create?
 What approaches do we wish to put
 in place? How shall we stay open
 and fluid around these things?**

**Context
 Structures
 Strategies**

**What future do we want to create together? What
 do I want over the years from this relationship?
 What does s/he want?**

Intention

**What can we take from all
 of this for our future? How
 can we stay open to new ways
 of seeing ourselves?**

**Deep Learning
 Sustainability**

**What issues and dilemmas,
 problems, differences, and
 constraints do we face?**

**Tensions
 Issues**

**How open have we been
 with one another? What do
 we avoid talking about? What
 do we keep hidden from the
 other? Undiscussables?**

**Information
 Will**

**How present and there for
 one another have we been?
 How shall we be with
 one another? What type and
 way of relating do we now want
 with one another?**

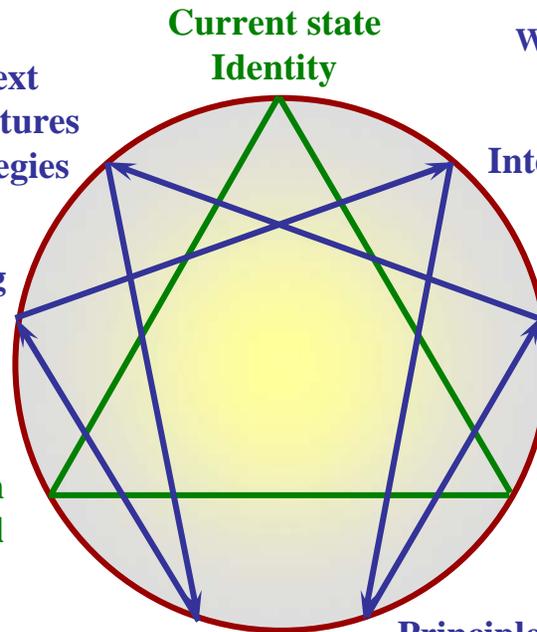
**Relationships
 Connections**

The Work

**Principles
 Standards**

**What shall we actually do?
 When? How?**

**What ground rules do we commit guide
 our actions? What standards do we commit
 to? What will be the behavioral indicators?**

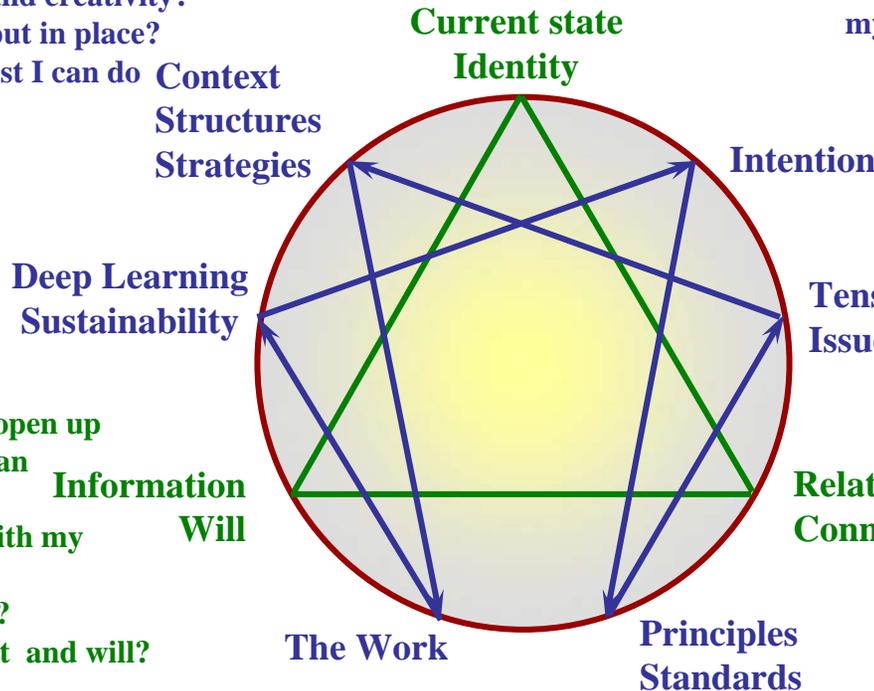


As a leader, who am I? How have I got here? What are my values around leadership? What do I do well?
 How clear am I on the changing demands of the context in which I work? What is going well in my organisation?
 How clear is the organisations identity, vision and purpose and how well understood? What kind of leader am I becoming?

How can I work with others to open up the system?
 How can I support innovation and creativity?
 What broad approaches will I put in place?
 What has worked well in the past I can do more of?

What new views of leadership and organization are emerging as I do this work?

How can I work with others to open up the flow of information? How can I improve my access to information? How open am I with my colleagues and staff? Are there undiscussables that need airing? How can I increase commitment and will?



What do I want to be part of creating?
 What do I want to achieve for myself, my organization, my community?
 How clear is my vision for the future?
 What are my core values?
 What is the purpose of my leadership?

What are the issues, dilemmas, and paradoxes I need to recognize and resolve?
 For my own growth? For my Work/community?

What are the various connections & relationships I need to foster?
 How do I want them to be?
 How can I influence them?
 How can I create the relationships we need in my immediate team?
 How engaged are we together?

What do I commit to doing to develop myself as leader?
 What? When? How?
 How will I celebrate success?
 How will I evaluate how I am going?

What operating principles will guide my actions and decisions as I lead the changes that need to occur? What standards do I commit to? How will I know that I have been successful?

For project development

What is the current state in which we find ourselves? What is going on, really, with this project?
 Where and how is it positioned? Internally, externally? Who's baby is it?
 How clear is our grasp on this situation? Who are the stakeholders? What's at stake?
 What are the risks? What are its aspects, facets, dimensions? What are we trying to do in terms of mousetraps – conceive, design, produce, or catch mice?
 How well formed are all the outcomes around this project?

What is context in which the project must occur?
 How will we structure the whole thing? What main strategies?
 How shall we go about it?

Context
Structures
Strategies

What is the intent? What are really we trying to achieve with the project?
 Outcomes, outputs, processes?
 Strategic intent? Strategy, customers, stakeholders?

