

DOI <https://doi.org/10.30525/978-9934-26-277-7-82>

THE ROLE OF THE ENNEAGRAMM IN MANAGEMENT SYSTEM AT THE PRESENT STAGE

Zakharenko M. A.

Student

Kyiv National University of Technologies and Design

Kyiv, Ukraine

Tuhaienko V. M.

Senior Lecture of Philology and Translation Department

Kyiv National University of Technologies and Design

Kyiv, Ukraine

In modern trends in the development of the management system at all the psychological aspect of this sphere is given more and more urgency in the modern tendencies of development of the management system at all its levels of this sphere. Many HR-specialists pay special attention to psychological state, personality type, various kinds of predispositions and hidden talents of employees at all levels ordinary workers as well as managers of lower, middle and higher levels. By understanding a person's psychological profile, one can more accurately determine his motives, goals, potential, capabilities, and even fears. To be a truly effective leader, you need to to understand your subordinates clearly, knowing their psychological peculiarities and, at the same time, be aware of your own. Of particular importance is the ability of a leader to give qualitative motivation, feedback, to see the strengths and weaknesses of their employees and their hidden motives. In this connection, such a quality of a leader is actualized, as the ability to determine the psychological portrait of each of his subordinates. It is the definition of personality that is dealt with by such psychological model of types of people, such as the Enneagram.

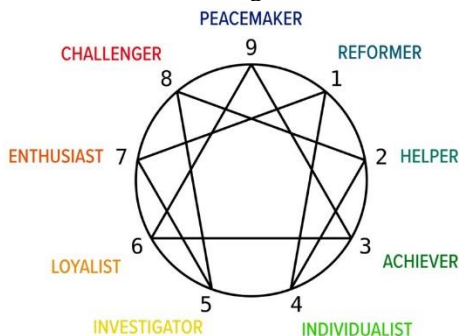
It is capable of assisting the supervisor in such components as:

- Personal development, which can enhance the effectiveness of his positive personality traits and identify negative ones that are worth paying attention to;
- Effective building of interpersonal relationships.

Enneagram helps to understand that all people are different, and often our positions do not coincide with others in the ability to understand another's point of view;

- Identification of potential strengths and weaknesses to use in management actions as each employee;
- The enneagram helps Considering the multifaceted nature of human;
- Enneagram in the right favorable and comfortable capable of enhancing its valuable employees on their.

The Enneagram of Personality, or simply the Enneagram, is a model describing the structure of personality. It describes the nine deep subconscious drives" their influence on the worldview, on the thinking, emotional and behavioral strategies of the "nine types of people (the so-called Enneatypes). This model was developed in the 70's of the 20th century and is largely based on the work of Oscar Ichazo and Claudio Naranjo. George Gurdjieff's ideas also had some influence on the development of the model. The Enneagram has the following form:



Today, the Enneagram model is successfully used by major companies such as Hewlett Packard, Sony, Toyota, General Motors, Alitalia Airlines, KLM Airlines, Coca Cola, Procter & Gamble, Reebok, Motorola, Avon Products, Boeing Corporation, The DuPont Company, Kodak, American Press Institute, and many other companies. The enneagram is used as a tool for recruiting staff, training to conduct effective negotiations, and to create a comfortable atmosphere in a team. Currently, the Enneagram is most common in the USA, where it is studied as a course in business schools and universities.

In our country, however, the Enneagram is only taught in special forums and seminars by a small number of interested small organisations. The literature at the moment on the Enneagram is not much, but there is a tendency of active translation of books on the subject.

A brief description of the nine Enneagram types

Enneotype 1: Perfectionist. The most: responsible, serious, decent, honest, principled.

Enneotype 2: Helpful. Most: cordial, considerate, caring, friendly, helpful.

Enneotype 3: Achiever. Most: efficient, goal-oriented, hardworking, success-oriented, entrepreneurial.

Enneotype 4: Individualist. Most: Sensitive, deep, authentic, emotionally sincere, creative.

Enneotype 5: Observer. Most: erudite, competent, unemotional, detached, inquisitive.

Enneotype 6: Skeptic. Most: ambiguous, cautious, hesitant, distrustful/trusting, provocative/reliable.

Enneotype 7: Epicurean. The most: positive, optimistic, creative, active, versatile.

Enneotype 8: Bossy. The most: strong, confident, directive, determined, decisive.

Enneotype 9: Peacemaker. The most: kind, peaceful, friendly, accepting, humble.

Social triangles

There are many ways in which the Enneagram can be used to form successful teams in any team. It can indicate many, both positive and negative qualities of the individual. Thanks to the Enneagram it is possible to create teams in which all of their members are indispensable and complementary. An example of such a team scheme would be the so-called social triangles of the Enneagram.

Triangles have their own particular pattern of behaviour, a certain social style that is peculiar to all the types that are in them.

Social style is the strategy we use to satisfy our leading needs. These triangles have the following classification:

Confident triangle (3, 7, 8) – People in this triangle know exactly what they want, set excellent goals and actively to strive to achieve them. Representatives of the triangle of confident people are forward thinking. They are energetic and bright people with leadership ability to inspire and lead others. They bring new ideas and challenges to the organization and set the tone for all activities.

The triangle of aloof people (4, 5, 9) are those in the fantasy world who are often preoccupied with their own dreams and thoughts. They have the hardest time being in leadership positions, preferring not to stand out and

aloof from people. They are excellent strategists and analysts. They try to calculate and analyze everything in the organization, not in a hurry to complete the project, preferring to strategically consider further developments.

Collaborative Triangle (1, 2, 6) – Representatives of this triangle are guided by their inner principles, certain morals, norms and rules. They are Dependable employees with a good team spirit and a desire to work together to achieve success. They are highly diligent, responsible and have a heightened sense of duty.

The use of this model is just one example of how the Enneagram of Personality theory can be applied in human resources management. The individualised approach can create teams in which each employee brings his or her own personal and unique contribution to the common cause.

For example, in Ukraine the tendency to pay special attention to the psychological climate of the team, individual personal qualities of each employee and manager as well, is only beginning to develop. Unfortunately, the psychological aspect is touched upon to a minimum and mostly in large commercial companies. Competent HR specialists, who are able to select, place, motivate and coordinate staff effectively, are needed. The enneagram of personality can not only help with the problem of effective use of human resources, but also the personal development of the manager, who can discover in himself the hidden potential and notice some personal shortcomings, which need to be addressed.

Thus, it can be concluded that at present the mainstreaming of the topic of the enneagram of personality in the management system is an important step in the improvement of the management system.

References:

1. McKaney H. K. The Enneagram: Your Path to Personal Development, Translated from English by I. Karopa. M. : Ganga, 2014.
2. Palmer H. The Enneagram in love & work. M: HarperSanFrancisco, 1995.
3. Don R. R., Russ H. The Wisdom of the Enneagram: a complete guide / The Wisdom of the Enneagram: a comprehensive guide to the psychological and spiritual development of the nine personality types. M. : Open World, 2010.