

WHAT TYPE OF LEADER ARE YOU?

TRAIN-THE-TRAINER PROGRAM MARINA DEL REY

I N F O R M A T I O N

<p>Program Overview</p> <p><i>Read about the intention and purpose of "What Type of Leader Are You?"</i></p> <p>Page 1</p>	<p>Program Information</p> <p><i>Read important program information, including logistics, hotel information, and more.</i></p> <p>Page 2</p>	<p>Program Structure</p> <p><i>Read about the theory and practice aspects of "What Type of Leader Are You?"</i></p> <p>Page 3</p>	<p>The Enneagram</p> <p><i>Learn the ancient history and multiple applications of the Enneagram.</i></p> <p>Page 4</p>
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WHAT TYPE OF LEADER ARE YOU?

Create exemplary leaders using the Enneagram to develop today's 7 most important leadership competencies

6-day Train-the-Trainer program with Ginger Lapid-Bogda, PhD

Organizations across the globe are experiencing a leadership shortage: lack of leadership benchstrength within the organization's current cadre of leaders; difficulty finding effective leaders from outside the organization; confusion about how to develop tomorrow's leaders in a constantly changing environment; and lack of skill transferability from one leadership position to another. Not surprisingly, leadership is the 2nd most frequently used application of the Enneagram in business settings.*

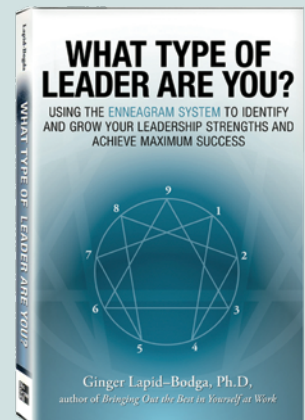
This program shows you how to integrate the Enneagram with 7 different leadership competency models: Drive for Results; Strive for Self-Mastery; Know the Business; Think and Act Strategically; Become an Excellent Communicator; Lead High-Performing Teams; Make Optimal Decisions; and Take Charge of Change. The program also includes an additional special section, Stretch Your Leadership Paradigms, an innovative way to enhance leadership capability.



Participants receive a comprehensive Trainer's Guide with 50 activities described in great detail, 58 powerpoint slides, 14 participant handouts, 2 musical slide shows, 2 fabric banners, an original simulation kit, and a complete set of training tools. During the program, participants engage in all activities, but also facilitate sessions (with feedback) and practice designing and leading their own original experiential exercises.

*Note: You can read about the best practices and most frequently used business applications of the Enneagram in the 2011 Benchmark Report by the EIBN (Enneagram in Business Network). Request a copy: cbr@theenneagraminbusiness.com

Register online or call 310.829.3309



6-Day Program

Marina del Rey, CA

a gorgeous beach hotel just north of LAX

July 20-25, 2012

before the IEA conference in Long Beach, CA

Newer to the Enneagram? Attend the early morning session on July 20th

Early-bird rate | \$1400
After January 15 | \$1500

info@theenneagraminbusiness.com

MORE PROGRAM INFORMATION

<p>Meeting Location <i>Jamaica Bay Inn</i> 4175 Admiralty Way Marina del Rey, CA 90292</p> <p>Meeting times 8:30 am – 6 pm each day Project teams meet at night Last day ends at 3:00 pm</p>	<p>Hotel Jamaica Bay Inn <i>A gorgeous hotel, right on the beach</i> <i>Fabulous organic, gourmet food</i> Check out the website: Mention “Enneagram in Business” for special rate of \$189 per night. Hotel Phone: 1.888.823.5333 Cut-off for rate: June 4, 2011</p>	<p>Airport LAX <i>A 12 minutes taxi (\$15) to the hotel</i> Car rental: Fox Rental Car To IEA: Take limo @ 4:00 pm</p> <p>Clothing <i>Dress comfortably and casually.</i> Bring a sweater or jacket, plus a bathing suit.</p>	<p>Meals <i>Program fee covers registration, breaks, and materials. There are many restaurants within walking distance for lunch and dinner.</i></p> <p>Refunds <i>Cancellations before March 1 (\$75 fee); no refunds after that date.</i></p>
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Important Information

Participant Requirements Participants newer to the Enneagram should attend an early morning session the 1st day of the program (July 20) at 8 am.

