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## ***Bringing Out the Best in Everyone You Coach***

### ***Use the Enneagram System for Exceptional Results***

By Ginger Lapid-Bogda, Ph.D. (McGraw Hill 2009)

**Reviewed by David Warner, MA**

With *Bringing Out the Best in Everyone You Coach*, Ginger Lapid-Bogda has given us the third book in her Enneagram in Business trilogy, and this latest gem may be the best of the bunch. Lapid-Bogda's previous books have shown us how to use the Enneagram system to maximize our success in organizations as individuals, team members, and leaders. *Bringing Out the Best in Everyone You Coach* is the next logical step: a guidebook for using the Enneagram to obtain transformative growth in those whose personal and professional development we support.

Manager, mentor, consultant, coach – while different, each of these roles has a stake in enhancing the effectiveness of the people they support. Lapid-Bogda refers to these people as “developers” and to those being coached as “learners.” This clarity lends immediate insight into the book's perspective and to the broad appeal it holds for so many of us who work to bring out the best in those we coach.

I am always wary of gimmicky, flavor-of-the-month approaches designed for splashy or quick but short-lived results. As a consultant and coach who uses the Enneagram extensively in my work, I appreciate Lapid-Bogda's approach to both coaching (“increasingly becoming a best-in-class method for personal and professional development”) and to the Enneagram (“not a quick coaching fix, [but] a powerful way to help people learn and grow”). The blending of these two orientations results not only in a great book, but also in a handbook or manual that I'll use and refer to again and again.

Lapid-Bogda gives us a solid grounding in coaching itself: Eight Steps to Coaching Excellence, which include keys to a successful coaching relationship vis-à-vis the developer, the learner, and the coaching relationship. These eight steps include invaluable insights and tips

about the developer-learner match, role clarification, methodology, goals, approaches, techniques, and sustaining progress. A rigorous self-assessment is also included to assist developers in enhancing their coaching competence.

For those less familiar with the Enneagram, Lapid-Bogda provides some theoretical grounding, then immediately builds upon it. Using the three Centers of Intelligence, she helps us to explore how the Enneagram can deepen our understanding of the underlying concerns of all learners, why those concerns are likely to arise during coaching, and the implicit coaching issues which result.

The book also includes an excellent chapter on Transformation, which describes three provocative and engaging exercises developers can use with learners. (I have participated in two of these three exercises as a learner, and I've also used them as a developer, with great success!) Also, this chapter contains a development planning tool that learners can use to make desired outcomes explicit, monitor progress, and keep growth sustainable.

The real value of the book lies in an entire chapter being devoted to how to coach each Enneagram style. With her typical clarity and insight, Lapid-Bogda goes through the Enneagram type-by-type and introduces us in detail to each Enneagram style including core beliefs, emotional patterns, and workplace behaviors. Variations of each type are also presented (i.e., wings, arrows, and subtypes), along with a handful of typing questions. For this reason, *Bringing Out the Best in Everyone You Coach* is a great book for anyone, regardless of prior knowledge of the Enneagram system.

In Chapters 3-11, each chapter contains a detailed explanation of how to coach one particular Enneagram type, including how to determine coaching goals and learner motivation, assess the learner's level of self-mastery, and then use level-appropriate coaching approaches to challenge the learner to grow and maximize success. Chapter by chapter, type by type, Lapid-Bogda guides us through proven coaching methods, including "What if?" challenges, "Why would you want to do that?" questions, and type-related defense mechanisms. She explains transformative paradoxical challenges for each type and when to use them. A case study and development activities are included for each Enneagram style.

The book is a page-turner, but I have to confess I spent a long time with it. I kept seeing clients in the pages and learning new and different ways of helping them to achieve their goals. Over and over, I would discover that I was reading about someone I had worked with, wishing I

had had these tools and insights then. I would think: “Oh, that’s what was going on!” On the very day I finished the book, I met with a prospective coaching client and although we had never previously met, the meeting was more productive because I had read this book!

*Bringing Out the Best in Everyone You Coach* is a great book if you’re interested in coaching or the Enneagram. You’ll soon find that you’re interested in both. Chock full of anecdotes and real-life examples and tools, this book starts out engaging, stays engaging, and creates confidence in oneself as a coach, while building curiosity and excitement about working with others.

The best books are those I go back to again and again. With hundreds of books in my business/consulting library, I have perhaps ten like that. *Bringing Out the Best in Everyone You Coach* is not only a great read but also an excellent reference work, a handbook, a manual. With every new client, student, and leader I encounter, I’ll be pulling this one off the shelf to discover how I can be most effective in working with them.

**David Warner** is a consultant, trainer, and coach living in the San Francisco bay area. He teaches in the MA in Organization Development program at Sonoma State University and helps his corporate and non-profit clients grow, thrive, and prosper using best-in-class OD models and practices combined with the insights of the Enneagram. [www.davidwarner.org](http://www.davidwarner.org)