



# 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  
manner we prescribe**

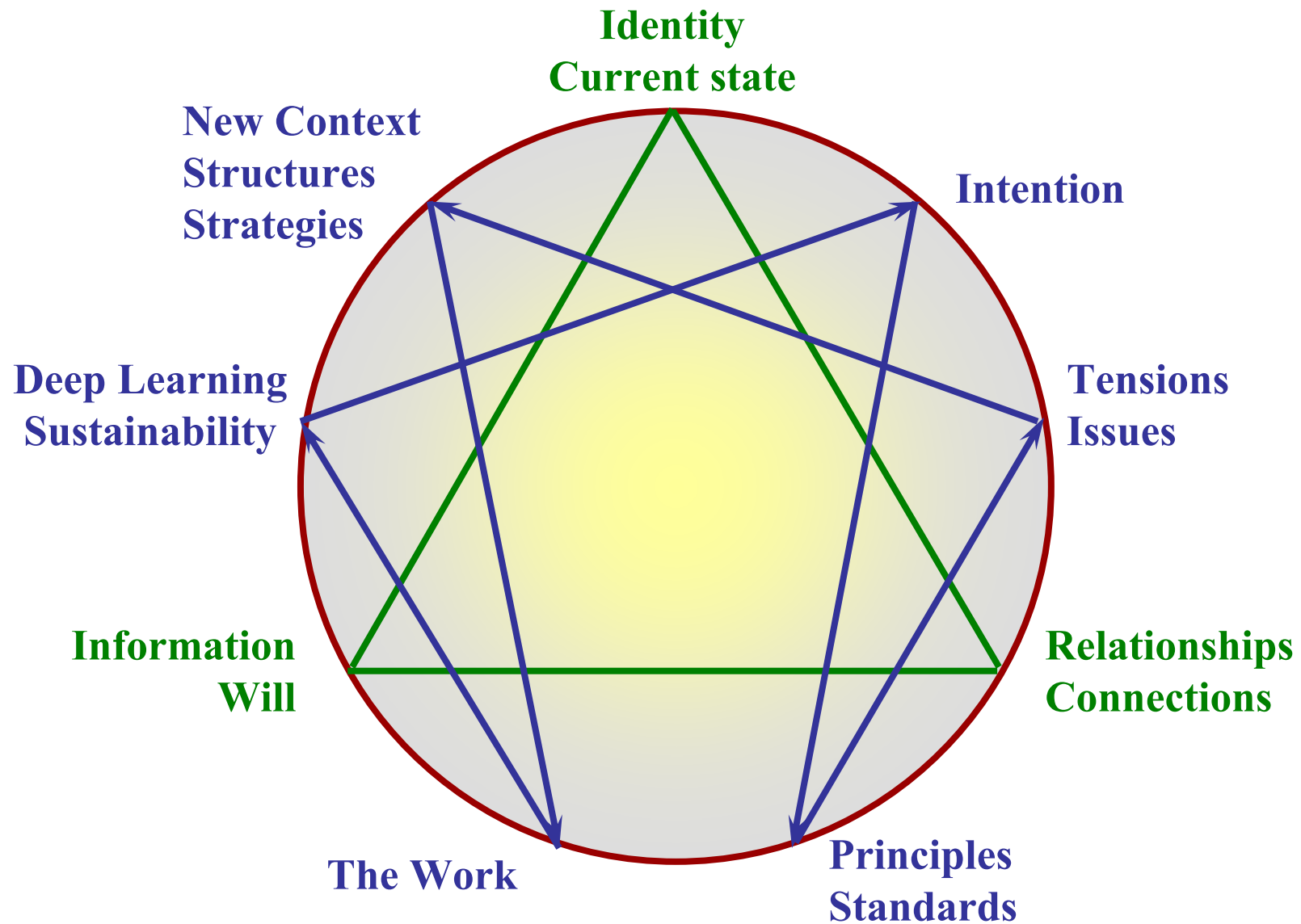


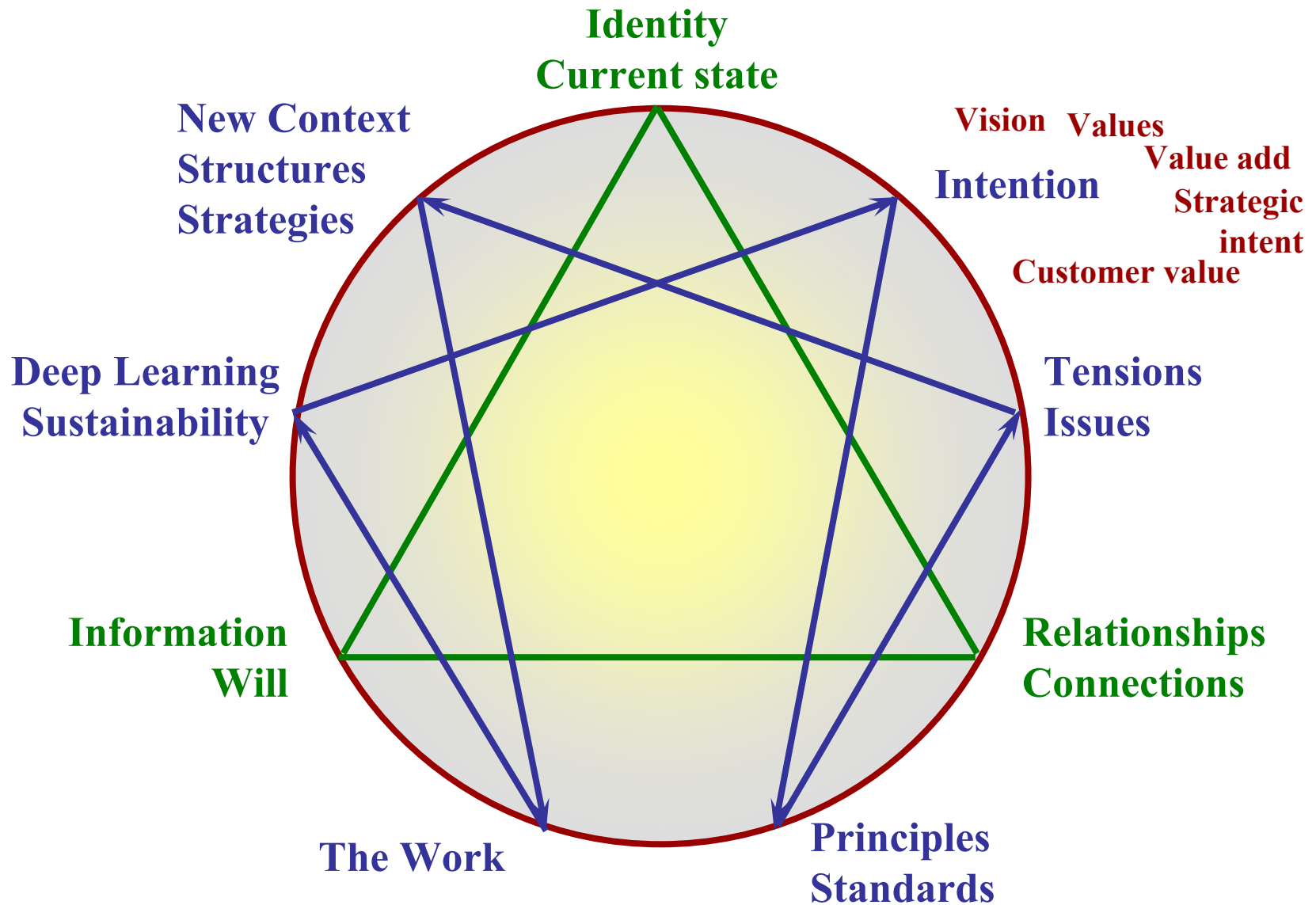
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# Introduction

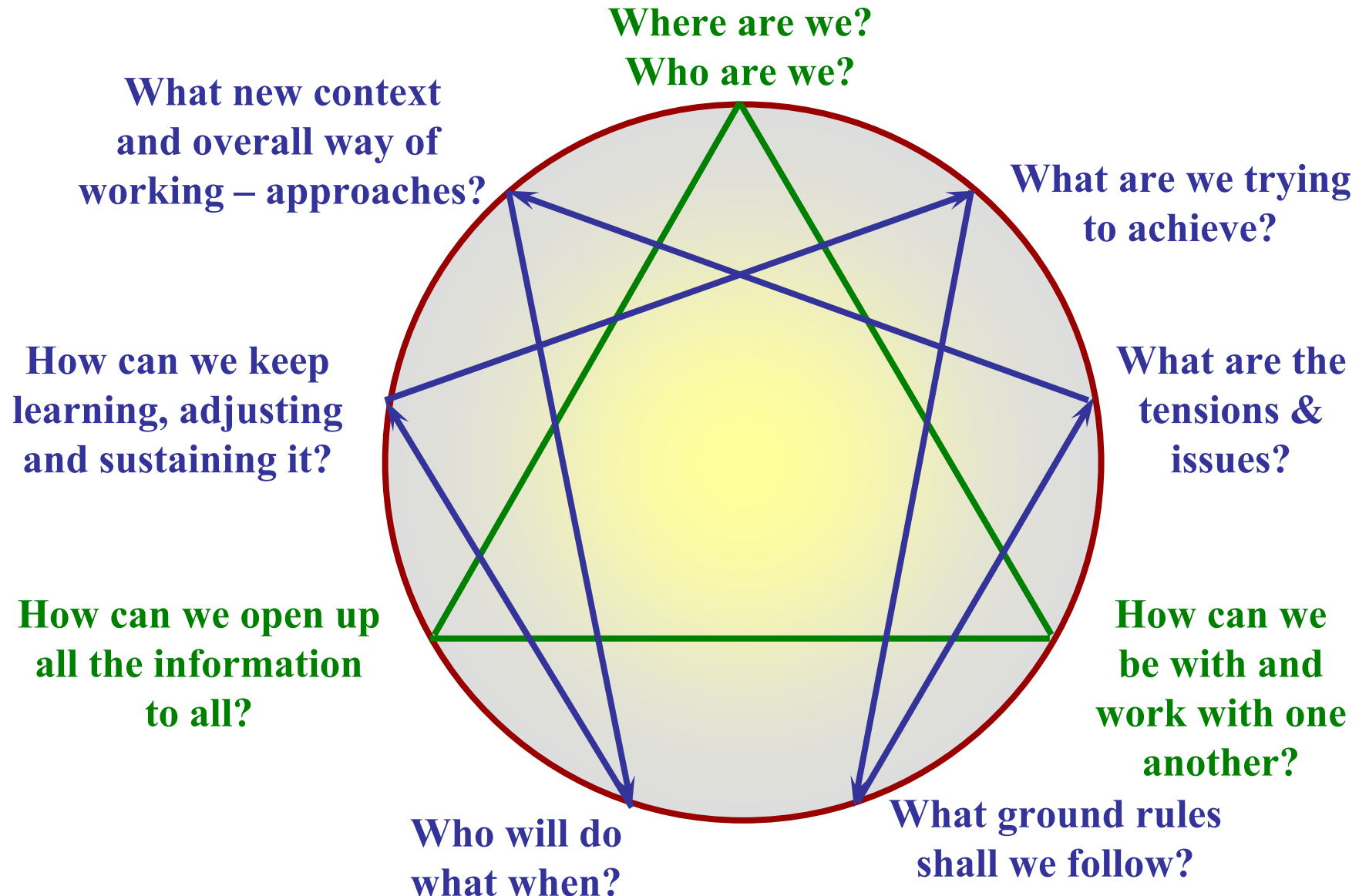
- ❖ **These Process Enneagrams are provided as a resource and you are welcome to use them in your work**
- ❖ **They have been built in part or whole by**
  - **Tim Dalmau**
  - **Allison Lloyd-Rowe**
  - **Dick Knowles**
  - **Julia Zimmerman**
  - **Steve Zuieback**