Day hours Daily hours are (8:30 am – 6 pm each day); there are multiple breaks and ample time built into the program for lunch.

Evening hours Please keep your evenings free (except the first evening) because you will be participating in a “project team” that decides almost everything; your project topic and scope, when you will meet and for how long, etc. Many teams decide to meet at night.

Attendance Commuters are welcome, but all participants must attend all sessions. If for any reason you must miss any part of the program, this must be pre-arranged with Ginger Lapid-Bogda for approval. Any missed time must be made-up.

Certificate The program certificate is given at the program end, an indication of your hard work and completion.

Pre-Reading Everyone must read this book prior to the program: *What Type of Leader Are You?* (Lapid-Bogda). If you are newer to the Enneagram, please also read *Bringing Out the Best in Yourself at Work* (Lapid-Bogda) and one or more of the following books:

- ❖ *Ennea-type Structures* (Naranjo)
- ❖ *The Essential Enneagram* (Daniels and Price).
- ❖ *The Wisdom of the Enneagram* (Riso and Hudson)

Program Hotel

The Jamaica Bay Inn is a jewel on the beach that offers serenity, amazing food, beautiful rooms, and a great price for high-season (\$189 single or double). The rooms normally cost \$250-\$400. Make it a vacation, since the room rate is good 3 days before and after

the event. *Hotel cancellations permitted up to 7 days prior to stay without penalty.* You are free to stay at other nearby hotels if you wish.

Reservations

If you are from outside the US, we'll make your hotel reservations if you provide us with your dates and credit card information.

IEA Conference: Long Beach

Attending the IEA conference in Long Beach, CA right after this program? Take a limousine from the hotel to Long Beach (our gift), about a 30 minutes drive. Let us know in advance if you want this; the limo will leave at 3:30 pm.

In this program, expect to...

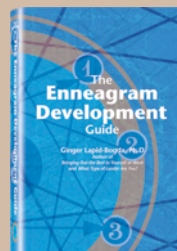
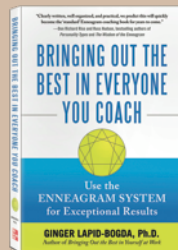
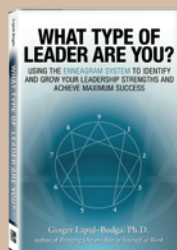
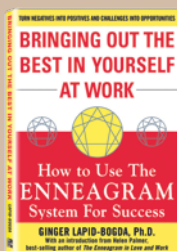
- Be highly engaged throughout
- Work on projects many evenings
- Meet some great people

Ginger Lapid-Bogda, PhD, is an internationally recognized Enneagram author, teacher, speaker, OD consultant and coach who helps organizations, leaders, teams, and individuals use the Enneagram to enhance their personal and professional lives. She is the author of 4 Enneagram-business books that have been translated into multiple languages; provides state-of-the-art Train-the-Trainer and other certificate programs, based on the Enneagram’s business applications, around the world; offers easy-to-use engaging Enneagram training tools; and recently created “Know Your Type,” the Enneagram iPhone App.



Ginger Lapid-Bogda, PhD

Books by Ginger Lapid-Bogda



WHAT IS THE PROGRAM STRUCTURE?

Overall Program Orientation

The Train-the-Trainer program based on *What Type of Leaders Are You?* is highly interactive, competency-based, intertwines theory and practice, and is a powerful way to develop leaders. And all of this is in the 190-page Trainer's Guide.

Enneagram Learning Communities

Each participant is a member of an Enneagram Learning Community for the entire week, a small group that explores each leadership competency, shares how it relates to his or her Enneagram style, and learns self-development approaches to enhance capability in this area. Each participant leads one or more Learning Communities!