Intention

How will we build new paradigms in which to reflect, adapt and learn? How shall we sustain things?

Deep Learning
Sustainability

Tensions
Issues

Issues, tensions, problems dilemmas, paradoxes?
 What deeper do they belie?

How shall we handle information? What is available? What is critical? What is open, hidden? What is needed? How can it become more available? For us? For the project? For the key stakeholders?

Information
Will

Relationships
Connections

What are the relationship issues around the project in the organization, in the project team? How functional are our relationships? What connections have to among people, groups, systems, structures? What is needed?

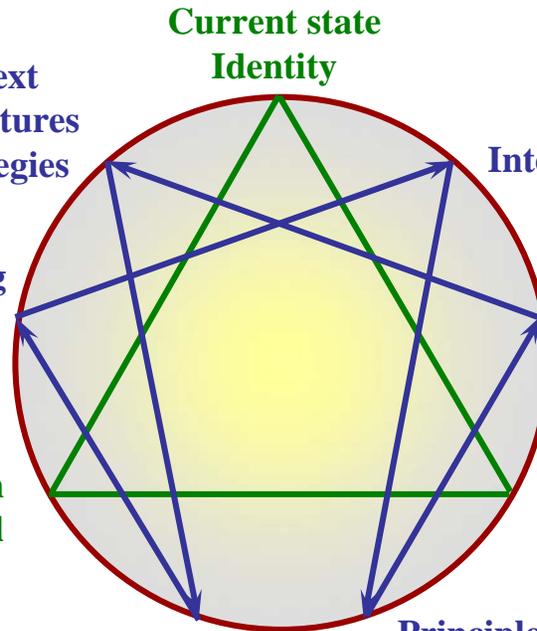
The Work

Principles
Standards

What are we actually going to do? How does it relate to our intention and principles for this project? What specific things need to be done going forward?

What principles will need to guide our actions on this project? How clear and owned? How specific? Standards? How will they be reinforced?

What ground rules or principles will need to guide actions, behaviors and strategy going forward?



For project development 2

What is the current state in which we find ourselves? What is going on, really, with this project? What stage of creation? Where and how is it positioned? How might it be positioned? Internally, externally? Who's baby is it?

How clear is our grasp on this situation? Who are the stakeholders? What's at stake? For whom?

What are the risks? What are its aspects, facets, dimensions? What are we trying to do in terms of mousetraps – conceive, design, produce, or catch mice? How well formed are all the outcomes around this project?

What is context in which the project must occur? How will we structure the whole thing? What main strategies? How shall we go about it? At different levels: tactical, strategic, semantic?

How will we build new paradigms in which to reflect, adapt and learn? How shall we sustain things?

How shall we handle information? What is available? What is critical? Who has it? How accessible? What is open, hidden? What is needed? How can it become more available? For us? For the project? For the key stakeholders?

What are we actually going to do? How does it relate to our intention and principles for this project? What specific things need to be done going forward?

Current state
Identity

Context
Structures
Strategies

Intention

Deep Learning
Sustainability

Tensions
Issues

Information
Will

Relationships
Connections

The Work

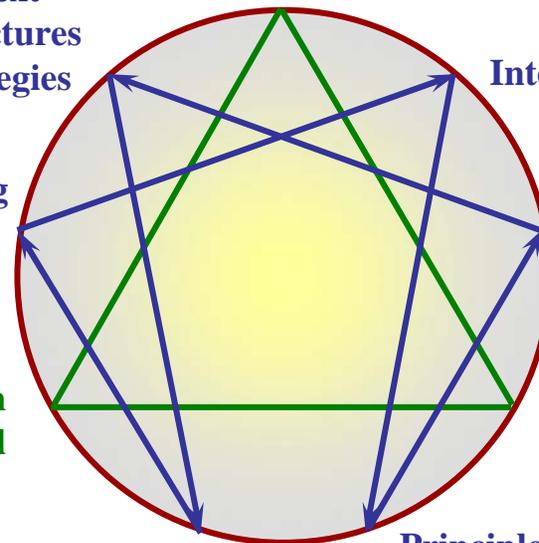
Principles
Standards

What principles will need to guide our actions together on this project? How clear and owned? By whom? How specific? Standards? How will they be reinforced? What ground rules or principles will need to guide strategy going forward?

What is the intent? What are really we trying to achieve with the project? What is possible here? Outcomes, outputs, processes? Strategic intent? Strategy, customers, stakeholders?

Issues, tensions, problems dilemmas, paradoxes? What deeper issues and patterns do they belie?

What are the relationship issues around the project in the organization, in the project team? How functional are our relationships? What connections have to be made among people, groups, systems, structures? What is needed?



For project update

What is the current state in which we find ourselves? What is going on, really, with this project?
 Where and how is it positioned? Internally, externally? Who's baby is it?
 Where are we up to with it? What major things still need to be done?
 What are the current risks? What are its aspects, facets, dimensions?
 What are we trying to do in terms of mousetraps – conceive, design, produce, or catch mice?
 How currently well formed are all the outcomes around this project?

What broad strategies are we adopting to achieve our intentions?
 How flexible are they? Leadership? Participation? What main strategies are now required?

What are we learning as the project progresses? How are we applying them? How are we to build new paradigms in which to reflect, adapt and learn? How shall we sustain things?

How are we handling information? What is available? What is critical? What is open, hidden? What is needed? How can it become more available? For us? For the project? For the key stakeholders?

What are we actually going to do from this point onwards? How does these relate to our intention and principles for this project?

What specific things need to be done going forward? When? By whom specifically?

Current state
Identity

Context
Structures
Strategies

Intention

Deep Learning
Sustainability

Tensions
Issues

Information
Will

Relationships
Connections

The Work

Principles
Standards

What is the intent? What are really we trying to achieve with the project? Outcomes, outputs, processes? Strategic intent? Strategy, customers, stakeholders?

Issues, tensions, problems dilemmas, paradoxes? What deeper do they belie?

What are the relationship issues around the project in the organization, in the project team? How functional are our relationships? What connections have to exist among people, groups, systems, structures? What is needed?

