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ORGANIZATIONAL PERFORMANCE THROUGH THE ENNEAGRAM: STRATEGIC PLANNING - MANAGEMENT DECISION - OPERATIONAL CONTROL

Özgü HAFIZOĞLU[1]

[1]*Pamukkale University, Faculty of Architecture and Design-Industrial Products Design, ohafizoglu@pau.edu.tr, Denizli, Turkey*

Özet: Uzmanlık, kuruluşlar içinde ve arasında çeşitli istihbarat sistemlerinin tasarlanması ve oluşturulması için temel bir araçtır. Organizasyonlar, stratejik planlama ve operasyonel kontrollerine bağlı olarak farklı tasarım yönetimi stratejileri ve kararlarıyla yapılanmaktadır. Enegram, eski geleneksel yöntemlerin küresel ölçekte günümüzün sorunlarını karşılayamadığı durumlarda açık bir vizyon oluşturmaya yönelik stratejik bir metodolojidir. Bu makale, organizasyonların operasyonel kontrolü, yönetimsel karar alma, stratejik planlama ve etkileşimli süreçlerinde bir çerçeve sunmayı amaçlamaktadır. Enegram stratejileri, bilinçli yönetsel kararlar, operasyonel kontrol ve stratejik planlama arasındaki dinamiklere dayalı olarak organizasyonel performansı anlamaya ve artırmaya yönelik araçlardır. Çalışma ayrıca, birleştirici düşünmenin bilişsel stratejilerinin yenilikçi bir gelişim sürecine nasıl katkıda bulunabileceği de tartışılacaktır.

Anahtar Kelimeler: Organizasyon Yönetimi, Tasarım Yönetimi, Uzmanlık, Enegram, Birleştirici Düşünme, İnovasyon.

Abstract: Expertise is a primary tool for designing and building a variety of intelligence systems within and between organizations. Organizations are structured with different design management strategies and decisions depending on their strategic planning and operational control. Enneagram is the strategic methodology to create an open vision when old traditional methods do not meet today's problems on a global scale. This paper aims to present a framework for organizations in their operational control, managerial decision-making, strategic planning, and interactive processing. Enneagram strategies are tools to understand and increase organizational performance based on the dynamics between informed managerial decisions, operational control, and strategic planning. It will also discuss how cognitive strategies of associative thinking can contribute to an innovative development process.

Keywords: Organization Management, Design Management, Expertise, Enneagram, Associative Thinking, Innovation

1. INTRODUCTION

In this increasingly changing environment, the capability of innovation becomes a crucial factor for the evaluation and the survival of any Business Intelligence System. In the innovation process most of the organizations rely on thousands-years-old traditional trials and errors method. To improve innovative processes considerably and avoid costly trials and errors, business intelligence needs a new version of networking strategy to manage novel and feasible design processes and encourage flexibility. Enneagram is suggested as a tool to manage a better organization management by uniting and igniting the innovative associative thoughts and actions being aware of the internal strengths and weaknesses versus the external opportunities and threats.

In organizations primarily three structural layers and a variety of other layers within them. Basically, they differ largely in their complexities of work areas. The interactions between those layers in an organization are challenging because different organizations speak different languages in their own complexities; have different perspectives and different constraints on their operational systems. They also have different resources for turning inventions into innovations within the organizations.

The common point of the organizations is that they all desire to adapt to the changing environment and then evolve and grow. Although the growth is positive for the organizations, they face more challenges as their organizational and managerial complexity is getting larger in their progress. The reason behind this is the experimental depth and association of more distant resources. In the awareness of organizational complexity as it is becoming a crucial problem in the global scale, it is a pragmatic method to integrate the enneagram as a strategy to understand the nature of the units between and within the systems and classify them as a brain mechanism according to their purposes (Figure 1).

