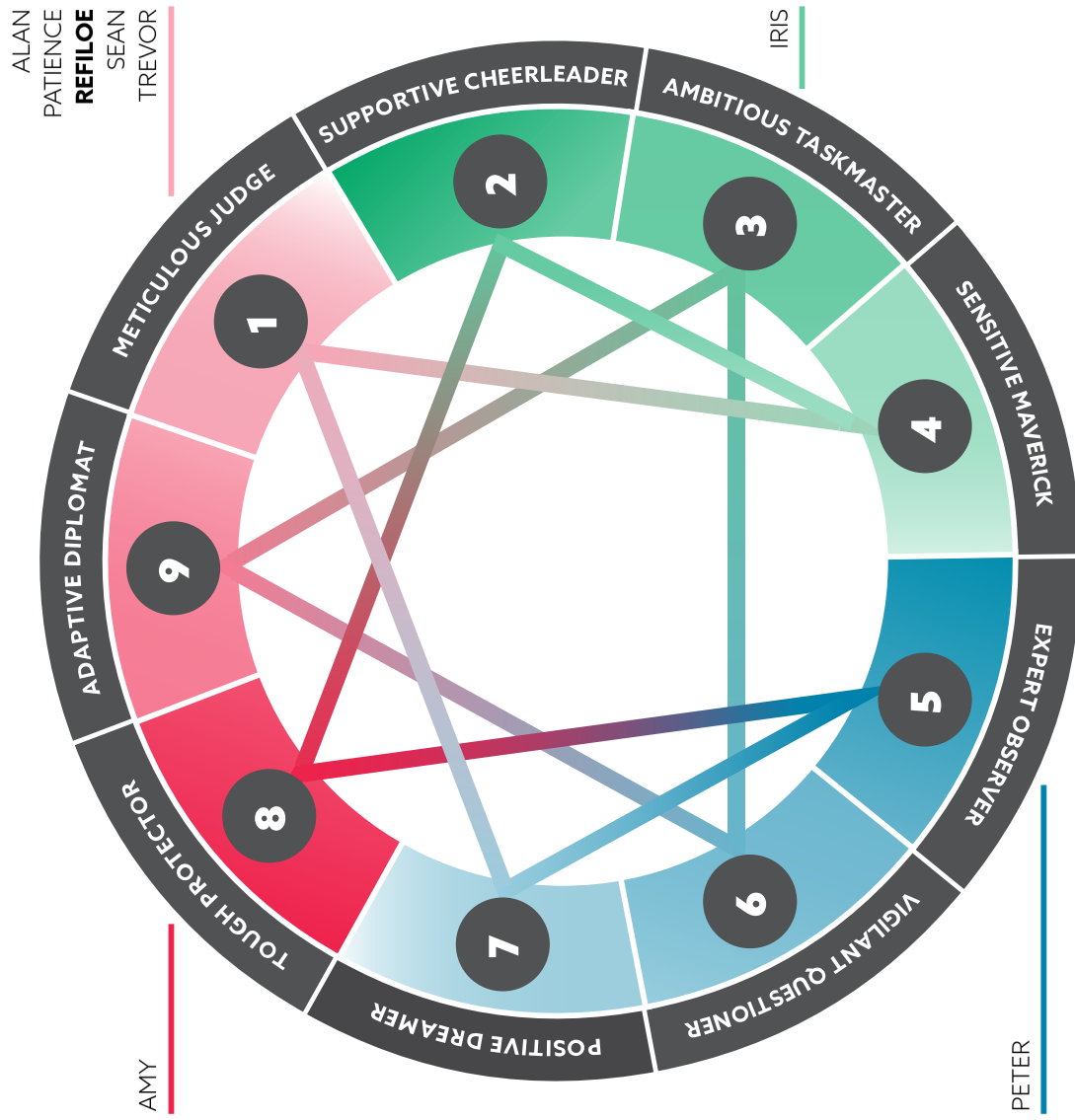




AIM TEAM REPORT SAMPLE TEAM