What *real* principles are guiding our actions on this project? How clear and owned? How specific? Espoused or practiced?

What ground rules or principles will need to guide actions, behaviors and strategy going forward?

How are you nurturing these relationships?

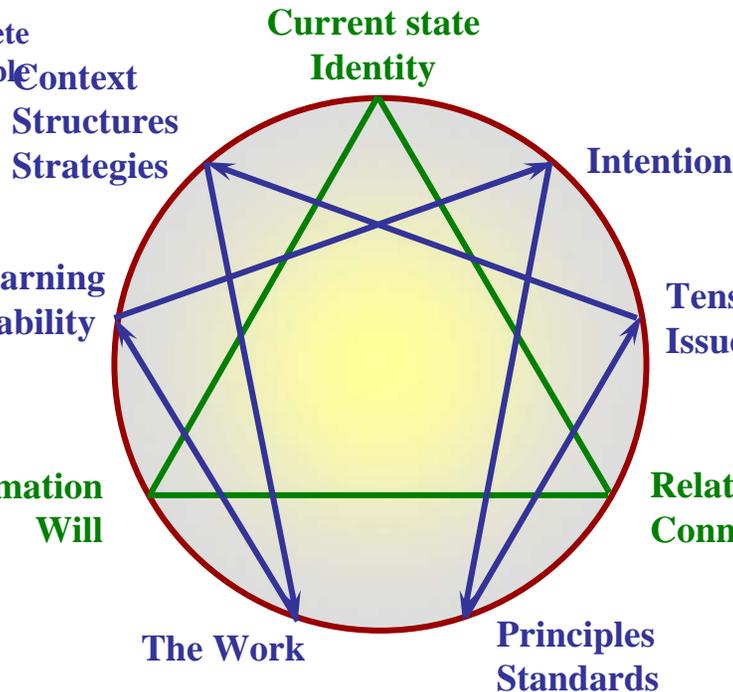
What is the context of your project? How did the need emerge? Who is involved directly? What is their commitment?
 Who are the major stakeholders? How are they stakeholders? How is the project linked to the vision of the organization or system? Where is it up to right now? What are the big things you are still to achieve: tactical, strategic, semantic?

What broad strategies are you adopting to achieve your intentions? How complete and comprehensive are they? How flexible are they? Leadership? Participation?

What are your learnings about change as the project progresses? How are you applying them?

How is information being shared? How accessible? About what? How frequent? To whom? With whom? By what means? What type is critical? Do you have a Communication plan?

What are you doing? When? How? Who? How successful is it? How consistent is it with your stated intentions and principles? Where are you spending your energy? Is it on the right things? Tactics? Strategy? Semantics?



What are you trying to achieve? How clear is your intention? To you, to others involved? How shared is this intention by all the stakeholders?

What are the issues, dilemmas, and paradoxes that need to be addressed for the project to be successful?

What are the major relationships you need to manage? Are all the necessary connections in place? Is everyone, who needs to be, involved? How are you nurturing these relationships?

What operating principles are guiding your decisions and actions? How clear & owned are they? By whom? What are the indicators for success? What standards have been set?

For reviewing a process or initiative

**What is the context of this initiative? How did the need emerge? Who is involved? What is their commitment?
How is this initiative linked to the vision of the firm/organization?**

What approach have we taken and how effective has it been? What context did we create to operate within? What context should we create going forward and what approach/es should we adopt?

What have we learned already at a deep level about this type of initiative? How shall we sustain things going forward?

How was information shared? What was critical? What was missing? What was hidden or confused or avoided?

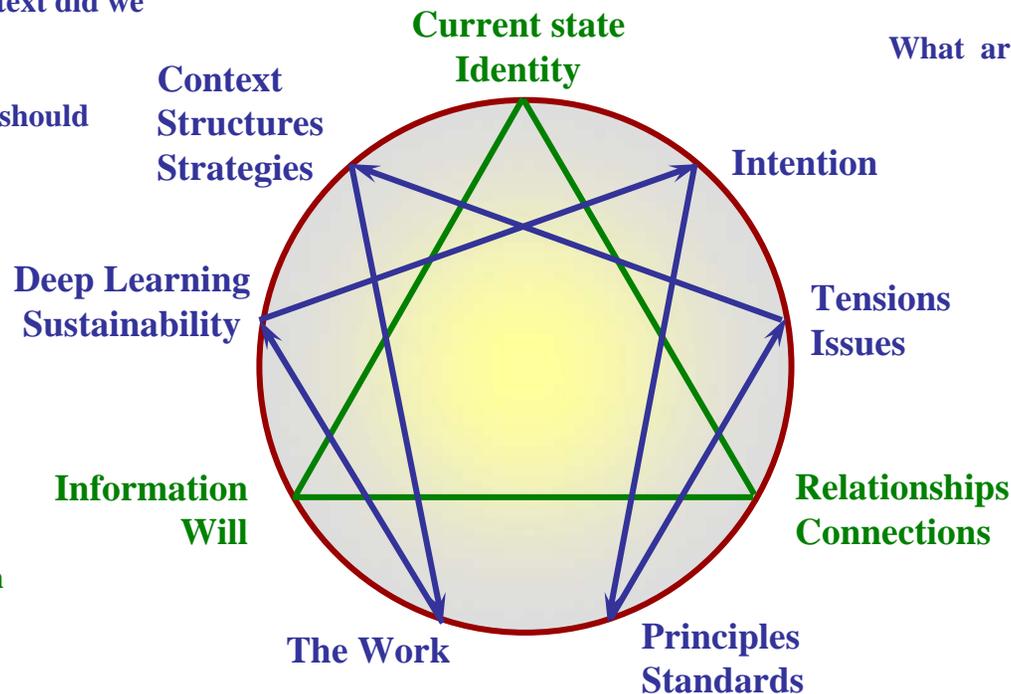
**What actually worked well?
What could have been improved?
How?
What does this suggest we should do next?
By whom? When?**

What operating principles should guide our decisions and actions?

**What are we actually trying to achieve?
How clear is our intention?**

What are the issues, dilemmas, and paradoxes that need to be addressed for the initiative to be successful?