# *The Process Enneagram*



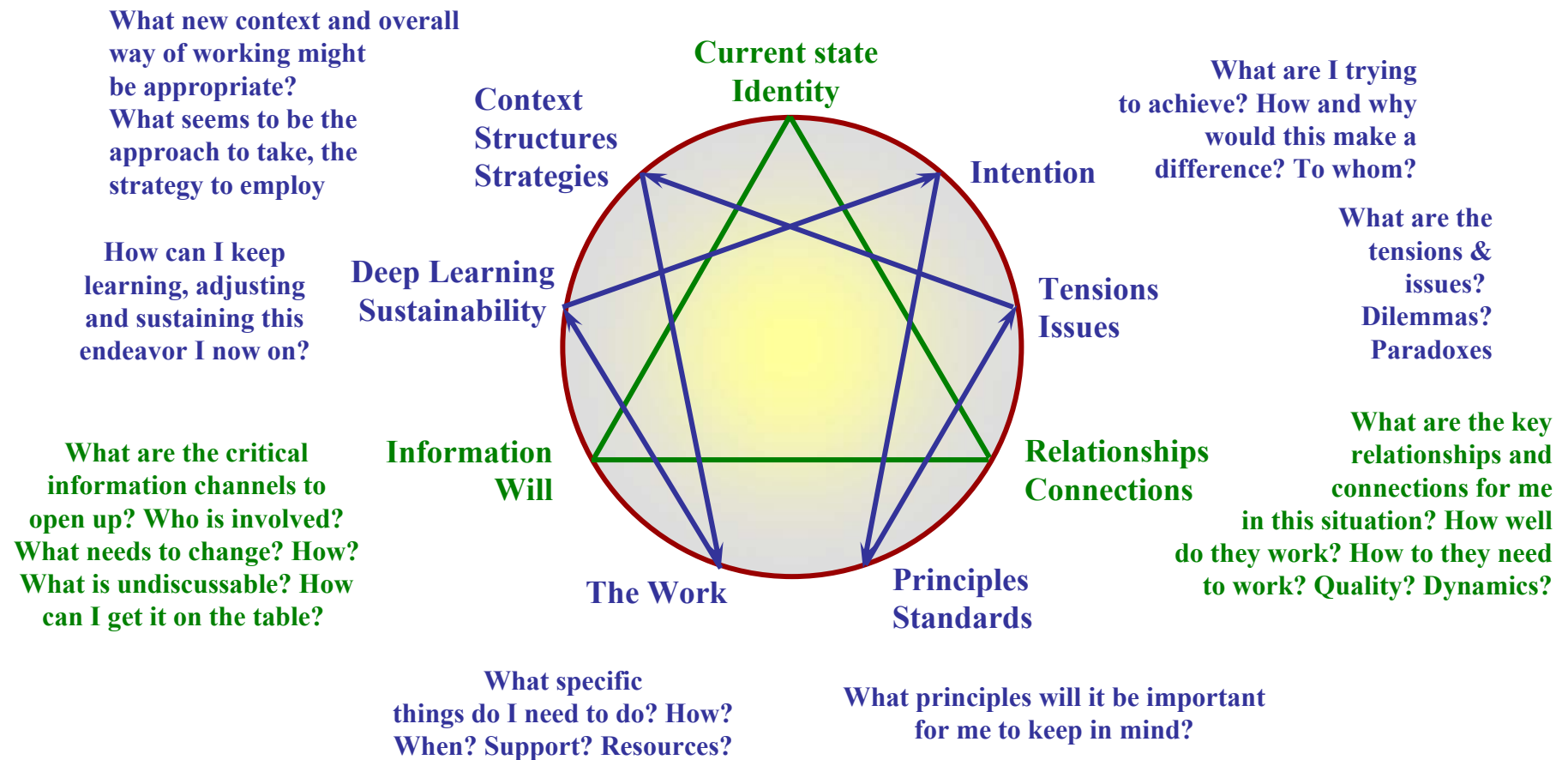


# *Simple Process Enneagram*



# 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?





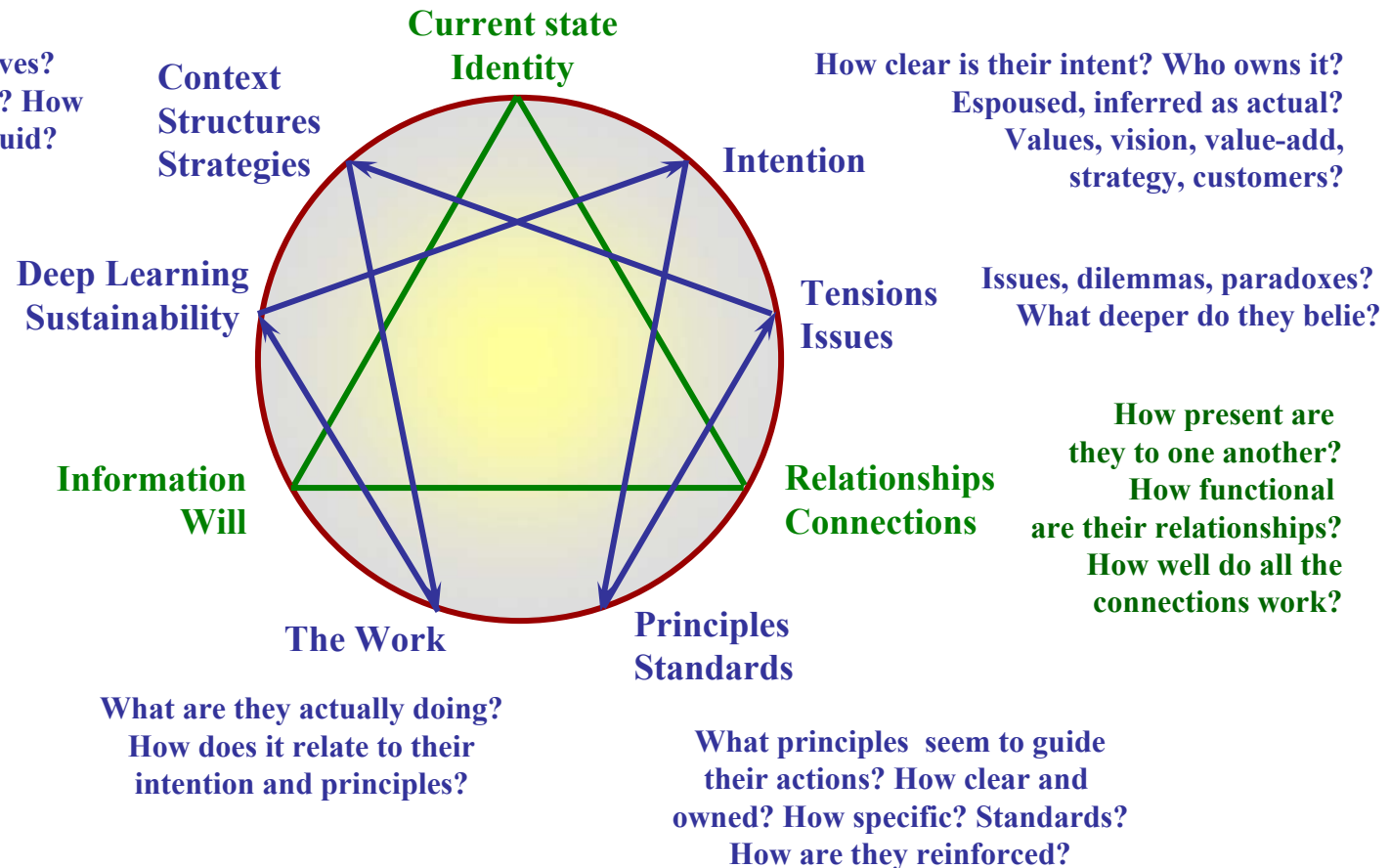
# For diagnosis

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?

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

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



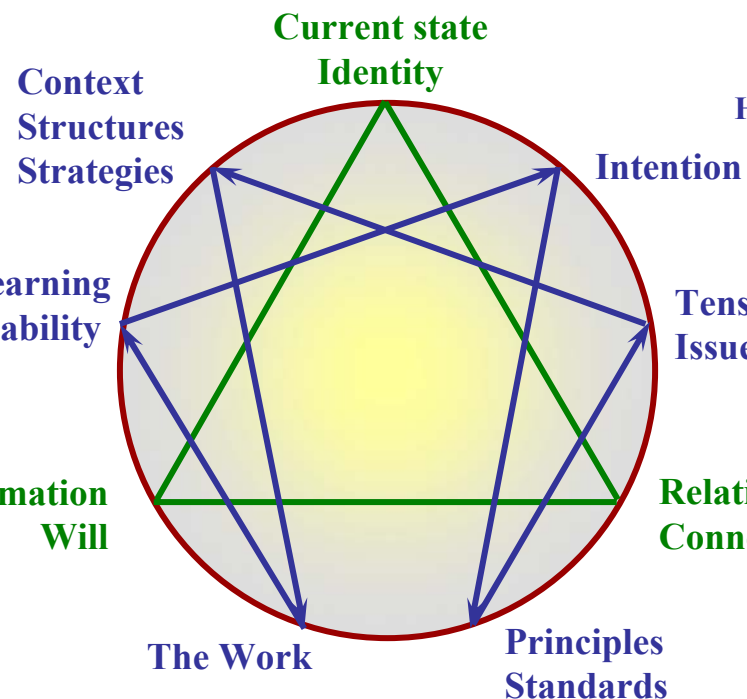
# For diagnosis 2

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?