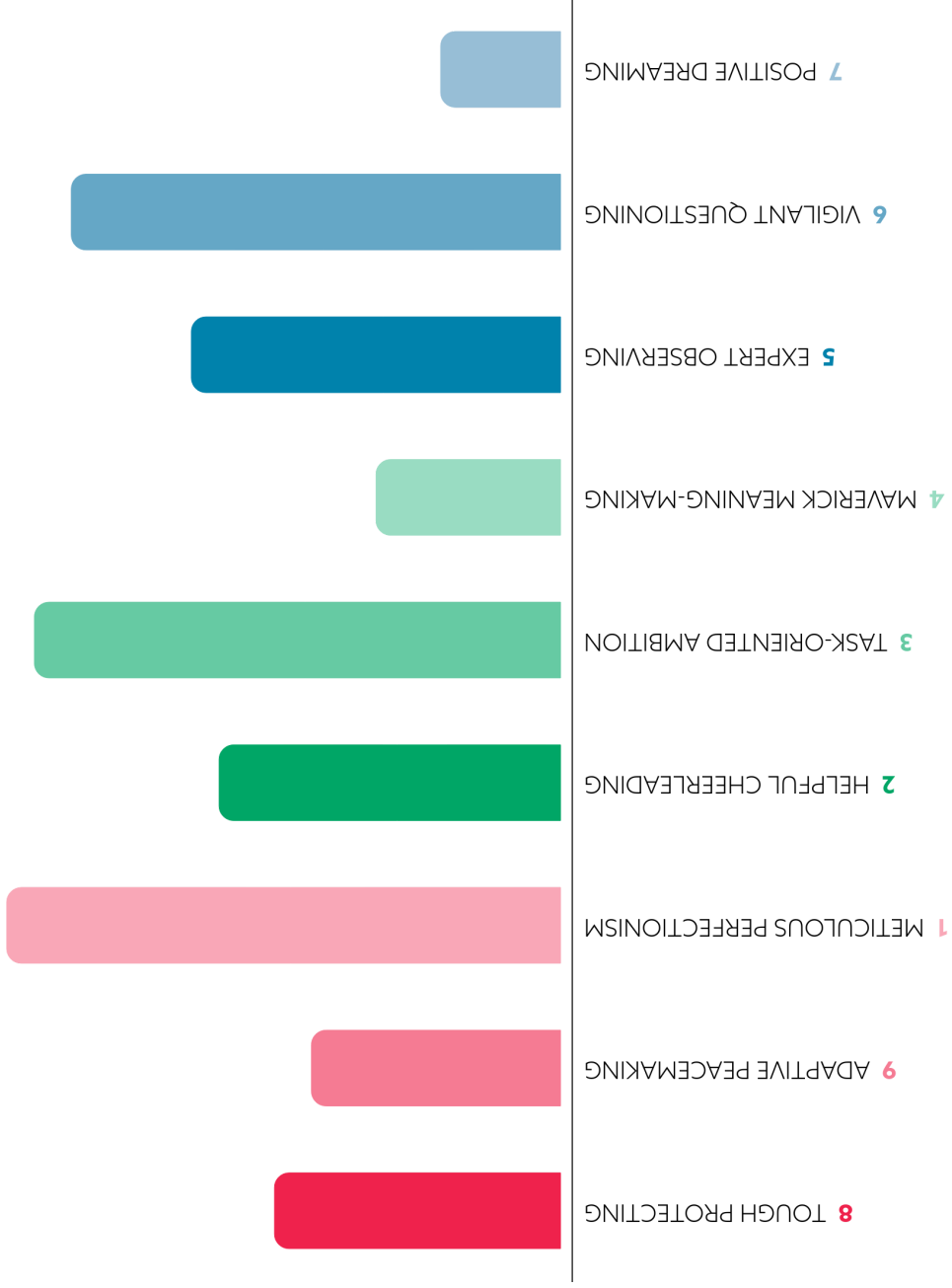
DECEMBER 2022 | PREPARED FOR SALLY SAMPLE