**Are all the necessary connections in place?
Is everyone, who needs to be, involved?
How are we going to set up and nurture the necessary connections and these relationships?**



For community development

Who are they? What is their story? Their background, significant events which have shaped their identity?
 What are their espoused values? What has/not worked well and why? What were the enabling conditions?
 What has not worked well and why? How have these shaped their sense of control and destiny?

What broad strategies do they adopt to achieve their intentions? How do they organise themselves? Participation? Leadership? How do these play out in the project?

How are they applying what they learn? What new meanings are they taking to the future?

How is information shared?
 How open are they with one another?
 What is open/hidden? What is critical?

What are they actually doing?
 When? How? Who? How successful is it? How consistent is it with their stated intentions and principles?

What ground rules guide their decisions and actions?
 Cultural and social norms? What standards/policies do they abide by? How clear & owned? What are the indicators for success?

What future do they want to create together?
 What do they want to achieve, for themselves, for the community? How clear is their intent, their vision for the future? For individuals, groups, the whole, with other groupings in their environment? Why?

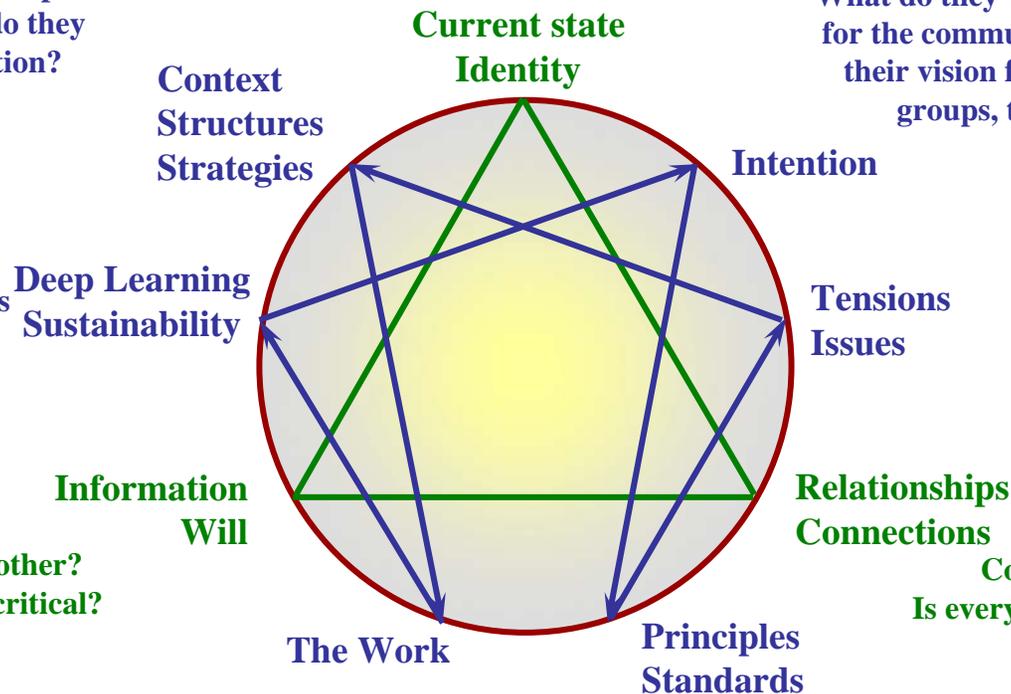
What issues and dilemmas, paradoxes do they face, including culturally, politically, economically, socially?

How are they with one another?

How do they want to be with each other?

Connections with the community?
 Is everyone, who needs to be, involved?

What connections with the broader culture?



A systemic model for coaching

What brings the client to the coach?
What is the need?

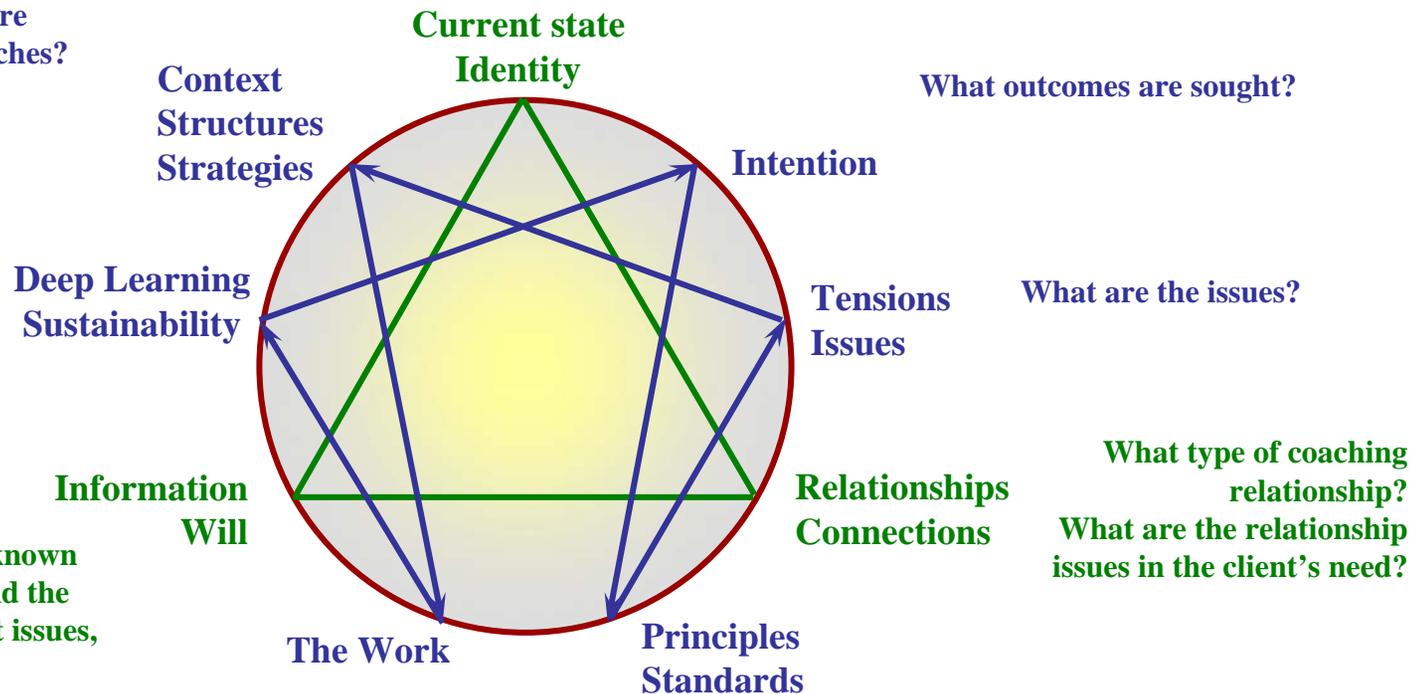
What new mental models are needed? What new approaches?