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

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



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?

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

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?

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?**

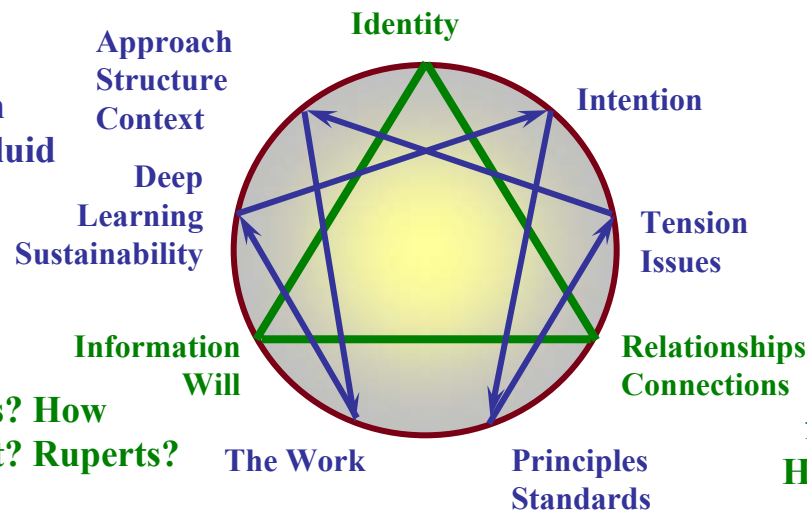
**What actually happened? Facts, data, times, events, people?**

**What 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?**

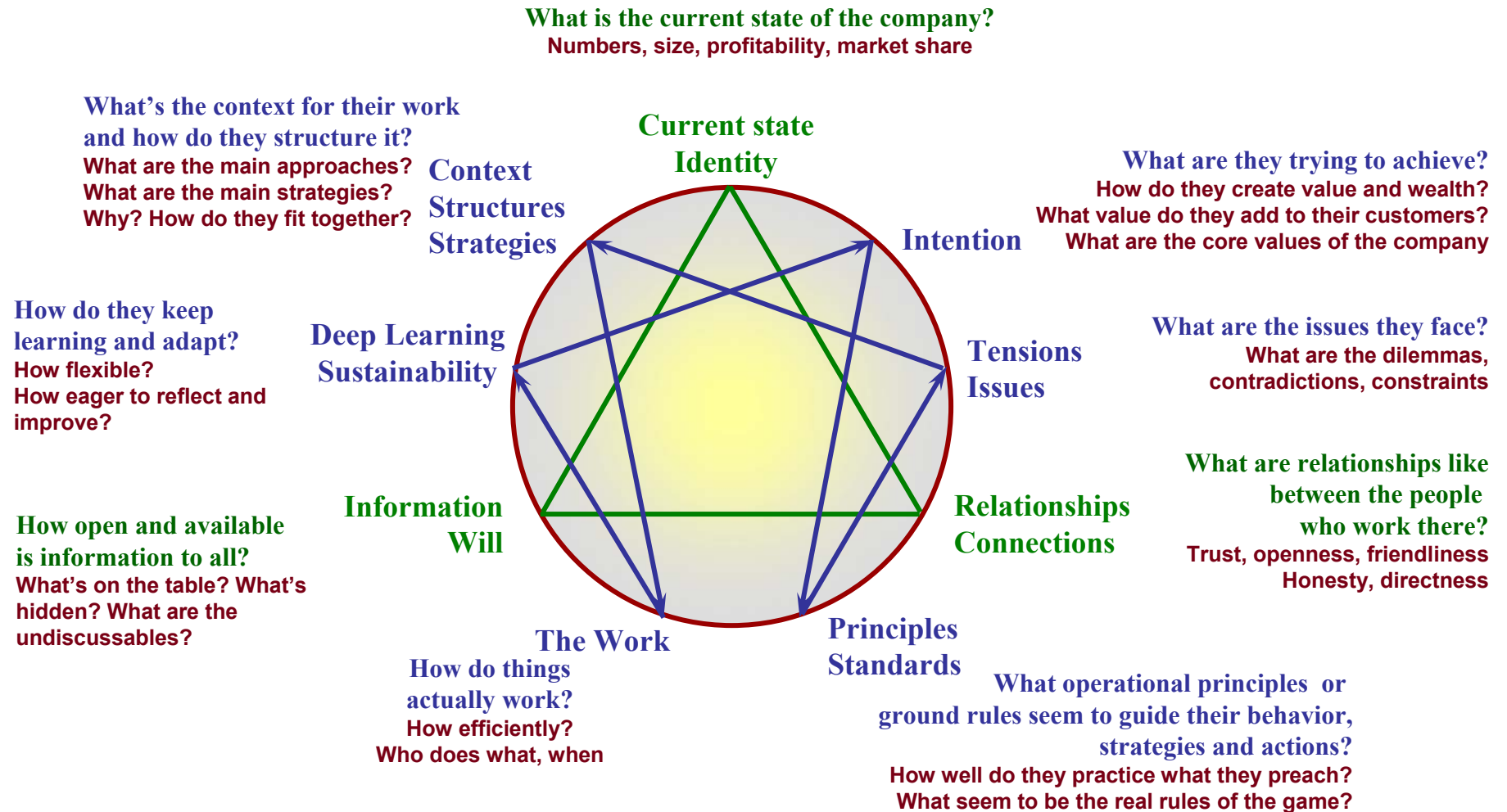
**What was our intention? What did we desire to achieve? Specifics?**

**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?**



# For company interviews



# *For planning (simple)*



# 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?

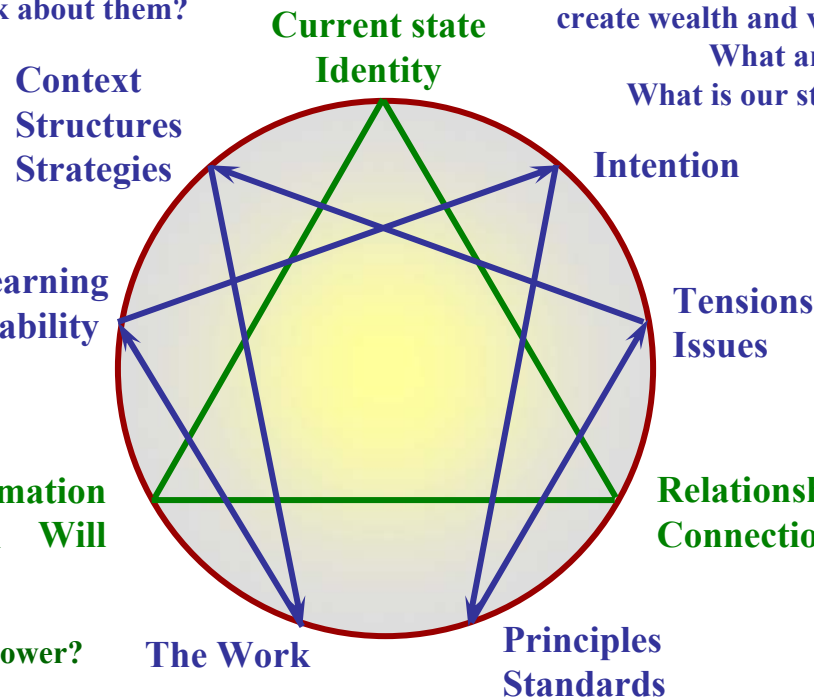
What information is needed?  
 Who needs to be in the room to work with this information and marshal will?  
 How can we open information to all?  
 How can we use this to coalesce will and power? Among us? With others? What are the undiscussables? How can we get them out and test our assumptions?

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

What 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 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?

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

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?

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?

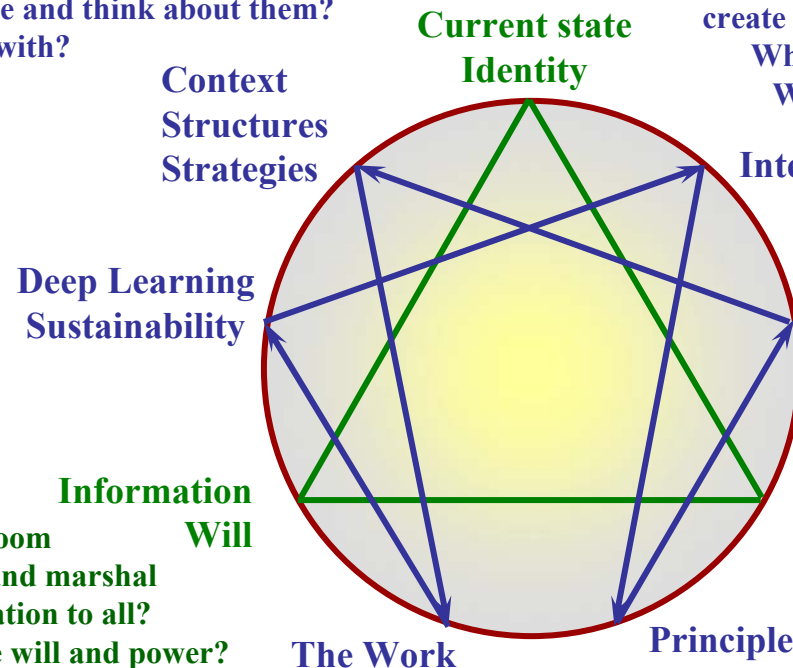
What information is needed?

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

Intention

Deep Learning  
Sustainability

Tensions  
Issues

Information  
Will

Relationships  
Connections

The Work

Principles  
Standards

Who will do what, when and how?

What actions will be taken? By whom?

Milestones, specific actions, responsibilities, accountabilities, Deliverables?

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 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?