TEAM ENNEAGRAM PROFILE



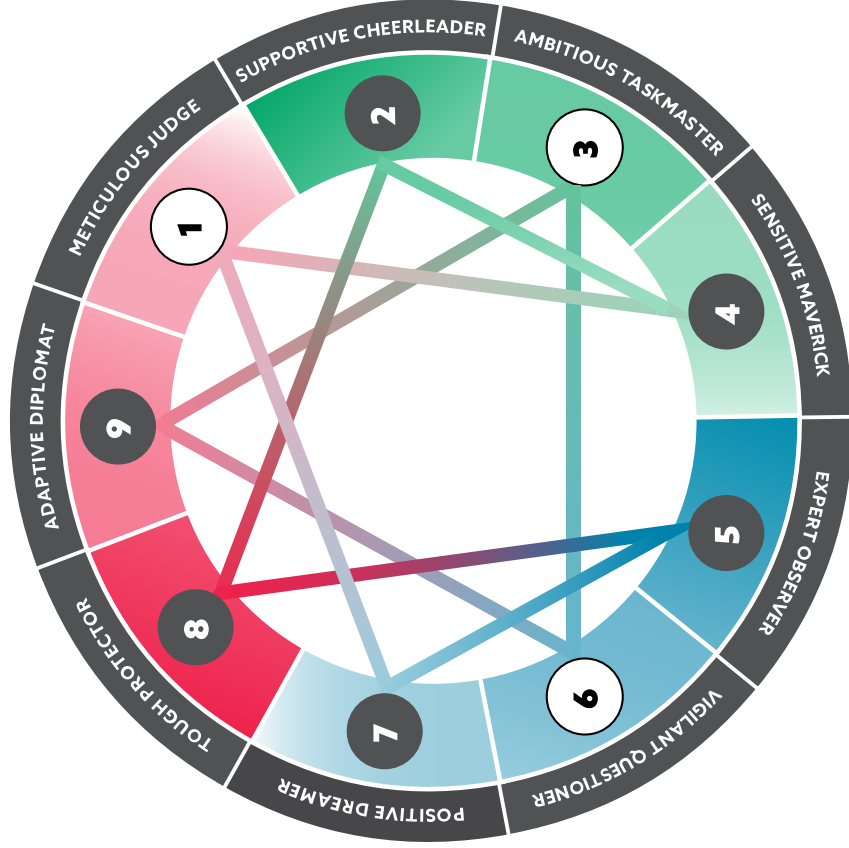
DISTRIBUTION ACROSS ALL ENNEAGRAM STYLES

Sample Team



TEAM STYLE: 1 3 6

Disciplined task mastery



Highly industrious and responsible, team members are focused on achievement.

The team feels obligated to be orderly and create a successful image as dictated by the broader organisation.

Most importantly, the team is focused on duty and finding certainty.

Not enough **Ennea 7** energy, meaning insufficient attention to:

- Future-oriented thinking
- Possibility and optimism
- New ideas and innovation



TEAM STYLE:

1

3

6

Disciplined task mastery

STRENGTHS

DUTY AT THE HEART OF TEAM IDENTITY

- Make sure we get the job done and are known as a reliable and effective high performance team
- Follow the rules, avoid mistakes and manage the risks
- Be precise, detailed and accurate
- Get the job done first, we can think about emotions, people, culture and relationships later
- Procedures and processes are there for good reasons and often solve our problems

STRENGTHS TAKEN TOO FAR

EFFECTIVENESS BECOMES A PROBLEM

- Defensive and sensitive to failure and public embarrassment
- False sense of certainty from turning uncertainties into processes and numbers
- Workaholics pushing team too hard, risking burn-out, resentment, relationship issues (even outside work)
- Organisation trained to expect more, faster than is realistic from the team (miracle workers)
- Even problems that are not process related, solved through process solutions