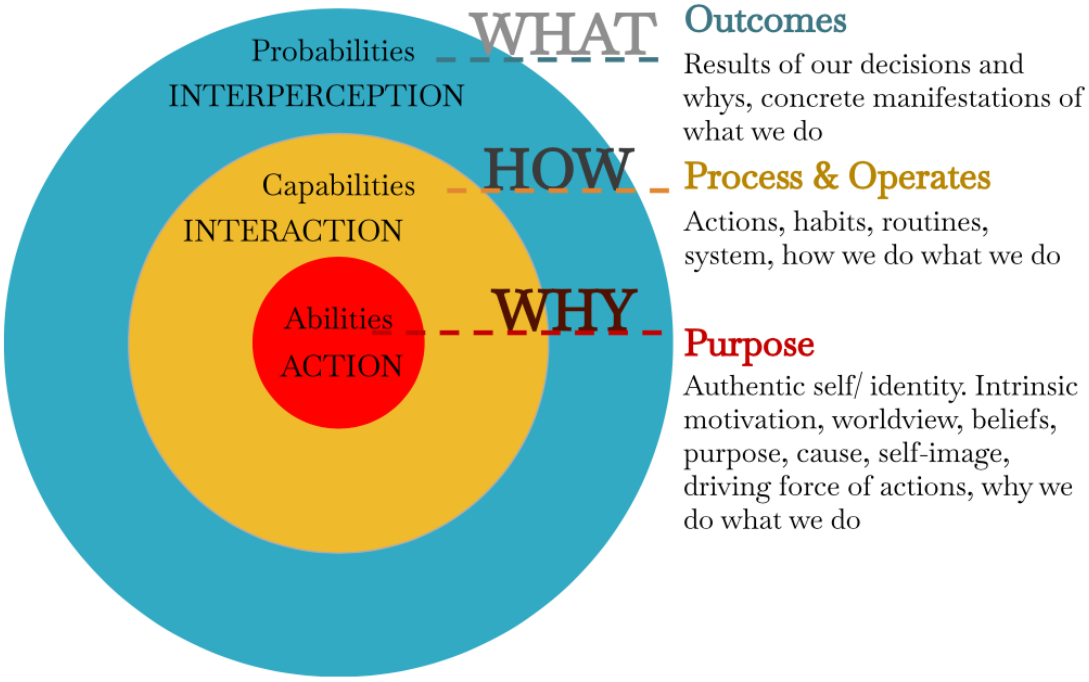

Figure 1. The brain mechanism according to purposes

The Centers in the Enneagram

The Enneagram is a strategic tool which is developed based on the developments in psychometric, and a valid and reliable concept which is being used worldwide to work on individual and organizational performance and growth. It provides a tool which works as the strategy for both individual and organizational growth through goals, objectives based strategic planning (Palmer, 2006, Daniels & Price, 2009). Variety of personality typing models focus on the human attention, behavior and attitudes and the characteristics such as introversion versus extroversion, the Enneagram provides a deeper understanding of motivations behind human attitudes and behaviors. The Enneagram shows the growth areas, strengths, weaknesses, and

potentials of the human considering the positive and negative aspects of the vision (Johnson, 2019).