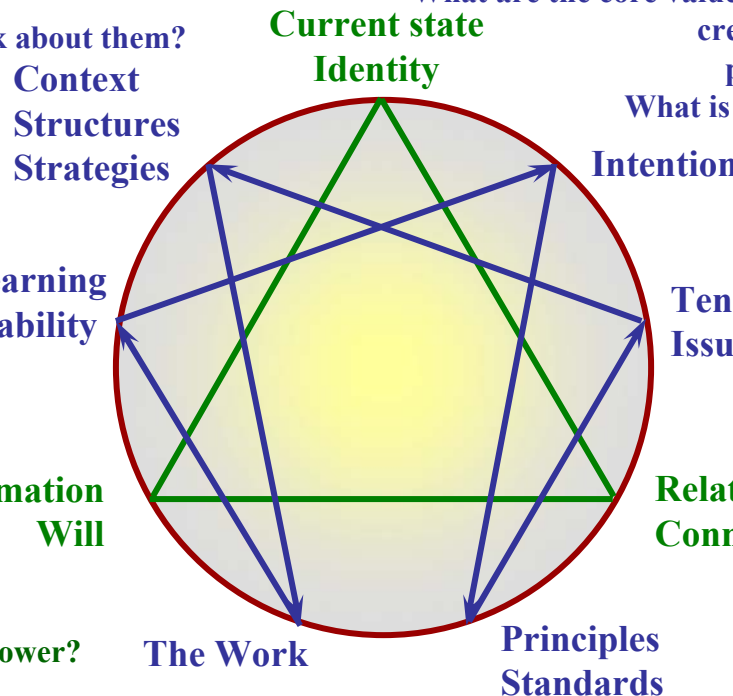
Who will do what, when and how?  
 What actions will be taken?  
 Milestones, specific actions, responsibilities, accountabilities,  
 Deliverables? Operating processes?

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?

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?**

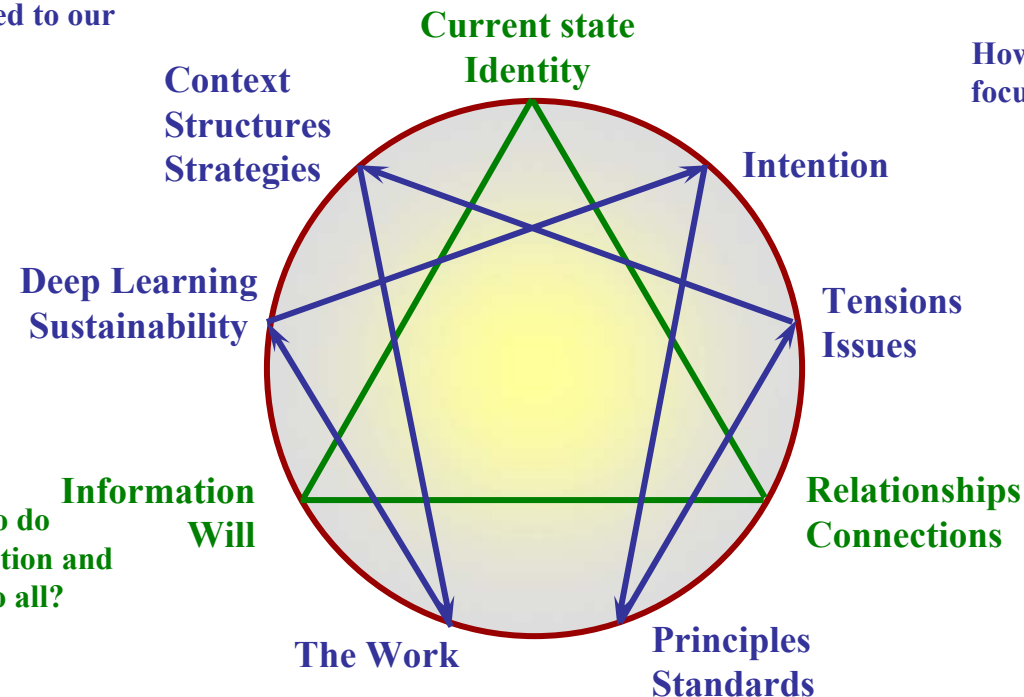
**What approaches do we need to establish to identify, and manage issues, tensions & problems as they arise?**

**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?**

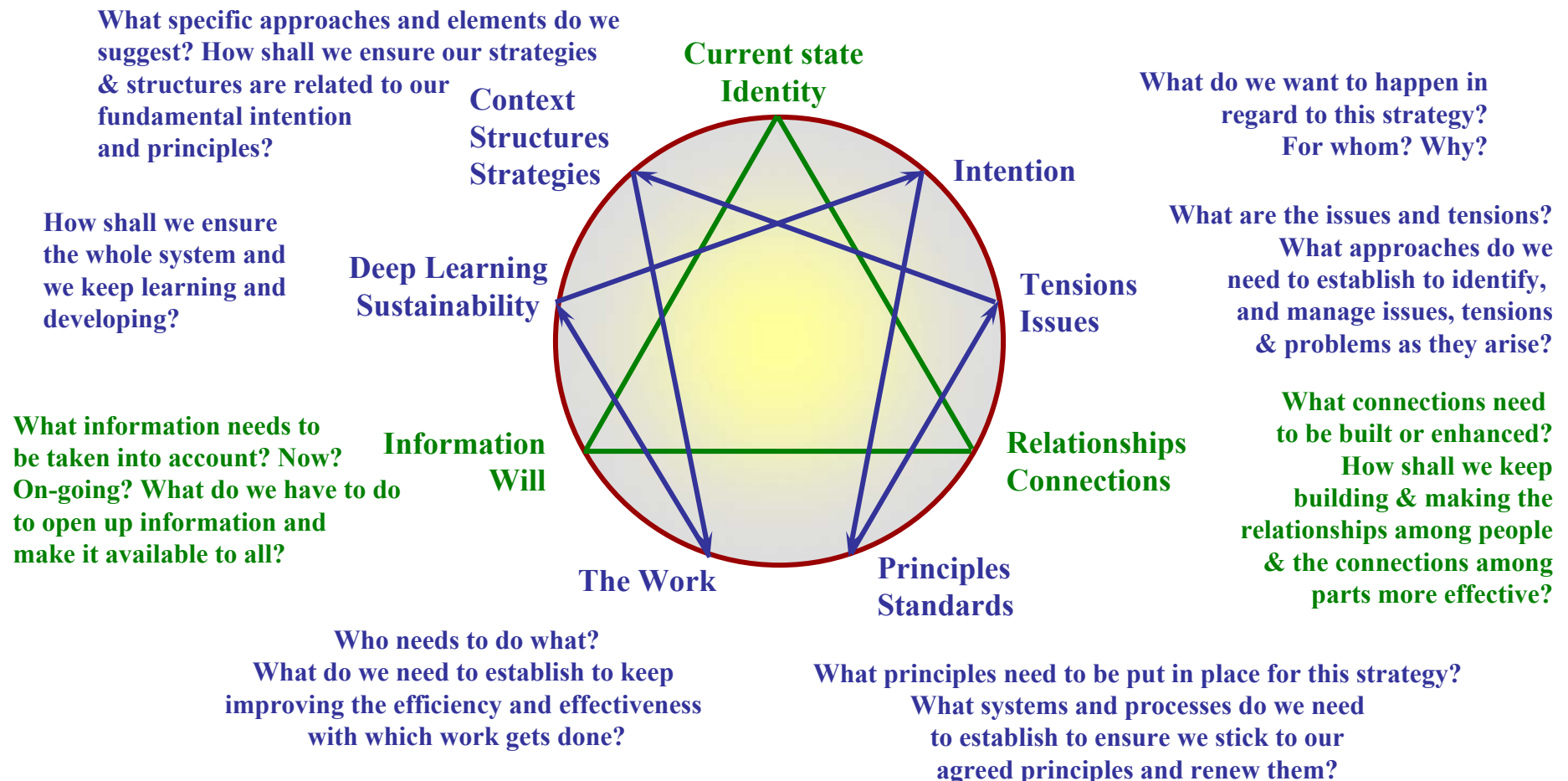
**What do we need to establish to keep improving the efficiency and effectiveness with which work gets done?**