How will the client keep learning and growing, and how will they sustain the changes?

What needs to be surfaced?
What information needs to be known and understood by the client and the coach? Undiscussables, difficult issues, real and deeper needs?

What specific things will change?
How will they be assessed?

What ground rules should guide the coaching?
What are hidden unconscious principles at work in the client's need? What new or different one are required



For planning a performance coaching session

What is the purpose & context of the meeting I am planning? What is the reality of my relationship with my direct reports?
 How effective are my interpersonal skills? If I were to stand in the shoes of my direct reports how do I imagine they feel about me as their superior. What is my understanding of the performance management process?
 How accurate is picture I have of his/her/their performance and of where they/I are together?
 What is required? What are the facts? What are the behaviors? What are the gaps – specifically?

What broad approach is called for?
 What context do I wish to create for this encounter? What particular Strategies will I pursue? Why?

Context
Structures
Strategies

How will we reflect on the outcomes of the meeting? At what levels, in what domains? How will agreements and commitments be sustained? How will I know what to improve next time?

Deep Learning
Sustainability

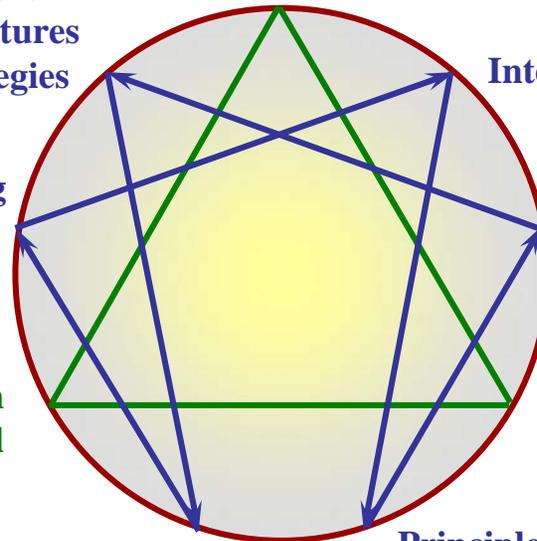
What information/data do I intend to use? What will I need to seek?
 How open with one another will we need to be?
 What is/may be open/hidden? What is critical?

Information
Will

What things are likely to need to happen?
 How will I know they are happening?
 What contracts need to be established?
 Specifics? What will I see/ record?
 Who else may need to be involved?

The Work

Current state
Identity



Principles
Standards

What do I want to achieve? For me, the other/s?
 How will I know if I get there?
 How do I plan to share the full intent of the process?
 What information/data do I intend to use?

Intention

What issues, tensions and problems do I need to consider prior to my meeting with the other person/s?

Tensions
Issues

What are relationship issues to be negotiated in this meeting?
 How functional is my relationship with this person/s? How do I want it to be? At the end of the meeting? In the longer term?

Relationships
Connections

What ground rules should guide decisions, strategies and behaviors in this meeting? Mine, the other person/s? About this issue and behavior at hand? What standards/policies apply in this setting?
 About the issue? What aspects of effective communication do I need to remain conscious of?

For structuring a performance coaching session conversation

What is the purpose & context of the meeting we are having? What is the reality of our working relationship?
 How clear are we about performance management process?
 What is our picture of his/her/their performance and of where we are together?
 What is required? What are the facts? What are the behaviors? What are the gaps – specifically?

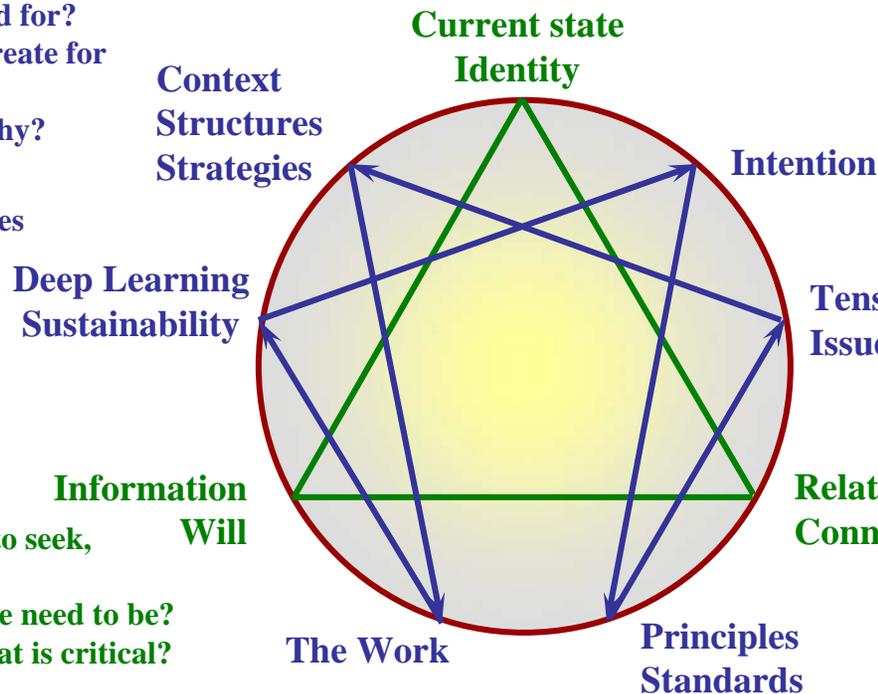
What broad approach is called for?
 What context do we wish to create for the future? What particular strategies shall we pursue? Why?