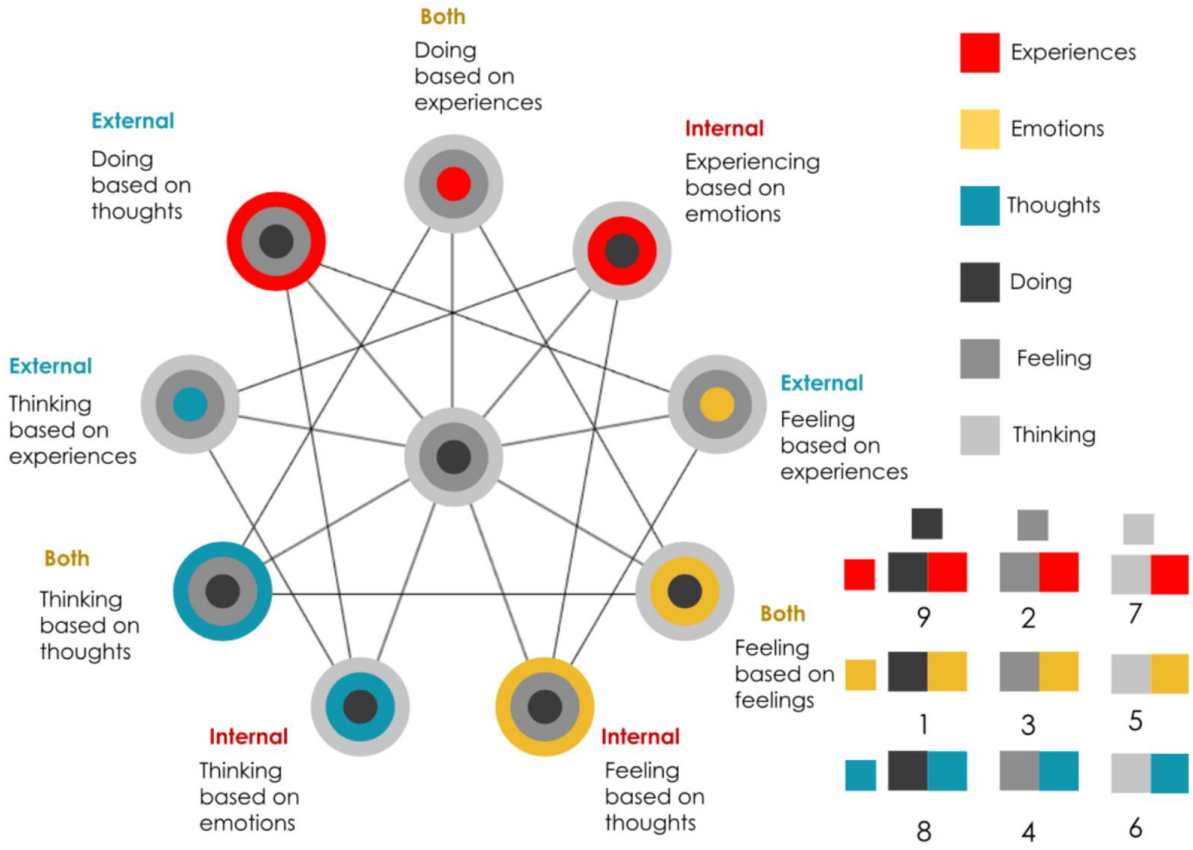

Figure 2. The Enneagram and algorithm of the instinctual triggers

In enneagram there are three centers: (1) instinct, (2) emotion and (39 Mind (Riso & Hudson, 2003). The three centers interact with each other and affect the attention, motivation, attitude, action, behavior, decisions, and connections (Figure 2). They create a personal stance of a person which is called personality (Fauvre & Fauvre, 2012; Naranjo, 2004; Ouspenky, 2001).

The emotion center is associated with energy-motion management which is the heart of the human. The mind center is linked to analyzing and planning which is managed by the brain of the human. Mind center prevails by imparting his ability for their adaptation to the conditions and situations on purpose. Finally, the instinct center is associated with operational survival that means maintaining the organism. It is in the abdomen or intestine area of the human body. Instincts take path at least resistant decisions to operate energy efficiently, but this is not always effective. Retrieval is the basic mechanism to use the past strategies to keep regularity. Instincts are the controlling mechanism by making comparisons between the past and future that works with the projections to the existing conditions of the future constantly adapting themselves to the environmental conditions (Palmer, 2006; Riso & Hudson, 2003; Wagner, 1980). In organizations it is analogically isomorphic to the human body system; brain is to strategy planning, heart is to managerial decisions, and body is to operational control.

What is an organization? What Makes an Organization Complex?

An organization can be defined with its purpose, its content with units, its context, and their interactive relationships. The content of any system is interdependent, modular, in order, hierarchic, chunked (Kaufman, 1993). Additionally, the most important property of an organization is a system is its synergy that the relationships between the modular parts are organized in a hierarchy acting through a common purpose. The operation of a system is studied by R. Buckminster Fuller who coined the term. In his work of synergetic, he stated that a successful system operates through the same purpose and produces most effective, sustainable, feasible outcomes. Which is possible by the awareness of the performance categories based on the personalities to define the nature of the units and the teams.

The Relationship of the Enneagram and Organizational Performance

The organizational levels are based on the intelligence created by the depth of knowledge, distance of the source ecology and their integration to each other. Strategic planning provides a scientific foundation for complex problems of any problematic system to develop different levels of solutions. According to the enneagram, the interactive components, interaction styles and interaction processes influence each other. In this regard, it studies the components of any system to lead creative breakthroughs by encouraging new ways of solving problems with a holistic approach to organizational performance.