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



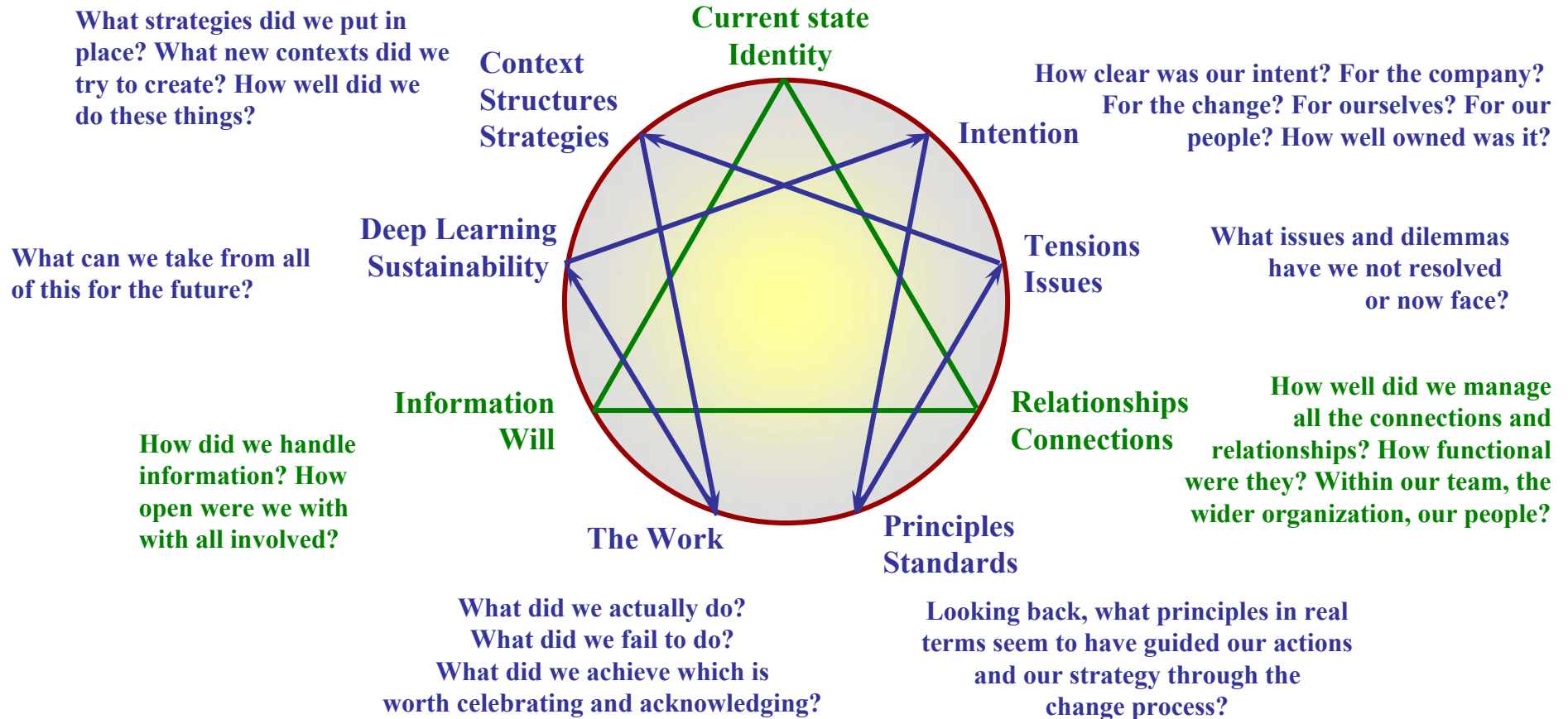
# For drilling down on strategies 2

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



# 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?



# 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?

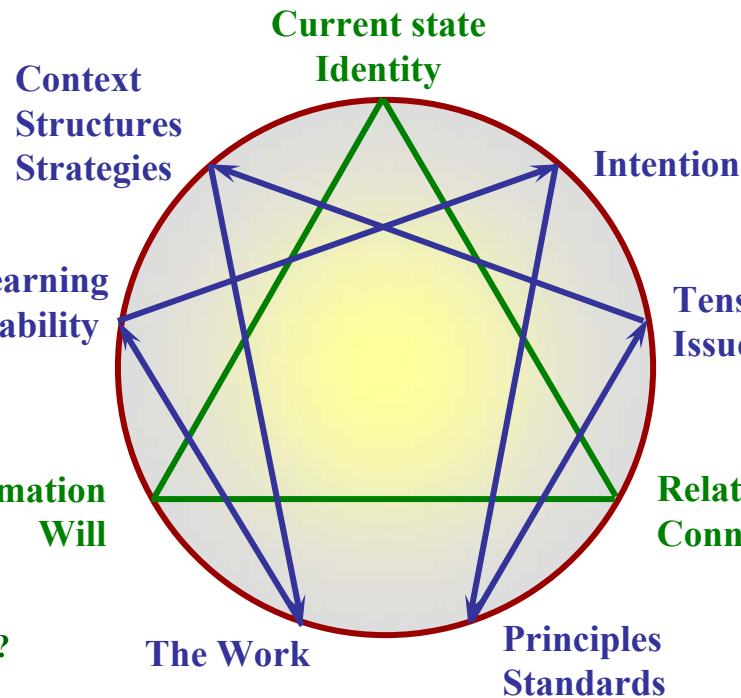
What is context we have created for ourselves?  
 How are we structured? How appropriate is it? How fluid?  
 What approaches are we putting in place? Strategies?

How well are we building 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?

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?



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

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

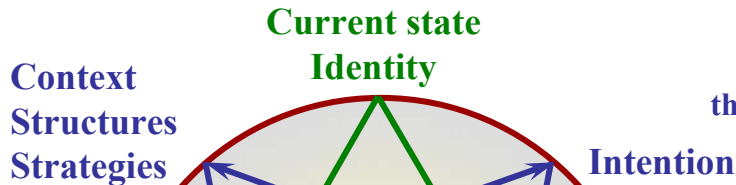
What are the relationship issues? How functional are our relationships? With whom? How well do all the connections work? Among people, groups, systems, structures? What is needed?

# *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?



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

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

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

Information  
Will

Relationships  
Connections

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?

The Work

Principles  
Standards

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?

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*

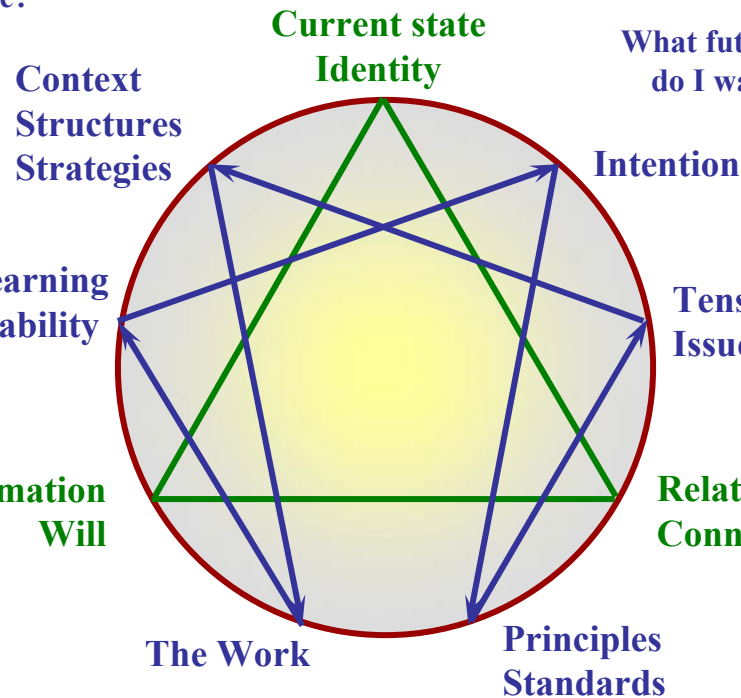
**What is our history together? Who are we and what do we each bring into this relationship?  
 What did each of us hope to get out of this relationship? How are we, really, with one another?  
 What have been the significant events and stages in the development our relationship together?**

**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?**

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

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

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



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

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

**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?**

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



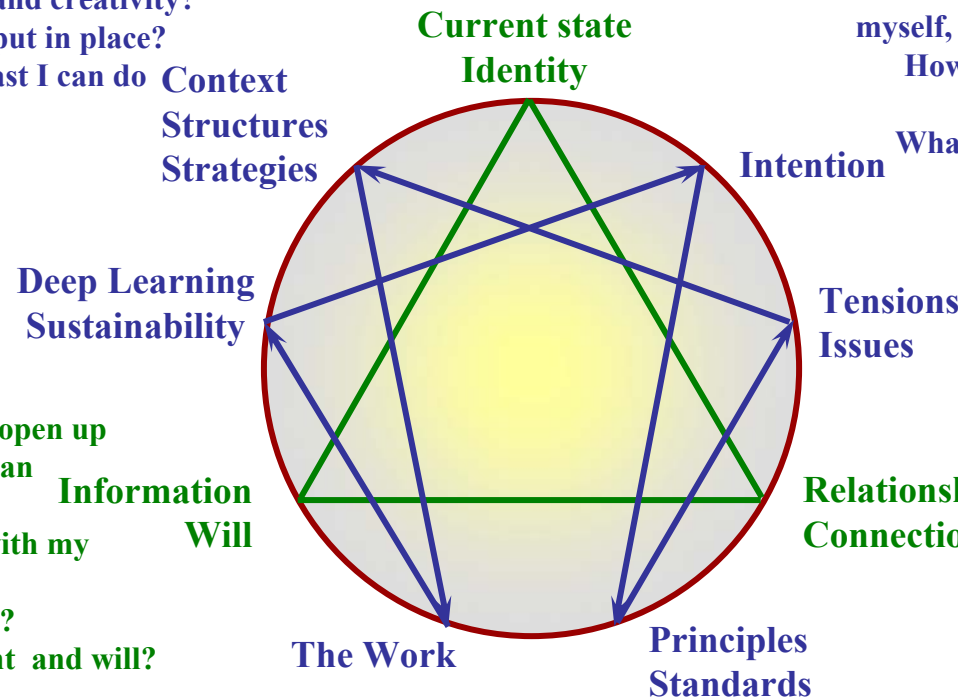
# For self as leader

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?

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?  
 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?

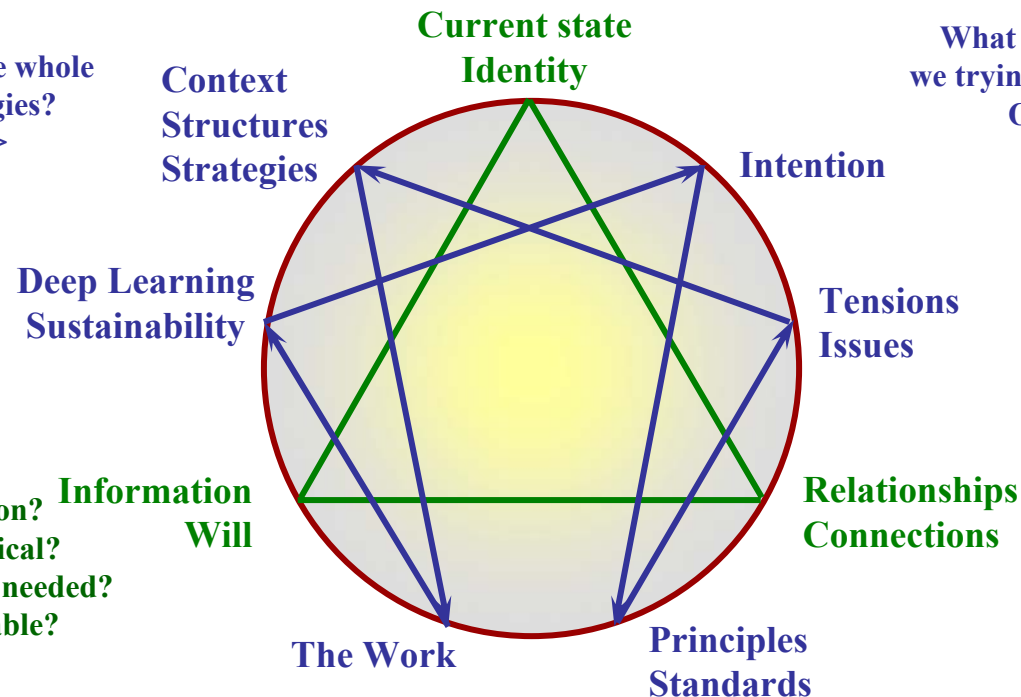
What principles will need to guide  
 our actions on this project? How clear and  
 owned? How specific? Standards?  
 How will they be reinforced?  
 What ground rules or principles will need

to guide actions, behaviors and strategy going forward?

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  
 among people, groups,  
 systems, structures?  
 What is needed?





# 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?

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?