How will we reflect on the outcomes of the meeting? At what levels, in what domains? How will agreements and commitments be sustained? How will you know what to improve next time?

What information/data do we intend to use? What will we need to seek, or explore or surface together?
 How open with one another will we need to be?
 What is/may be open/hidden? What is critical?

What things need to happen?
 How will we know they are happening?
 What contracts need to be established?
 Between us? With others?
 Specifics? What will I see/ record?
 Who else may need to be involved?

What ground rules should guide decisions, strategies and behaviors going forward? Mine, yours, ours?
 What standards/policies apply in this setting?



What is the outcome for this conversation between us?
 What will be the indicators

What issues, tensions and problems we need to consider ?

What are relationship issues to be negotiated in this meeting?
 Between us? With others?
 How functional is our relationship? How do we want it to be? At the end of the meeting? In the longer term?

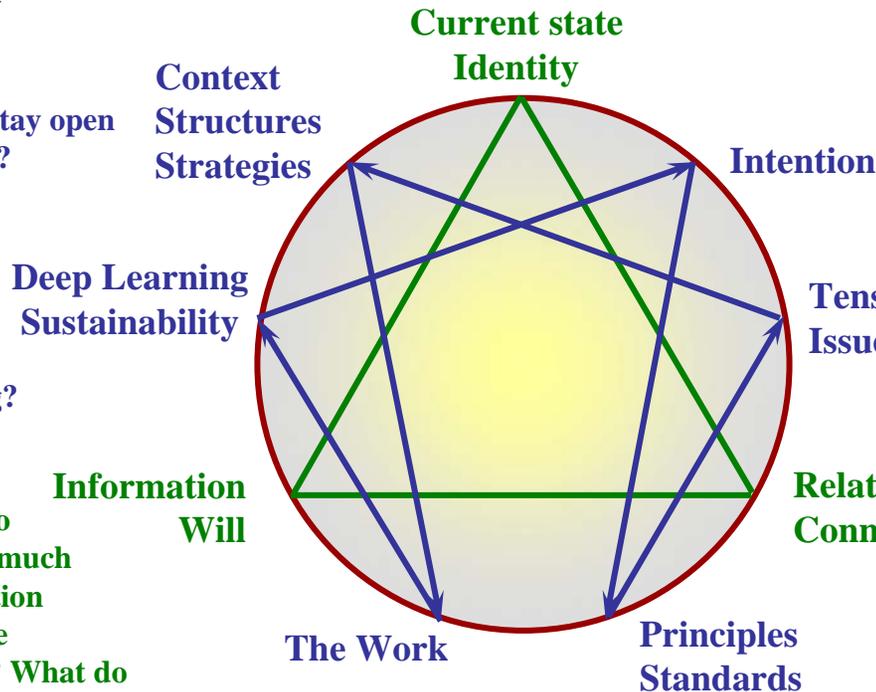
For team development

What is the team's history together? How is team structured and what roles do each fulfill?
 What does each person bring to the team in terms of skills, contributions, strengths?
 Why does the team exist, i.e. its purpose? How is the team with one another, really?
 What have been the significant events and stages in the development the team?

What new context might they create?
 What approaches should they in place? How might they structure themselves? New approaches? How shall they stay open and fluid around these things?

How well do they learn and grow as a team? How do they sustain themselves? How will they need to operate to stay open, learning and developing?

How open have they been with one another? How well do they share information? How much of the right or timely information do they have? How do they use information to work together? What do they avoid talking about? What do they keep hidden from the other? Undiscussables?



What does the team want to achieve?
 Purposes, outcomes, type of team?

What issues and dilemmas, problems, differences, and constraints does the team face?

How functional have been their relationships?
 Areas for improvement?
 How do they want to be with one another? What type and way of relating do they now want with one another?

What ground rules or values do they seem to operate by now?
 What ground rules or values should guide their actions in the future? What standards do we commit to? How will we know?

For inter group conflict

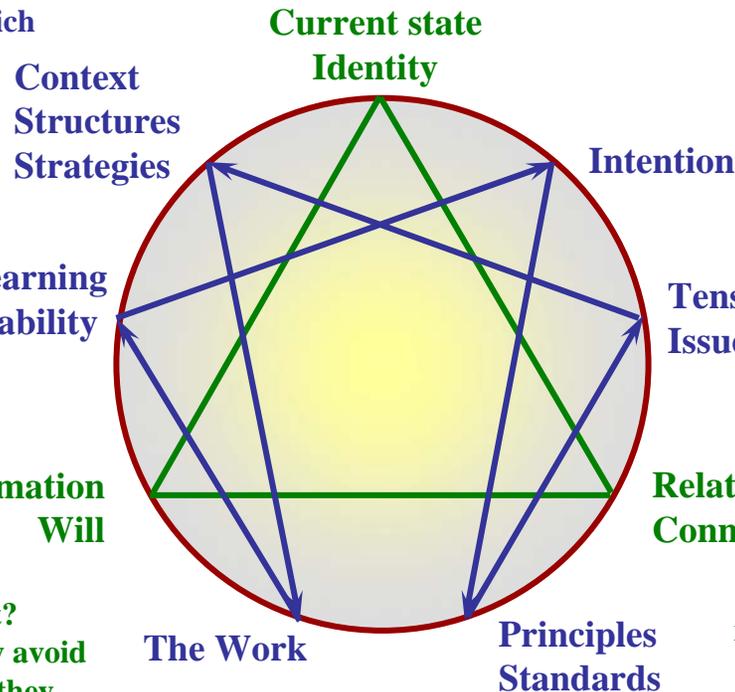
Who are the two groups? Who is in them and how do they fit? Where do the two groups fit? What is the stated conflict about?
 How does the conflict manifest itself? What is their history with one another and how long has it been going on?
 What has been done to date to resolve and with what effect? What seem to be some of the patterns and deeper dynamics at work?
 What other outside influences and stakeholders bear on the situation? Other groups? Impacts?
 What is the imperative and urgency for change?

