

# T-GROUPS WITH THE ENNEAGRAM SAN FRANCISCO

## INFORMATION

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## T-GROUPS WITH THE ENNEAGRAM

A profound integration of 2 powerhouse approaches to learn about self, others, feedback, influence and teams

For 5-full days, participants will meet in 8-12 person T-groups – a powerful technology developed by the National Training Labs Institute (NTL) in 1947 – and learn an extraordinary amount about themselves, others, and team dynamics. Many past participants call T-Groups a “life-changing experience.” To further fuel participant dynamics, insight, and learning, this program also integrates the insights of the Enneagram, an ancient and profound system for understanding the 9 versions of the human character structure. More than a personality system, the Enneagram is an unparalleled map for self-observation and awareness, as well as personal growth and change.

The Enneagram is integrated throughout the program in multiple ways: all participants will have identified their own Enneagram type prior to the T-Group – there is a free evening pre-session to assist those newer to the Enneagram; the “Community Sessions,” structured training sessions that are interspersed throughout the 5-days, focus on topics such as self-disclosure,

feedback, conflict, and teams in ways that illuminate the 9 different types in action; and the T-Groups themselves will use insights of the Enneagram for understanding individual behavior as well as team dynamics and development.

The training staff – Ginger Lapid-Bogda PhD, Pat Bidol-Padva PhD, Kathleen Brown PhD, and Beth Applegate – are all NTL members, Enneagram savvy professionals, and long-time organization development (OD) consultants.

**Note:** To learn the best practices and most frequently used business-Enneagram applications, request the 2011 Benchmark Report by the Enneagram in Business Network: [ebr@theenneagraminbusiness.com](mailto:ebr@theenneagraminbusiness.com)



The Enneagram In Business



**5-Day Program**  
**San Francisco, CA**  
**March 26-30, 2012**

*New to the Enneagram?*  
*Free evening session on*  
*Sunday, March 25 | 7-9 pm*

*Early-bird rate | \$1300*  
*After November 1 | \$1400*

*Limited to 36 participants*  
*Endorsed by NTL*

[info@theenneagraminbusiness.com](http://info@theenneagraminbusiness.com)

[Register online](#) or call 310.829.3309

# WHAT IS A T-GROUP?

## History

Developed by the National Training Laboratories Institute (NTL) in 1947, T-Groups (T refers to Training) are semi-structured groups of 8-12 participants guided by highly trained and non-directive facilitators who help participants explore group process and team dynamics and also gain insights into themselves and others. This is accomplished through:

- Use of the participant's own "here and now" (as opposed to the "there and then") experience within the group
- Engagement in self-disclosure and feedback between and among themselves
- Learning relevant human behavior theory in larger group Community Sessions that can be brought back into the T-Group for practical application

The T-Group is a development innovation that has withstood the test of time and which provides the theory-practice base for what we now know about team building, group dynamics, and the field of organization development (OD).

## T-Group Methodology

The T-group provides participants with opportunities to learn about themselves, their impact on others, how to function more effectively in groups and interpersonal situations, and to learn first-hand how groups and teams evolve in order to become high performing. It facilitates this learning by bringing together a small group of people for the purpose of studying their own behavior when they interact within a small group.

The T-Group's focus is process rather than content. The focus tends to be on reactions and the communication of feelings, rather than on the communication of information, opinions, or concepts. This is accomplished by focusing on the "here and now" behavior within the group, leading to increased self-disclosure and feedback. Participants learn to give feedback that is non-evaluative and emphasizes the impact of behavior on others in the group.

The relative lack of structure and limited role of the trainers provides the opportunity for T-Group participants to become relatively self-determining, although within the guidelines and boundaries established by the trainers early on. Every T-Group has a slightly different quality and evolution because T-Group members themselves decide how they want to engage one another and what to discuss.

Because the trainer does not fill the group's time with answers to questions about the group's direction, the T-Group eventually begins to notice the dynamics that lie underneath at both the individual and group level. These dynamics are always present in any group or team, but are often unseen, unnamed, and not



## T-Group Objectives

T-Groups enhance the following knowledge and skills:

### Self

- Self-observation
- Self-awareness
- Self-insight
- Self-disclosure
- Receiving feedback
- Understanding your impact on others
- Experimenting with new behaviors

### Others

- Giving feedback
- Interpersonal relationships
- Valuing differences

### Teams

- Group dynamics and team development
- Social processes operating within a group, both explicit and implicit
- Group facilitation
- Expressing and utilizing conflict in productive ways
- Effective influencing

NTL's mission is to advance the applied behavioral sciences in service of social justice, oppression-free societies, and healthy individuals, groups, and organizations in the world.

engaged or dealt with effectively. Some of these dynamics include issues related to authority, influence, and power; inclusion and acceptance; and intimacy and cohesion. Team development dynamics also become apparent, and participants learn how to effectively navigate towards high and higher team performance.