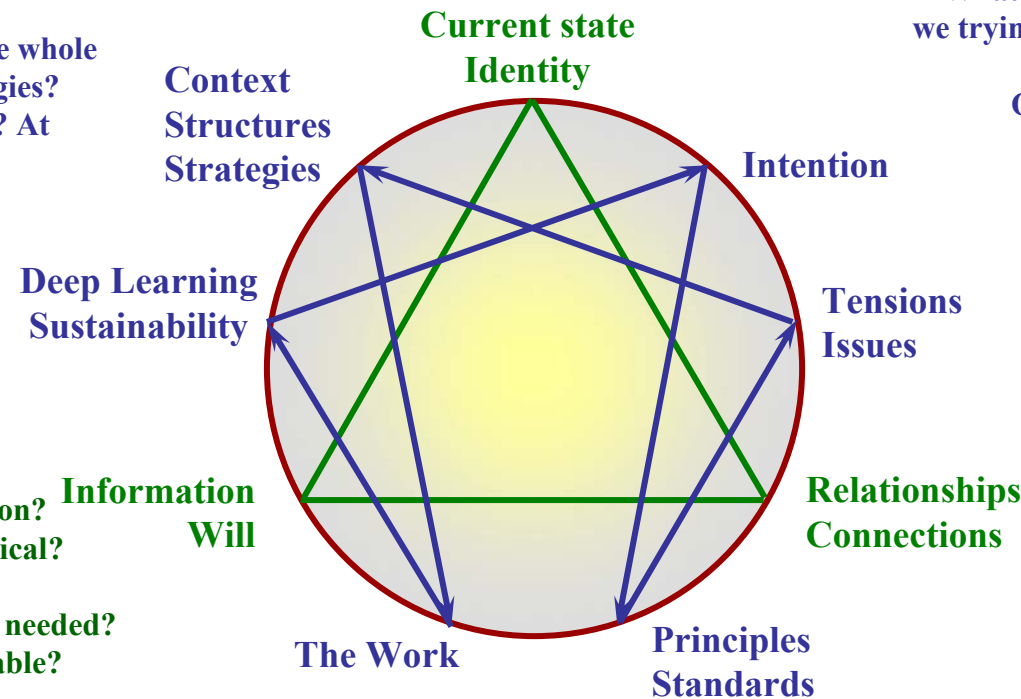
What is the intent? What are really we trying to achieve with the project?

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? How are you nurturing these relationships?**

**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?**

# For project review

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?

**Context**  
Structures  
Strategies

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?

**Intention**

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

**Deep Learning Sustainability**

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

**Tensions Issues**

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?

**Information Will**

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?

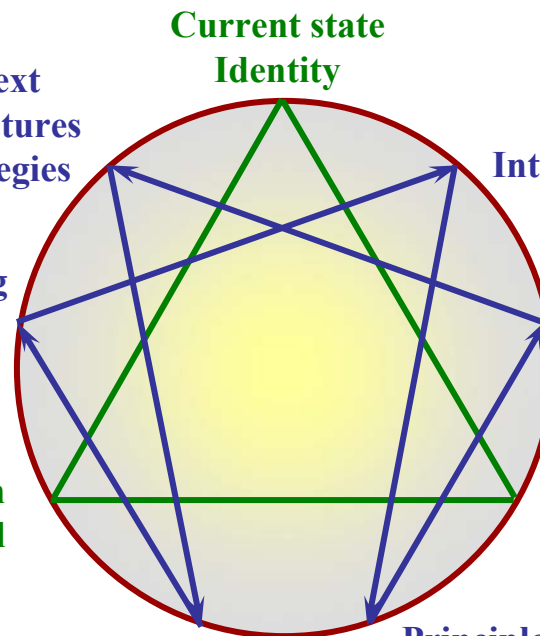
**Relationships Connections**

**The Work**

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?

**Principles Standards**

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?**

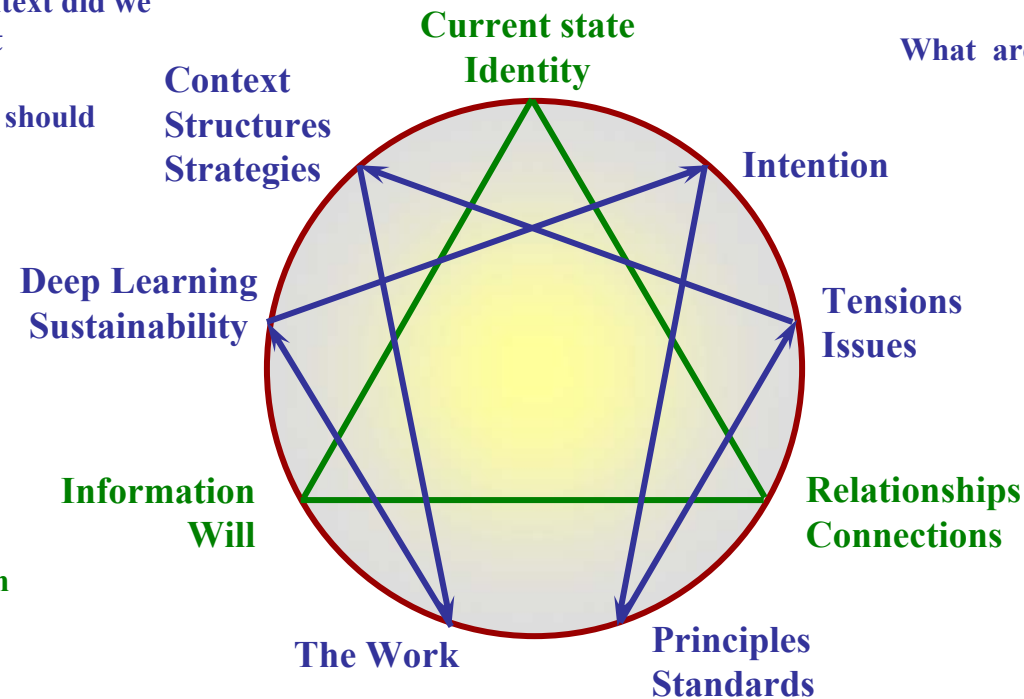
**What actually worked well?  
What could have been improved?  
How?  
What does this suggest we should do next?  
By whom? When?**

**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?

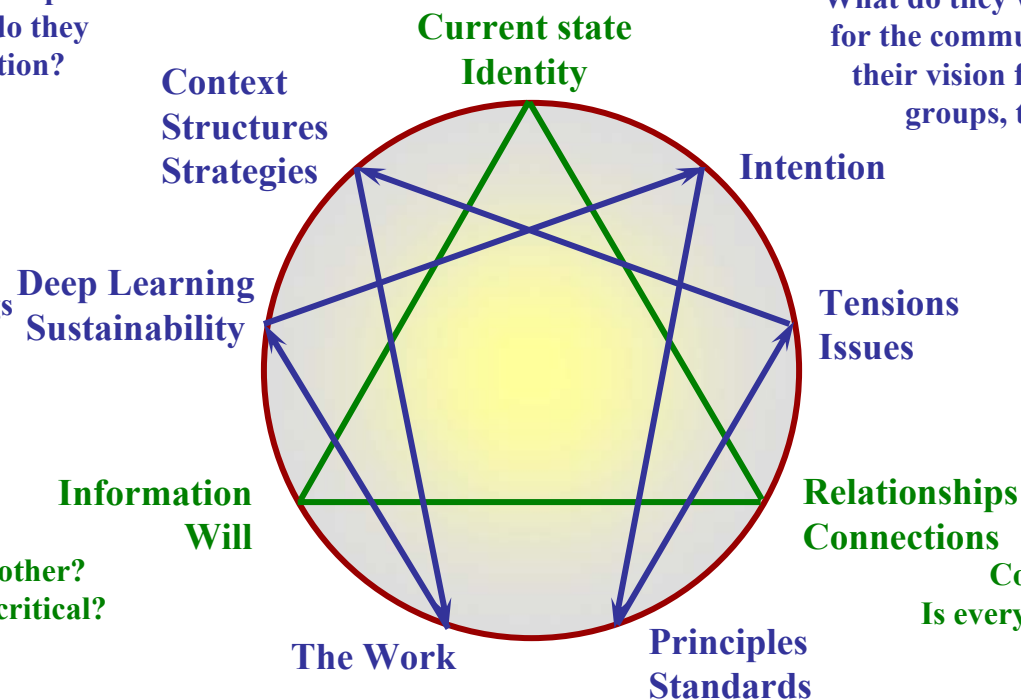
What future do they want to create together?  
 What do they want to achieve, for themselves, for the community? How clear is their intent, their vision for the future? For individuals, groups, the whole, with other groupings in their environment? Why?