The organizations operate in alignment within the units of strategic planning, managerial decisions and operational control processes, enneagram is taken as a model, measure, and mentor to manage the performance of its dynamic processes to understand the potentials. The units work and interact with each other through the vision and purposes of the organization. In this respect, the enneagram serves as a tool to bridge between the units of the organization in solving scientific and technological problems. Inventions and innovations occur by analyzing the obstacles and the potentials through the enneagram that will bring unification to ignite the units through the strategic planning. The largest scope provides a measure of ecological standards for strategy planning, while managerial level is judging the appropriateness of the innovations; what works and what lasts.

Organizations evolve holistically depending on the internal and external factors including the units and their interaction to each other Lee et.al., (2020). The enneagram is a strategy to understand the nature of the organizations while the performance of the individuals and the teams.

2. METHODOLOGY

Research model and hypotheses

Our research study is to question and show the impact of Enneagram personality typing system and the strategies on the design of organization performance. Since performance is an outcome of a personal nature, it is a primary factor for the organization. This brings some questions on the effect of personality and organizational performance. The research questions and the model are represented in Figure 3. The hypotheses of the research are listed below (Figure 3):

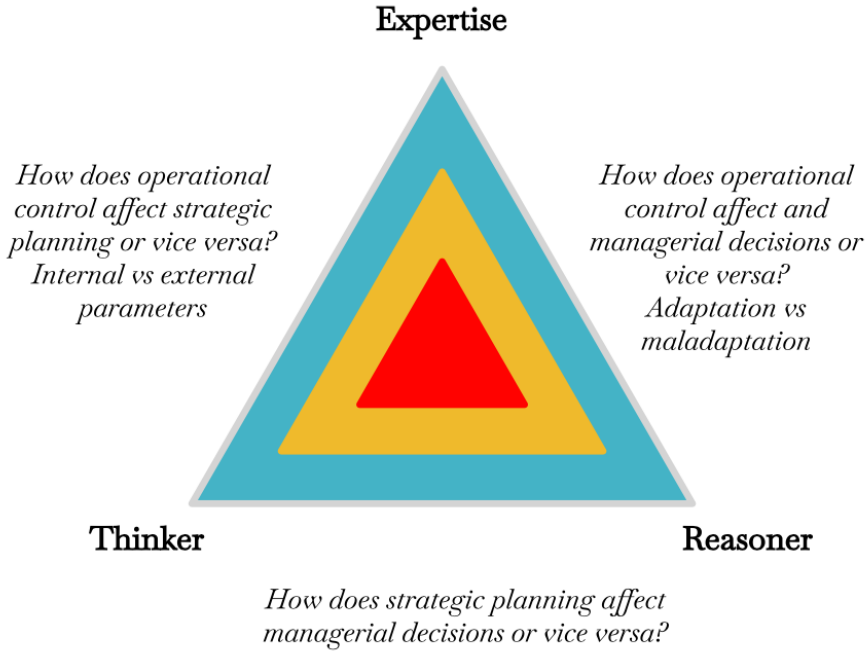

Figure 3. The research model

Data gathering and sampling

The universe of this experiment consists of 117 career development design students at Pamukkale University operating within the campus for their educational and career development. The minimum rate was considered to validate the data gathered. The sample group was created with convenience sampling and the questionnaires within the Career course. Research questionnaires were collected between 04/2023 and 05/2023 through one-to-one experiment and questionnaire method. The questionnaire was asking about the interactive balance of strategic planning, operational control, and managerial decision.

Participants

174 experimenters completed a questionnaire survey assessing their personality types and each type was identified. Then participants were eliminated for each type. Out of 174 selected, 117 participants (n = 117) students for each enneagram center participated in the experiment.

Materials

The research material is based on the experimental study which is conducted to understand the interactions of these whole parameters as explained and represented above. The experimenters are given career performance questions. The critical point to consider in the selection of the problem was the simplicity and validity for all possible experimenters. The problems were defined in three different categories: (1) operational control, (2) managerial decision, and (3) strategic planning. These are the scope of vision versus effectiveness in career development in an organization (Figure 4).