## T-Group Community Sessions

In addition to T-Group time, there are Community Sessions in which all T-Groups join together for a structured infusion of theory and practice based on models or research related to what the group is currently experiencing or just about to experience.

Community sessions, led by the T-Group trainers, are interspersed through the 5-days of the T-group experience and cover areas such as self-disclosure, feedback, conflict, team development, and more.

"If you want truly to understand something, try to change it."  
– Kurt Lewin, PhD, the father of modern social psychology

# WHAT IS THE ENNEAGRAM?

## 3 Centers of Intelligence



Each Enneagram style is rooted in one of three Centers of Intelligence: the Head Center, the Heart Center, or the Body Center. The three Centers of Intelligence stem from a long Eastern philosophical tradition and refer to the ways in which we typically process information and respond to events. While we all have heads, hearts, and bodies, our personality is organized around one of these three centers or modalities. Each center also contains three of the nine Enneagram styles.

Head Center Styles: 5, 6, and 7  
 Heart Center Styles: 2, 3, and 4  
 Body Center Styles: 8, 9, and 1

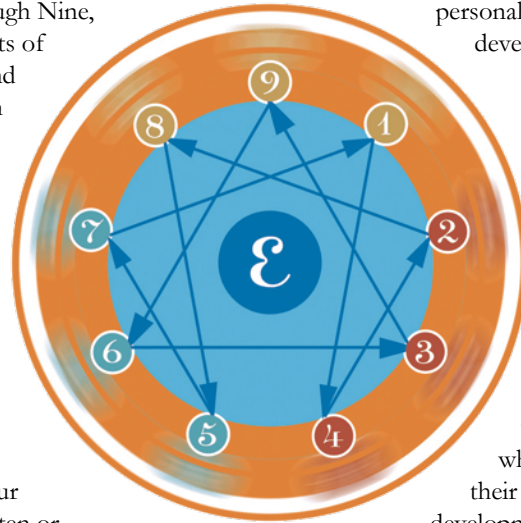
The goal of the Enneagram is integration: to fully and effectively access all three Centers and to use them in an aligned way.

## History

The Enneagram is an ancient system – at least 2000 - 4000 year's old. The word comes from two Greek words ennea ("nine") and gram ("something written or drawn"), and refers to the nine points on the Enneagram symbol. The nine different Enneagram styles, identified as numbers One through Nine, reflect distinct habits of thinking, feeling, and behaving, with each style connected to a unique path of development. Each person has only one core Enneagram style, and while our Enneagram style remains the same throughout our lifetime, the characteristics of our style may either soften or become more pronounced as we grow and develop. In addition to our core Enneagram style, there are four other styles that provide additional qualities to our personalities; these are called wings and arrows.

## Current Usage

More than a personality typology, the Enneagram is a profound map illuminating the nine different architectures of the human character. It is also the most powerful and practical system available for increasing emotional intelligence, with insights that can be used for personal and professional development.



Because the Enneagram is cross-cultural and uncannily accurate, it's modern usage is growing dramatically across the globe. In addition to being used by individuals who embrace it for their own insight and development, organizations are using the Enneagram to increase emotional intelligence (EQ), enhance communication, manage conflict constructively, build high-performing teams, develop leadership, and more.

"We are looking for the key to our ultimate fulfillment in the wrong place." – C. Naranjo

## THE 9 ENNEAGRAM STYLES

<b>Ones</b>	Seek a perfect world and work diligently to improve both themselves and everyone and everything around them.
<b>Twos</b>	Want to be liked, try to meet the needs of others, and attempt to orchestrate the people and events in their lives.
<b>Threes</b>	Organize their lives to achieve specific goals and to appear successful in order to gain the respect and admiration of others.
<b>Fours</b>	Desire deep connections both with self and others, and they feel most alive when they authentically express their feelings.
<b>Fives</b>	Thirst for information and knowledge and use emotional detachment as a way of keeping involvement with others to a minimum.
<b>Sixes</b>	Have insightful minds, are prone to worry, and create anticipatory scenarios to feel prepared in case something goes wrong.
<b>Sevens</b>	Crave stimulation (ideas, people, and experiences), avoid pain, and create elaborate future plans to keep all their options open.
<b>Eights</b>	Pursue the truth, like to keep situations under control, want to make important things happen, and try to hide their vulnerability.
<b>Nines</b>	Seek peace, harmony, and positive mutual regard and dislike conflict, tension, and ill will.