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

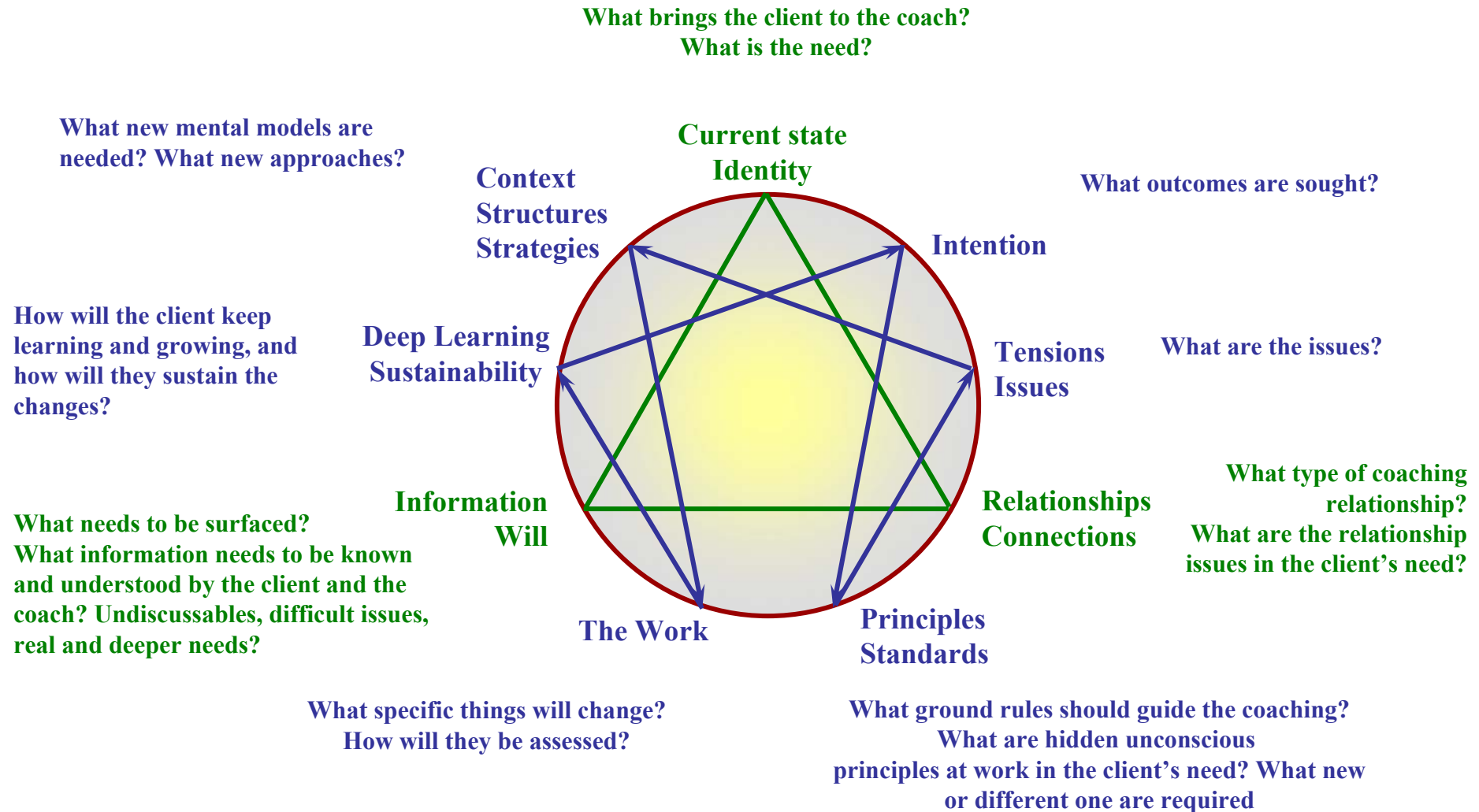
How are they with one another?

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?



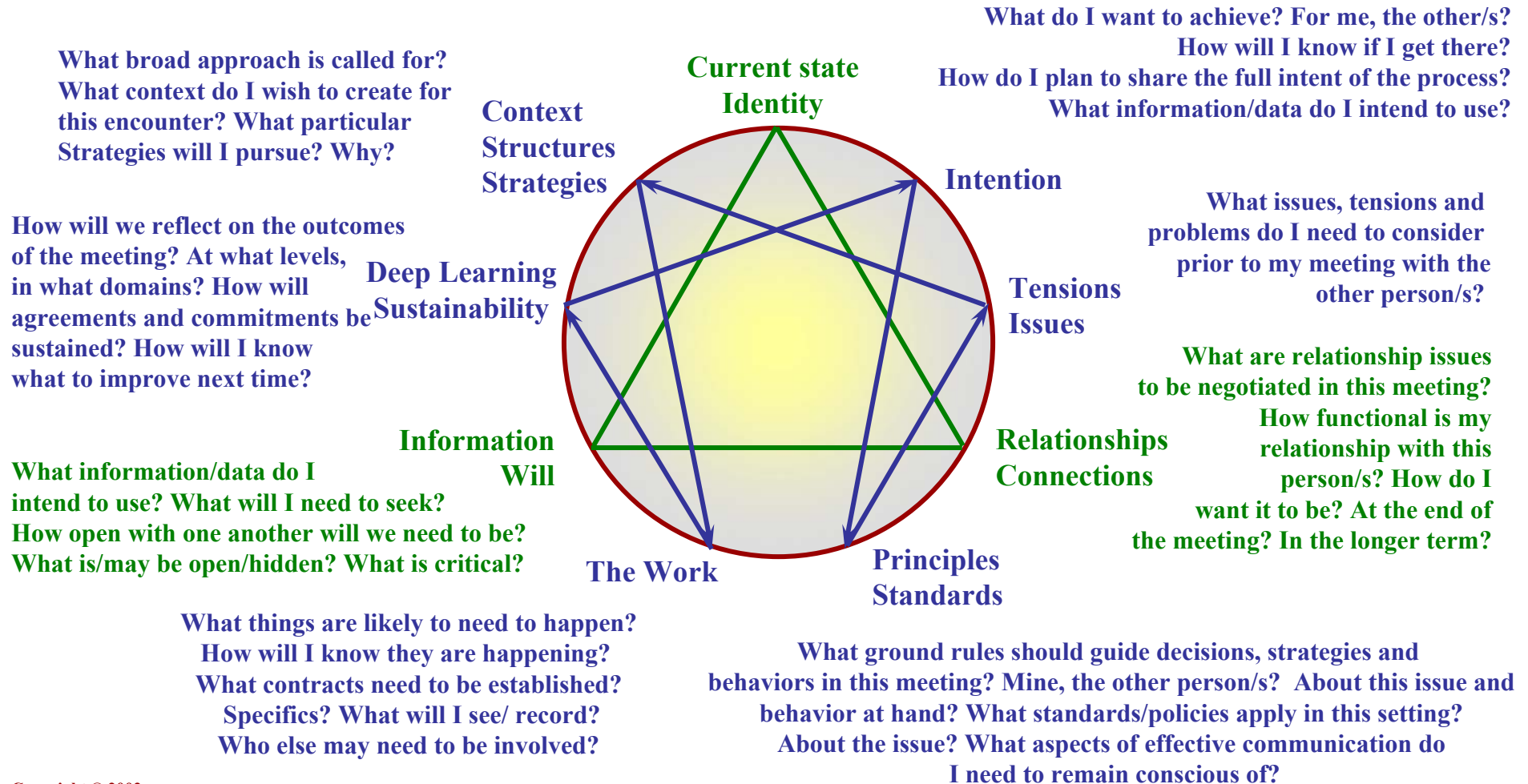
# A systemic model for coaching





# *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?



# *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?**

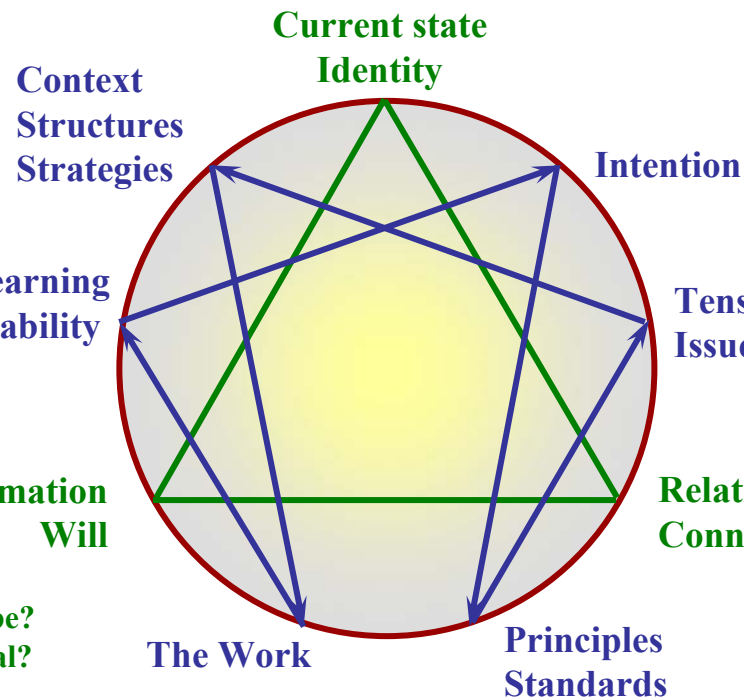
**What broad approach is called for?**

**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 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?**

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



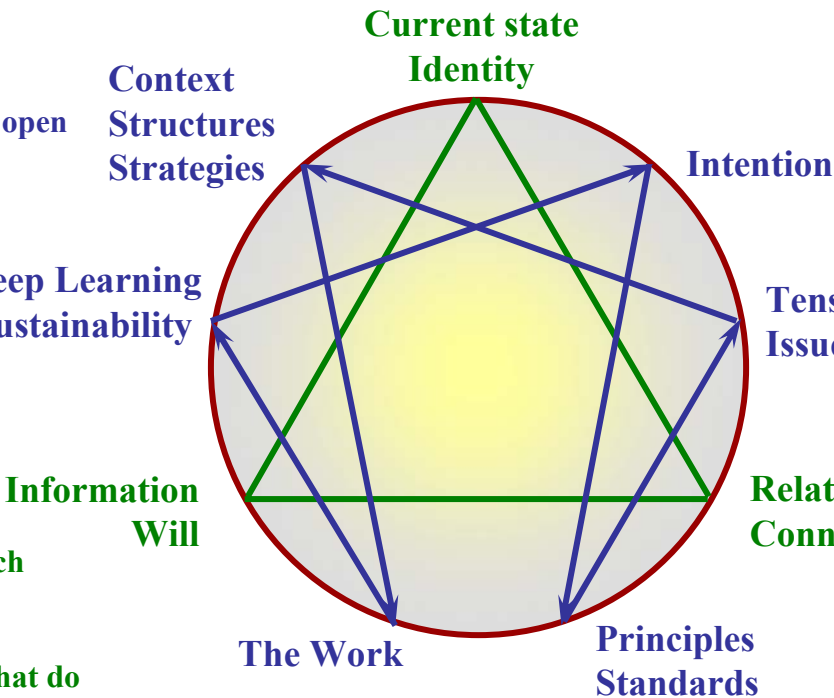
# For team development

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 shall they actually do?  
 Who? When? How?

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?

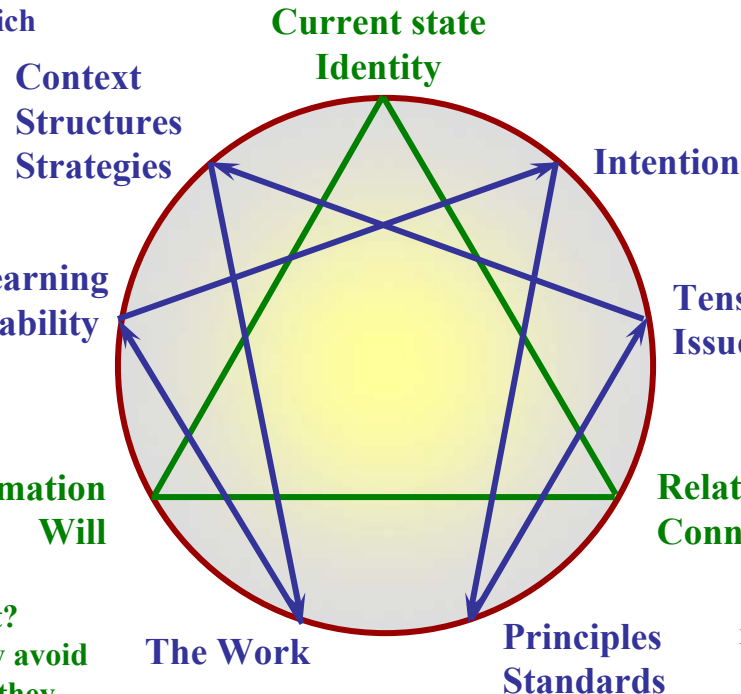
What new context/s will the two groups need to create to guide their future together?