What new context/s will the two groups need to create to guide their future together?
 What broad options do we have and which ones seem appropriate? How shall they organize their future relationship and work together?

How shall we keep it going?
 How shall we check we are on the right path?
 How shall we stay open to new developments? What have we learned from all of this?

How do the two groups share (or not) information about one another and the impacts of the conflict? Where and what type of information do they get? What are the myths, facts? What do they avoid talking about or facing up to? What are they not getting in terms of information? Taboos? Sacred cows?

Who is actually going to do what? How shall they start and proceed? When? Who will organize?



What does a good outcome look like?
 What do the two groups need to achieve?

What are different positions?
 Consequences? Constraints?
 Tensions? Why do we have to do anything? How much do they really want resolution?

When and how do the two groups interact? How frequently?
 What's the balance of power? What impacts do they have on each other? How functional is the relationship between the two groups and what does it need to be like?

What seem to be the hidden ground rules which guide how each group interacts with the other? What should be the ground rules for working and relating with one another going forward? What will be the standards of minimum behavior? Are there any non-negotiables? How will we know?

Picking up the pieces and recreating a future

Who and how many are involved? Where do they fit in? What constraints exist, e.g. time?

What has been done before and with what result? What have we learned so far from previous efforts?

How long has it been going and how extensive? What is the imperative, if any, for fixing it? How has it evolved?

What specific reasons for doing anything are there? What is at stake? What success models with the two groups are there?

What new context/s will the two parties need to create to guide their future together? What broad options do we have and which ones seem appropriate? How shall they organize their future relationship and work together?

What have we learned from this discussion, i.e. what's the take? How would they sustain any change that is implemented to their relationship?

When people talk of the current and past situations, where are they getting their information and understanding from? How open are both parties to sharing real information, including assumptions about each other and feelings? How do we validate the information? What do they/we collude to avoid discussing? How do we get the real and relevant information out on the table? Maintain it?

Who is actually going to do what? How shall they start and proceed? When? Who will organize?

Context
Structures
Strategies

Current state
Identity

Intention

Tensions
Issues

Relationships
Connections

The Work

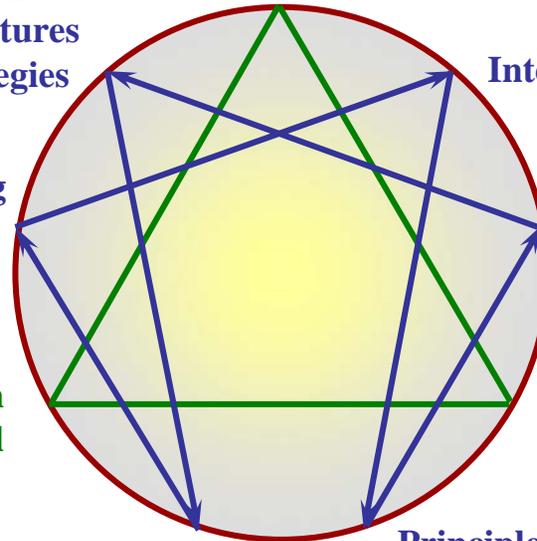
Principles
Standards

How do we want to be in the future with one another?
What does a good outcome look like? Why? Benefits.
What do both sides need to achieve? How realistic?

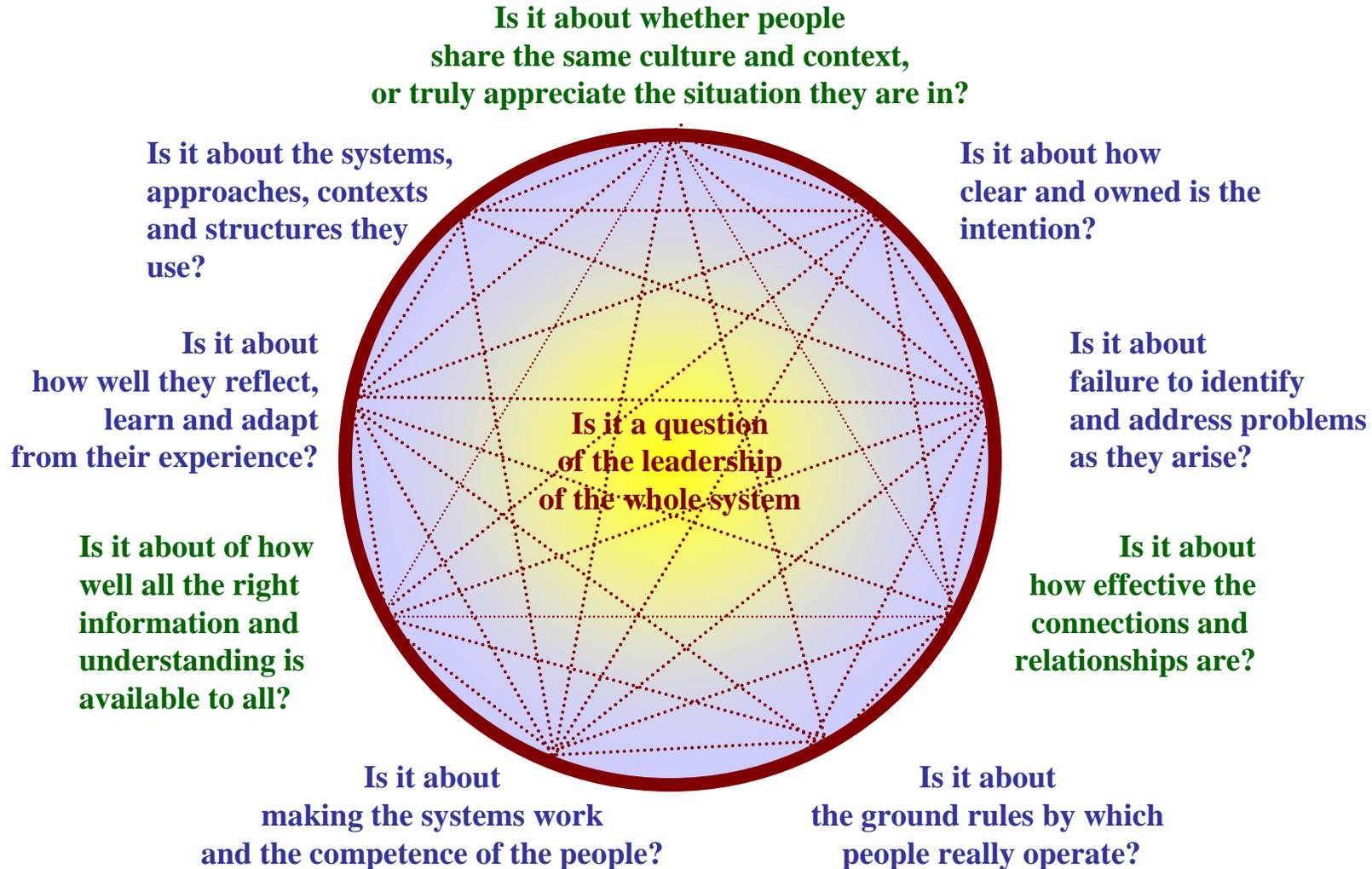
What are different positions? Consequences? Constraints? Tensions? How much do they really want resolution? Scars? What beliefs are holding Change and improvement back?