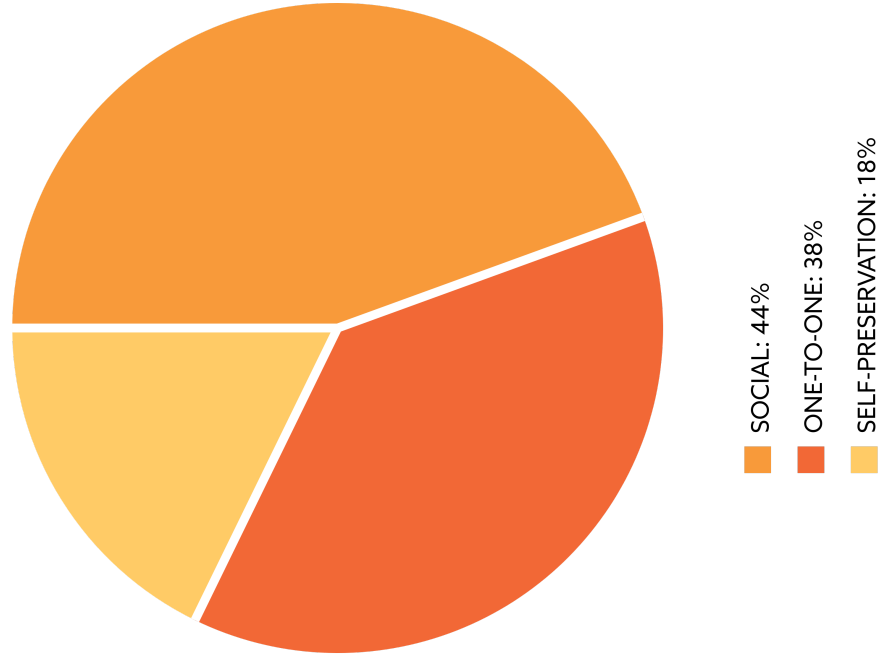
CHALLENGES

TASK OVER PEOPLE

- Neglect of team dynamics and relationships
- Burn-out, over-work, over-promising, exhaustion coupled with insufficient downtime
- Defensive behaviours when questioned, challenged, criticised
- Meritocracy covers up diversity and inclusion issues
- Process-obsession blocks creativity and emergent solutions fit for times of change and complexity

DISTRIBUTION OF ENNEAGRAM INSTINCTS

Sample Team



DOMINANT SOCIAL INSTINCT

TOO MUCH NAVIGATING THE SYSTEM

- Energy goes towards navigating rank, power, hierarchy and "working the organisational system"
- Want the team to thrive and feel a sense of belonging
- Team image in larger organisation important
- Sensitive to how rank and levels of authority work in decisions
- Desire to discuss important decisions collectively, involve others

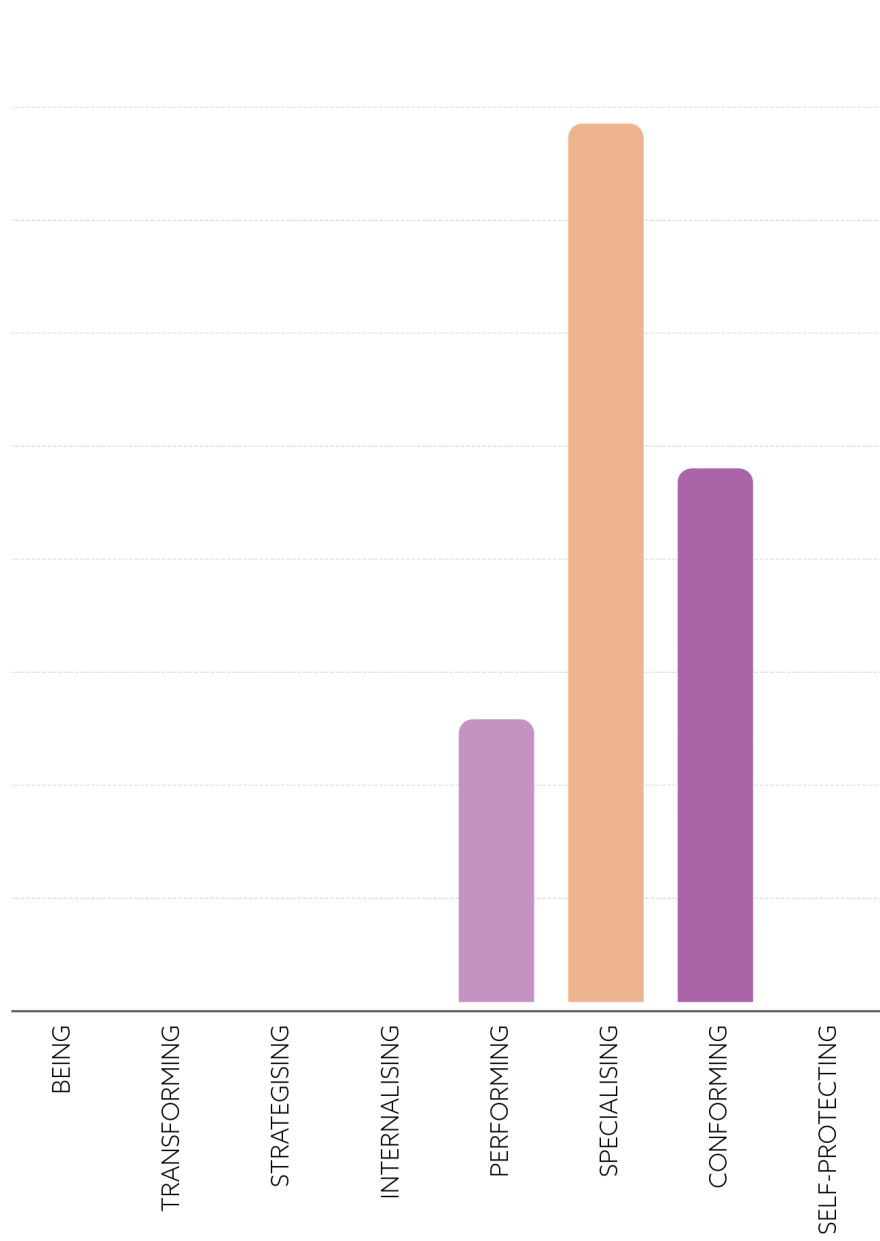
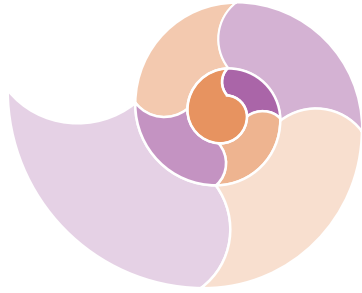
NEGLECTED SELF-PRESERVATION INSTINCT