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?

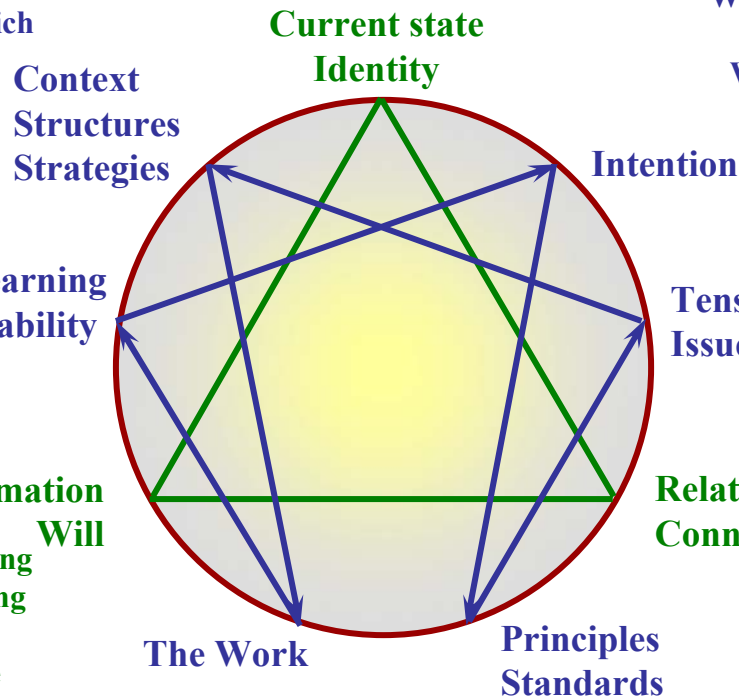
What specific reasons for doing anything are there? What is at stake? What success models with the two groups are there?

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?



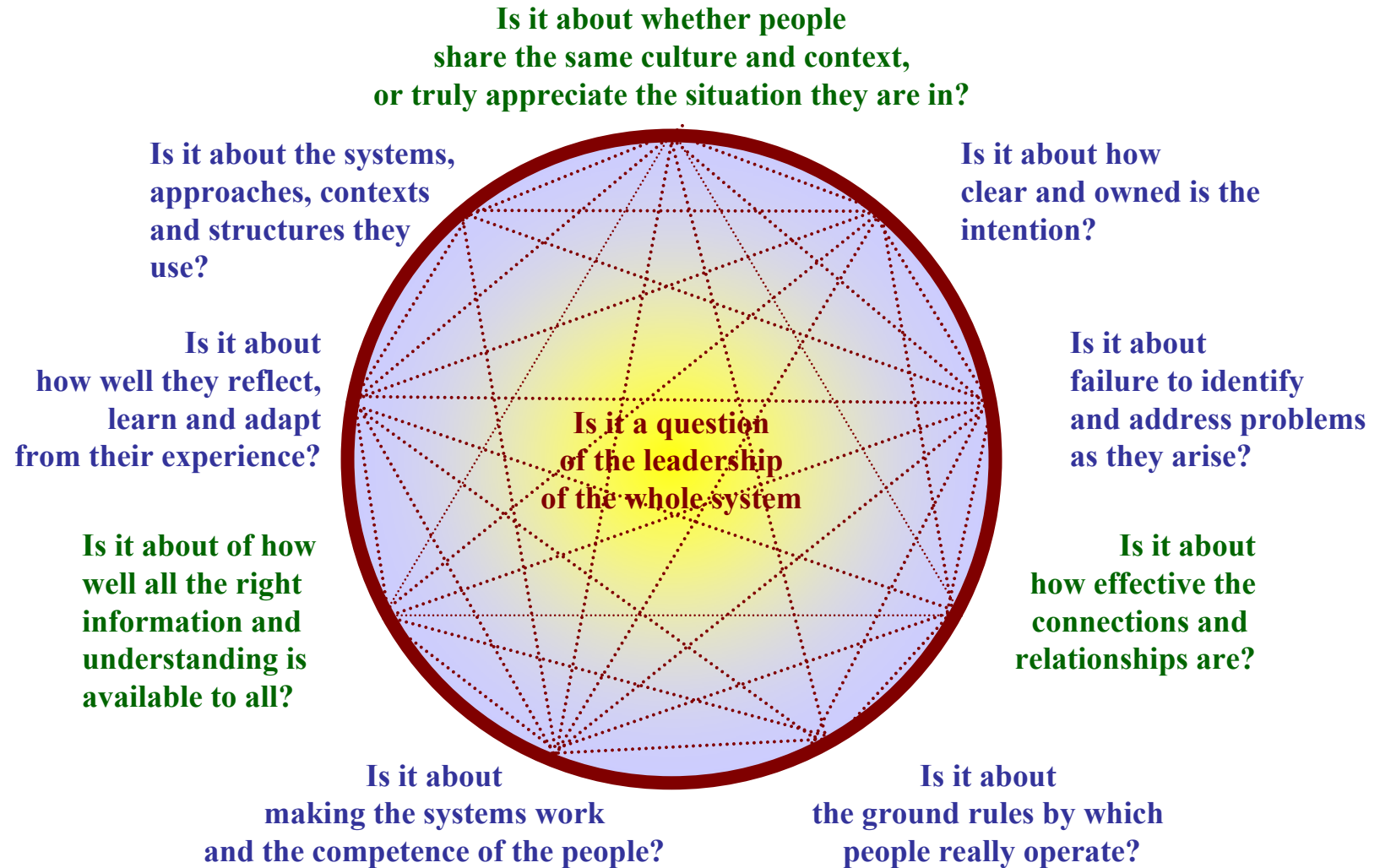
How do we want to be in the future with one another? What does a good outcome look like? Why? Benefits. What do both sides need to achieve? How realistic?

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

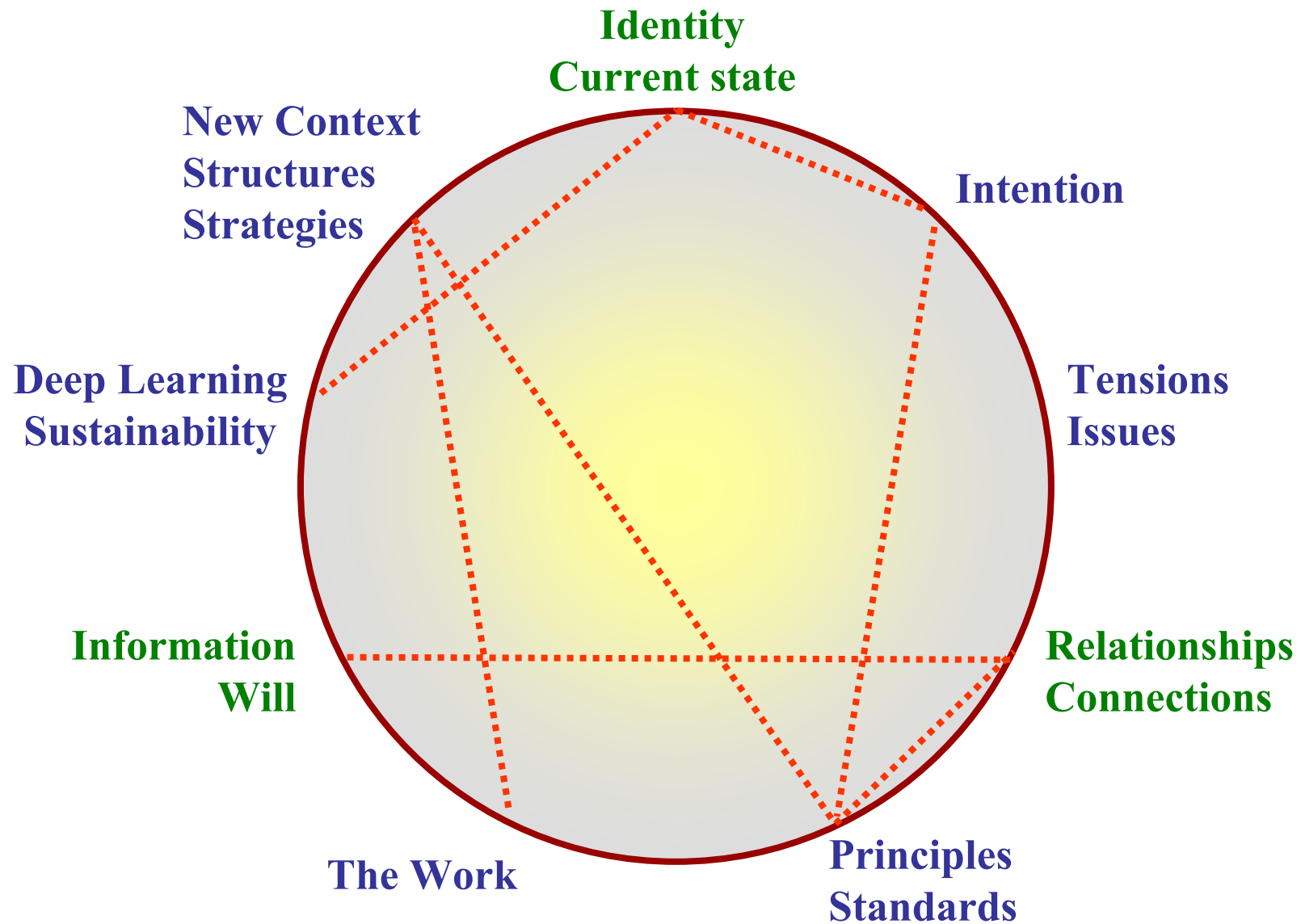
What is the type and functionality of current relationships and what do we want? In the past? What if anything changed and how? Relationships among whom?

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*



## Further help

### 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
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