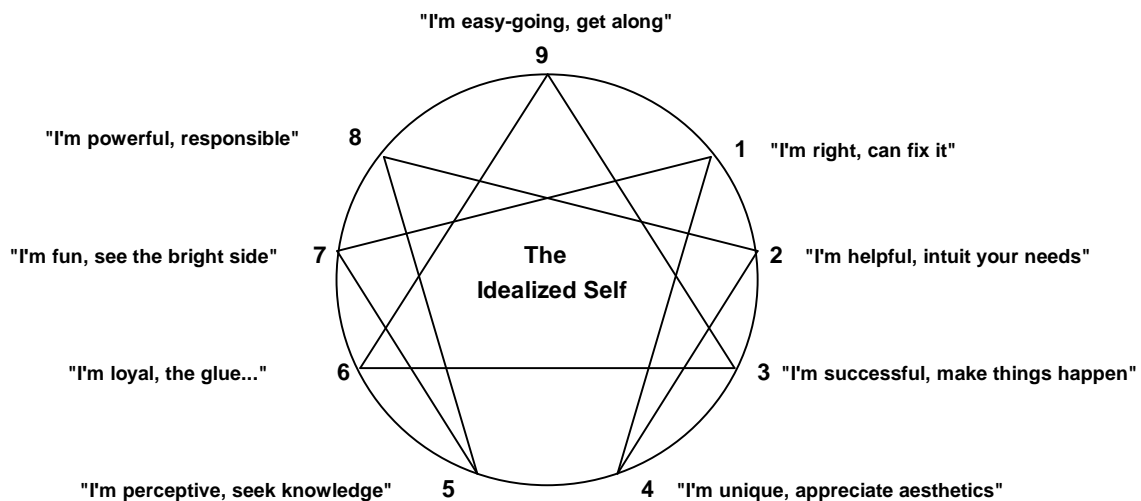


# Coaching the Nine Enneagram Styles for Transformational Change

In the second chapter of *Out of the Box: Coaching with the Enneagram*, Clarence Thomson and I give examples of how coaching for behavioral results alone might provide only a temporary solution. If you coach Ones to stop criticizing others, for example, you may both feel you've succeeded but will actually reinforce their existing framework – they will try to be more perfect, to 'fix' themselves.

To develop the rapport necessary for breakthrough coaching, however, you may need to start with a client's current motivation and focus on first-order, behavioral change:



As your clients develop comfort in the coaching relationship, they'll be more open to examining the underlying Enneagram patterns that drive their behavior, leading to a significant shift in their worldview, or second-order change.

## Ones

When “stuck,” Ones rigidly demand one right way; when developed, they appreciate nuance and options.

The gift of Ones is to see and work toward perfection. This can narrow their focus of attention so they see only what’s wrong, what needs fixing. Their key development need is *serenity*, a sense of inner wholeness and self-support, where they’re relaxed and at ease with themselves and others.

Self-aware Ones are idealistic employees, open to imaginative possibilities and alternative frameworks, serene and at ease with themselves, patient and relaxed with others, and in touch with the present moment – responding where intervention is required and acquiescing when letting go is appropriate.

### Coaching Ones

Ones learn best by paying close attention, making checklists, knowing the “rules.” To develop rapport, go through proper channels, be prompt and considerate, use humor re: small mistakes, give behaviorally specific feedback vs. negative labels, latch onto and encourage their ideals:

- Be especially clear with expectations, guidelines
- Be precise and descriptive with feedback (Ones have a severe inner critic, so criticism from others can invoke defensiveness)
- Provide them with resources to manage their “tirades” better.

Once you have rapport, coach Ones to break free of unconsciously driven patterns:

- Coach them to observe their “shoulds” (for self and others); see how black/white, either/or, right/wrong thinking shows up in their language; reframe the meaning of being “right” – sometimes mistakes are necessary for learning
- Help them become aware of their self-critic and how it drives them and others to undue perfectionism; teach them to use appreciative feedback (focusing on progress toward a goal vs. what’s *not* happening) and to be specific and nonjudgmental
- Show how their rigid views of someone or something keep them from seeing positive aspects; ask “What rule has that person broken?” “Under what conditions might that be acceptable?”
- Encourage creative thinking and breaking the “rules” in creative ways; help expand their judgment criteria in complex situations; when they insist there’s “one right way,” brainstorm at least three options and distill positive portions of each
- Coach them to encourage creativity and initiative with people who work for them (explore the distinction between giving “assignments” and truly “delegating”)
- Help them see the bigger picture beyond the details (not all details are of equal importance)
- Use humor and encourage their humor; even comically exaggerate

Overall development goals for Ones:

- ❖ Intervening appropriately vs. “fixing” (“God grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference.”)
- ❖ Being in more of a “flow” state – imaginative, innovative, optimistic