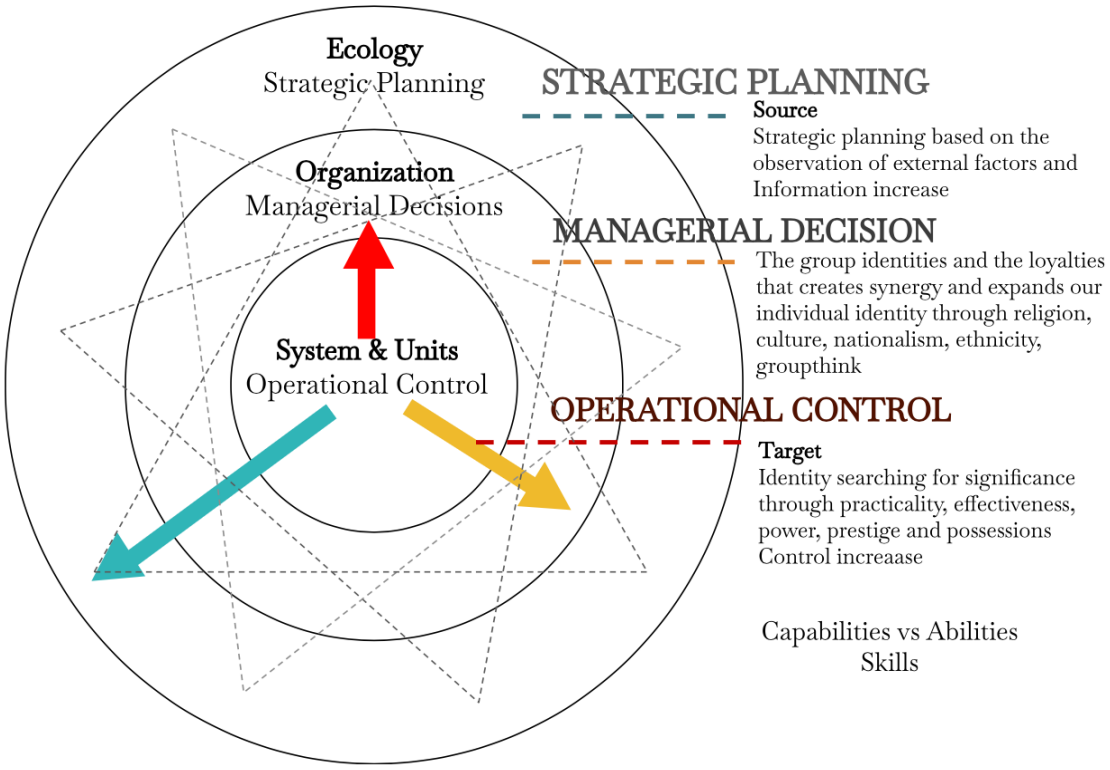

Figure 4. The types of the system: The parameters of invention and innovation and diffusion: Red is Operational control, yellow is managerial decisions and blue is strategic planning.

The examples were categorized in a two-phase procedure including the selection process. In the first phase 10 problem examples for each category which were identified by the Enneagram personality groups. After the identification, 10 problem examples were eliminated to 5 for each category. For validity, 3 experts selected the remaining problem categories and the examples unanimously with Delphi. With the %87 agreement, 30 vision and problem examples were eliminated by independent judges in two separate rounds (Figure 4). Finally, the operational control problems were based on (1) admission, (2) sequencing, (3) assignment, (4) dynamic process planning, (5) changing state and product development. The managerial decision problems were based on (1) resource management, (2) performance management, (3) cost management, (4) risk management, (5) crisis management. The strategic planning problems were based on (1) big picture vision, (2) decision making, (3) implementation, (4) data analysis, (5) network design.

Procedure

In the experimental study, the experimenter designers were told to imagine themselves designing their life in 1 year, 5 years, 10 years. Then, they were explained the career development strategies and organizational systems. They were expected to analyze and derive the given career problems examples 5 for each category. To compare and contrast personality types in terms of career development the experiment was conducted in three tasks: the first task, asking participants to rate a randomly shown 15 problem examples; the second task focused on selecting one of the 3 categories shown in Figure 4 with 5 examples in each. From the selected

problem category, they also selected one example out of 15 and with a clear description of the procedure and the problems.

