

*What Type of Leader Are You? Using the Enneagram System to Identify and Grow Your Leadership Strengths and Achieve Maximum Success*  
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*What Type of Leader Are You? Using the Enneagram System to Identify and Grow Your Leadership Strengths and Achieve Maximum Success* is likely to become a classic or standard book for anyone who is in the business of developing talent in leadership. This includes leaders and managers at all organizational levels, whether their organizations are profit or non-profit. The real strength of this book lies in the fact that it addresses and defines today's most essential leadership competencies and then, as a second step, takes a look at what the Enneagram can contribute in developing leadership skills.

These competencies include:

1. Drive for Results
2. Strive for Self-Mastery
3. Know the Business: Think and Act Strategically
4. Become an Excellent Communicator
5. Lead High-Performing Teams
6. Make Optimal Decisions
7. Take Charge of Change

This book is also a rich source for anyone working in human resource departments around the globe. The reason for this statement is rather simple: most business books on leadership contain one or two ideas that may have been a real insight or “aha-experience” for the authors but do not contain enough material for an entire book. In addition, the ideas in these books are often strongly type biased, without the author even being aware of it. This book is different. *What Type of Leader Are You?* would be a real contribution to the field of leadership development even without the integration of the Enneagram because it describes today's most essential leadership competencies objectively and accurately.

Although my favorite chapters are “Strive for Self-Mastery” and “Make Optimal Decisions,” I will focus on the chapter “Know the Business: Think and Act Strategically” because this competency, with its eleven components, has the potential to make this book a bestseller. “Know the Business: Think and Act Strategically” takes a complex and crucial business topic and makes it understandable and easy to use. The chapter clearly outlines the elements of the external business environment and the internal workings of the organization and then defines the strategic elements every leader must create in order to act strategically -- vision, mission, strategy, goals, and tactics. A table is provided containing a definition of each element, the potential pitfalls involved, and an example to clarify the meaning of each of these terms. Ginger analyzes Gandhi's leadership in helping India gain its independence to illuminate the concepts. An additional example from an organization would have also been useful, but the ideas are still clear. Adding the Enneagram then offers every leader a chance to develop his or

her skills in this competency, focusing on the areas that provide the most leverage for growth.

The book's focus is on development, with activities (development stretches) given for leaders of each Enneagram style to develop themselves in each competency area. In addition, the conclusion of every chapter contains three development stretches for everyone, including recommendations for other books to read. The message to the reader is clear: you can be an excellent leader if you are willing to do the necessary development work, and no type or style has a monopoly on leadership excellence.

All the book chapters are easy to read because they contain an over-arching structure with a natural flow. If you examine the book's sentence structure or even count the words, there is a rhythm to them that makes the book easy to understand and generates an aesthetic cadence or feel. In addition, the chapters describe each Enneagram type in action in an organizational setting so well, reading about them and identifying with the people being described in the real-life stories both engages and provides a kind of certainty to the doubting reader.

Finally, *What Type of Leader Are You?* is unique because it describes the nine leadership paradigms, each based on the basic Enneagram worldview, which is then connected to each competency. The paradigm or mental models approach, made popular by Peter Senge in *The Fifth Discipline*, makes *What Type of Leader Are You?* intellectually appealing, consistent with contemporary thinking on leadership, and enriches the field of leadership development through the integration of the Enneagram. No matter how many books on the Enneagram or leadership you may have read, you will find original material and the opportunity to gain many new insights.