Large Group Exercises

Every leadership competency section also includes dynamic, larger group activities that illuminate the specific competency and the particular way in which leaders of each Enneagram have related strengths, development areas, and unique development paths.

Leverage Your Leadership

This section covers general leadership style as an outgrowth of a leader's Enneagram style, complete with slide shows and case studies.

Drive for Results

This competency highlights the importance of focusing on more than just the end results, because then it might be too late: setting direction, creating plans, assigning work, establishing clear expectations with measurements and rewards, evaluating results at key milestones, and providing overall stewardship also matter.

Strive for Self-Mastery

Self-mastery is central to all other leadership competencies. But what does it mean? Leaders explore the 6 dimensions of self-mastery – from self-awareness to personality integration – through dialogue, support, and self-development.

Know the Business: Think & Act Strategically

Every organizational leader must know the business and think like a strategist in this constantly changing business world. Some do it naturally, others must learn it, but all leaders can use the Enneagram to master the 11 components of this competency.

Become an Excellent Communicator

All leaders must do this effectively every day, with individuals and in groups both large and small. This practical competence shows leaders how to create genuine relationships, communicate clearly, listen fully, manage conflict and give feedback, and how to enhance their influence.

Lead High-Performing Teams

This program has a strong team emphasis, both through the use

Program schedule at a glance...

Day 1

- Program Overview
- Core Trainer Competencies
- Enneagram System and Typing
- Learning Communities
- Project Teams

Day 2: Learning Communities and Large Group Exercises

- Leverage Your Leadership
- Drive for Results
- Project Teams

Day 3: Learning Communities and Large Group Exercises

- Strive for Self-Mastery
- Know the Business; Think and Act Strategically
- Project Teams

Day 4: Learning Communities and Large Group Exercises

- Become an Excellent Communicator
- Lead High-Performing Teams
- Project Teams

Day 5: Learning Communities and Large Group Exercises

- Make Optimal Decisions
- Take Charge of Change
- Project Teams

Day 6: Learning Communities

- 27 Enneagram Subtypes
- Stretch Your Leadership Paradigms
- Project Team Presentations

of a high-performing team competency model that covers products and services, culture, leadership, vision, talent architecture and processes, but also through an in-depth assessment of the project teams within the program.

Make Optimal Decisions

Learn how to access more fully the Head, Heart, and Body Centers of Intelligence in order to make wise decisions, but in the context of the organization's culture, authority-making structure, and the specific contextual requirements of the decision itself.

Take Charge of Change

Change has become a way of life for leaders: constant, chronic, and continuous change. Leaders have to do more than manage change, they must be change leaders, but also make certain that ongoing business needs are well met. This competency shows leaders how to do that using the Enneagram as their guide.

Stretch Your Leadership Paradigms

Rather than leaders having to grow when they are under pressure and stress, the Enneagram can help them engage in targeted-development activities on an ongoing basis. This sets up a leadership culture of strategic leadership excellence and growth.

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

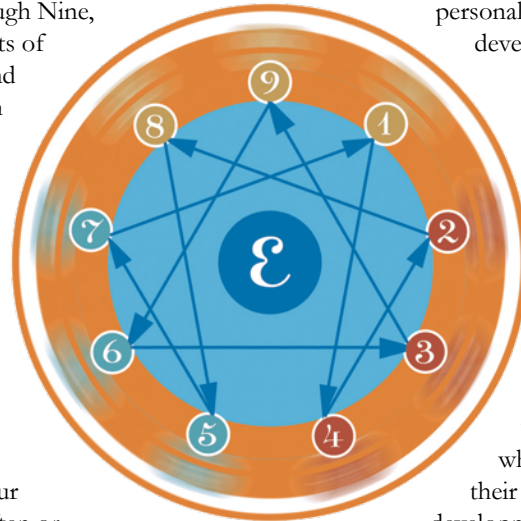
The goal of the Enneagram is integration: to fully and effectively access all three Centers and to use them in an aligned way.

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

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