What is the type and functionality of current relationships and what do we want? In the past? What if anything changed and how? Relationships among whom?

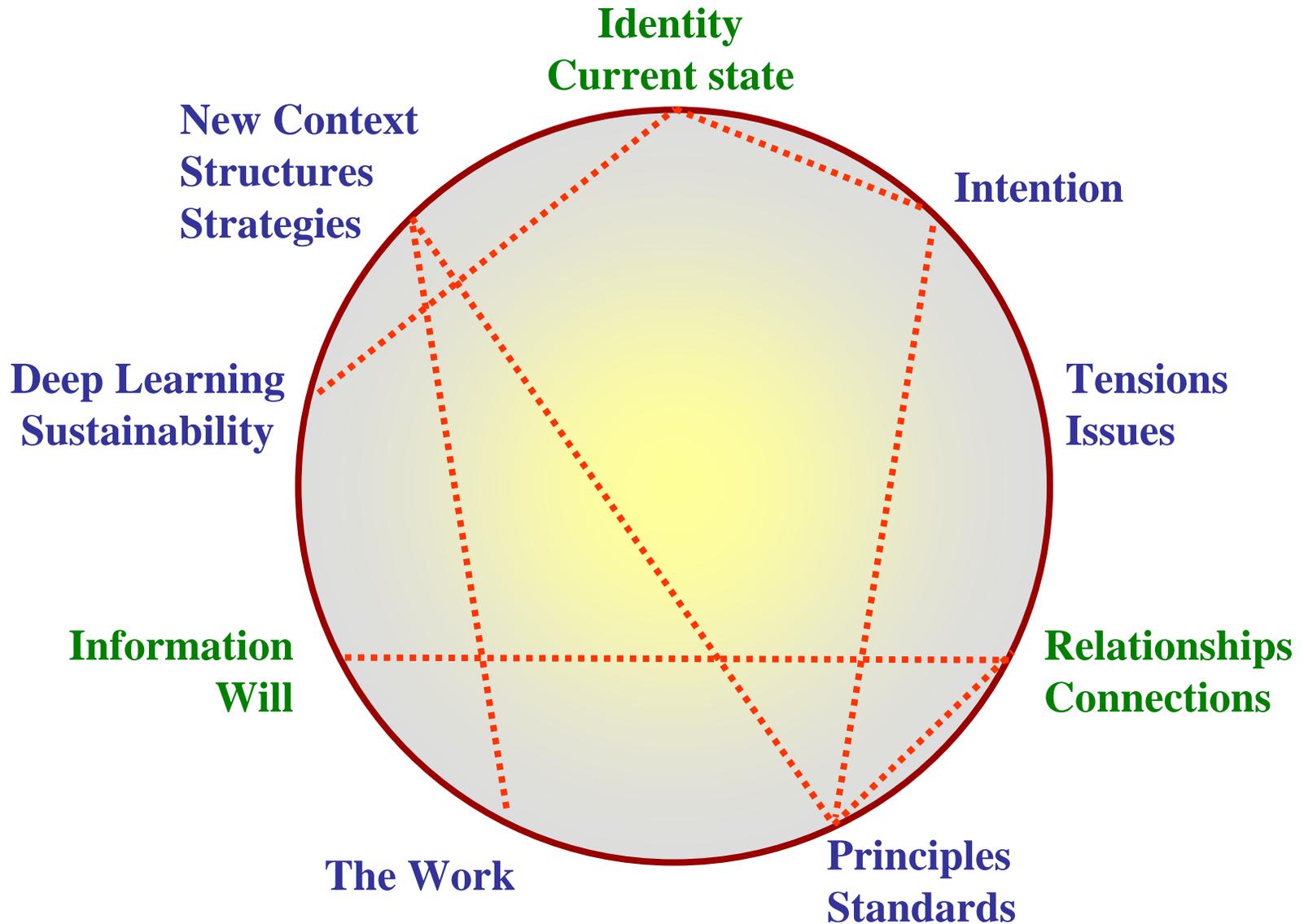
What seem to be the hidden ground rules which guide how each party interacts with the other? What should be the ground rules for working and relating with one another going forward? What will be the standards of minimum behavior? Are there any non-negotiables? How will we know?



What are the issues?



Lines of possible duplication



You can get additional help and resources related to the Process Enneagram from ...

Neva Banks:	neva1@ozemail.com.au
Tim Dalmau:	tim@dalmau.com
Dick Knowles:	rnknowles@aol.com
Andrew Rooney	arooney@optusnet.com.au
Jill Tideman	jill.tideman@internode.on.net
Julia Zimmerman:	juliaz@ozemail.com.au
Steve Zuieback:	synectics2@mindspring.com

You can get additional ideas and background related to the Process Enneagram from ...

Presentation on the Process Enneagram:

<http://www.dalmau.com/ressetie.html>

Book:

Knowles, R (2002): *The Leadership Dance*. Center for Self-Organizing Leadership; ISBN: 0972120408