TOO LITTLE PRESERVING THE TEAM

- Insufficient attention to conserving energy of individuals
- Self-neglect, willing to sacrifice rest, breaks, meals to meet the deadlines
- Risk of team running out of energy and burning out
- May under-respond to individual concerns and stresses during times of change
- Health on backburner, push through mentality

TEAM ACTION LOGICS

Sample Team



WHAT THE CENTRE OF GRAVITY MEANS

COMFORT ZONE IN SPECIALISING

What are the numbers, rules, logic, facts?

How can we be rational, accurate and certain?

How can we control this more?

- Feedback seen as criticism
- Import new technical expertise to make the next thing happen
- Uncertainty, questions repressed (we know already, no space for curiosity)
- Arrogance, even more defensiveness
- Only interested in the quantitative numbers
- Little learning, reflection, focused on external and neglect internal world
- Low emotional intelligence, emotions don't belong at work
- Leadership is similar to management and involves control and expertise

STRETCH INTO PERFORMING

What can you tell us to improve?

How do we do this more effectively (faster, better, cheaper)

- Confident, certain, we know how to do this
- Vulnerability mostly hidden in leadership discussions and decisions
- We are the outcomes we achieve individually, as a team, as an organisation
- Consult more than collaborate
- Defensive behaviour when taken out of comfort zone
- Some awareness of emotions and their importance but still want them to be controlled
- Leadership is giving direction and inspiring people
- Feedback experienced as criticism

LEARNING EDGE INTO INTERNALISING

What other perspectives do we need to consider here?

How can we do this more participatively / collaboratively?

- Less certain, more curious
- Questions more important than the answers
- More relative thinking, less "black and white"
- Authenticity helps us be more open, vulnerable with each other
- Creating a more inclusive environment
- Valuing diversity
- Inviting multiple perspectives
- Taking unconventional routes to solutions and decisions
- Interested in multiple sources of intelligence (heart, gut etc.)
- Deeply attuned to culture and values

FALL BACK INTO CONFORMING

What are the norms, what does the group think?

What do people in authority want from us?

How can we make sure we comply and fit in?

- Groupthink, follow the norms
- Fit in, don't stick out, get along to get ahead
- Look to leaders and authority to tell us what to do and keep us safe and out of trouble
- Suppress difference of opinion and cautious to challenge each other, authority and decisions
- Little learning, reflection, focused on external and neglect internal world
- Feedback is experienced as attack and rejection

THEMATIC ANALYSIS

Sample Team