# MORE INFORMATION

<p><b>SFO or Oakland Airport</b>  <b>Meeting Location</b>                  928 A Broderick Street                  San Francisco, CA 94115</p> <p><b>Meeting times</b>                  8:45 am-9 pm daily                  Last day ends at 4 pm</p>	<p><b>Kabuki Hotel</b>                  A "green" hotel, a short cab ride or 20-minute walk from the meeting site; say "Enneagram in Business" for the special rate of \$149 per night, until February 24, 2012                  Hotel Phone: 1.800.533.4567                  To register online, <a href="#">click here</a>.</p>	<p><b>Clothing</b>                  Dress comfortably and casually. San Francisco weather can be cold and rainy, so bring warm clothes and an umbrella.</p> <p><b>T-Group Assignments</b>                  We place individuals who know each other well in separate T-Groups.</p>	<p><b>Meals</b>                  Program fee covers registration, breaks, and materials. There are many restaurants within walking distance for lunch and dinner.</p> <p><b>Refunds</b>                  Cancellations before December 1 (\$75 fee); no refunds after that date.</p>
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## Important Items to Know

**Participant Requirements** Participants unfamiliar with the Enneagram must attend the free evening workshop prior to the program (March 25 from 7-9 pm); all participants must be psychologically stable (able to handle ambiguity and complexity).

**Hours** Program hours are 8:45 am – 9 pm each day; there are multiple breaks and ample time for lunch and dinner.

**Attendance** Commuters are welcome, but all participants must attend all sessions.

**Certificate** Because this program is endorsed by NTL, certificates of completion are given jointly by The Enneagram in Business and NTL.

**Core Lab Equivalency** This program qualifies as an NTL core lab (the equivalent of an NTL T-Group Human Interactions lab). As a result, participants can use this

program to meet the core lab requirement for other NTL programs.

**Pre-Reading** Two books are highly recommended: *Bringing Out the Best in Yourself at Work* (Lapid-Bogda) and *Paradoxes of Group Life* (Smith and Berg).

## T-Group Trainer Role

Each T-Group has a trainer, whose role is to non-directively guide participants, both individually and as a group, in the direction of the T-Group's objectives. During the T-Group sessions, trainers neither lecture nor provide structured exercises for participants; instead, they provide safe boundaries and offer ideas and suggestions to the group.

### T-Group trainers do the following:

- ❖ Draw attention to events and behavior in the group and invite the group to look at its experience
- ❖ Offer tentative interpretations of participant behavior and group events for

the group to explore if they choose to do so

- ❖ Encourage the group to follow norms that serve the learning process – for example, focusing on the "here and now," rather than the "there and then;" giving "I messages," rather than "you messages;" and modeling specific skills that support the learning process – for example, how to engage in self-disclosure and feedback

### T-Group trainers do *not* do the following:

- ❖ Structure sessions or provide agenda for the T-Group
- ❖ Become directive, clinical, or personally involved; T-Group trainers do not act as participants

## To prepare for a T-Group...

- Expect the unexpected
- Come rested
- Have a deep desire to grow

## Training Staff

**Ginger Lapid-Bogda, PhD** is past-president of the International Enneagram Association, a longtime NTL member and OD consultant, author of four Enneagram-business books, and provider of Enneagram-based resources and certificate programs across the globe.

**Pat Bidol-Padva, PhD** is a longtime NTL member and senior OD consultant who teaches master's level courses at multiple universities, has been a mediator for three decades in the private, non-profit, and governmental sectors, and who learned the Enneagram years ago from her early training with OD pioneer Ron Lippitt.

**Kathleen Brown, PhD** is past-chair of the Board of NTL, a longtime internal and external OD consultant, and currently teaches group dynamics/T-Groups at the California Institute of Integral Studies, as well as lectures in the Masters in Leadership at Saint Mary's College of Moraga.

**Beth Applegate, MSOD** is an OD consultant and NTL member working for two decades with progressive social change movements; national and international non-profit and government agencies; academic institutions; and socially responsible for-profits to advance democratic processes, humanistic values and social justice.



Ginger Lapid-Bogda



Pat Bidol-Padva



Kathleen Brown



Beth Applegate