The third one of the research tasks focused on the suggested solutions that were related to their selection. During these both tasks, data were analyzed related to the category that the experimenters who have attention to; (1) operational control problems, (2) managerial decision problems, and (3) strategic planning problems. In the third task, the suggestions for the final description about the experimenters' solution report were categorized by three judges. The categorization is made according to their performance. The experimenters also were asked for a descriptive report defining the parameters they considered during the procedure.

Chi-square test and MANOVA were applied to the quantitative data to validate the relations and differences between these parameters and to compare qualitative and quantitative data.

Results revealed that, mind-centered personalities would tend to have attention and focus on strategic planning problems, emotion centered personalities would focus on the managerial decision problems, whereas action centered personalities will tend to focus on operational control problems. Action-centered personality group would seem like establishing structuring solutions effectively, whereas a mind-centered personality group would bring visioner ideas, but generally, they were not in the practical execution of the ideas. Action-centered personalities were executing various steps for the solution of the operational control problems. The frequency of steps defined by them would differ depending on the strategy they were using based on their personality types. Emotion centered personalities would manage the energy better based on their personalities considering both strategic planning and operational control needs to be balanced in terms of -in human- energy versus motion or -in organization- strategy versus operation. Briefly, career development and Organization Performance is strongly influenced by personality types of placements on the right position in an organization for a better performance (Figure 4).

3. RESULTS AND FINDINGS

Findings and Results

In this task, participants were expected to rate (1-poor, 2-average, 3-excellent) 10 career problem examples for each and 3o examples for 3 categories. The results are given in Table 1. Multivariate test (MANOVA) indicates a significant difference among the three groups in the rating of problem categories (Wilks'Λ=0.083, F (81, 117) =2.2, p < .03 alpha level) shown on (Table 2).

Table 1. Personality types rating frequency percentage (1- poor, 2- average, 3- excellent). Mind Centered (MC)-Action Centered (AC)-Emotion Centered (EC).

	Operational Control			***Managerial Decision***			***Strategic Management***		
	MC	*AC*	*EC*	*MC*	*AC*	*EC*	*MC*	*AC*	*EC*
1 poor	*0,28*	*0.20*	*0.28*	*0.27*	*0.26*	*0.29*	*0.20*	*0.37*	*0.49*
2 average	*0,22*	*0.23*	*0.25*	*0.21*	*0.30*	*0.29*	*0.20*	*0.26*	*0.22*
3excellent	*0,50*	*0.57*	*0.57*	*0.42*	*0.44*	*0.42*	*0.60*	*0.36*	*0.29*

Table 2. Multivariate test (MANOVA) results

Multivariate Test						
		Value	F	Hypothesis df	Error df	Sig.
Personality types	Wilks' Lambda	,080	2,349	2	117	,000

The results show that action-centered experimenters generally gave high scores to operational control problems (57% and excellent rating) and the group of managerial decisions (44% excellent rating). Mind centered (MC) experimenters generally rated strategic planning problems examples high (60% excellent rating) and managerial decision problems (42% excellent rating). Emotion centered personalities rated managerial decision problems almost homogeneously (Table 3).

Table 3. Organizational strategies

	Operant Control	**Radiant Decisions**	**Stimulant Plans**
Strategies	8 Operates plans	4 Radiates logic	6 Stimulates new ideas
Operations	9 Operates expertise	2 Radiates rules	7 Stimulates actions
Management	1 Operates energy	3 Radiates image & energy	5 Stimulates connections

The second task procedure was executed by the questionnaire that gave the participants motivation for their efficient versus strategic selections. This task was a follow-up to the previous one and participants were asked for a report to define the reasons for their motivation and attention to the certain problem. The items of content analysis were logic, rules, plans, energy and resources, research and development, analysis, mapping, transfer, adaptation, image, connections, storage, expertise, novelty, actions, efficiency, performance, resistance. Approximately 96 answers to questions and approximately 5000 words of relevant excerpts were transcribed, and keywords were color-coded during transcription to facilitate subsequent analysis and collation as shown on the table above (Table 3). MCs focused on the pragmatic concepts while ACs focused on the risks and crises concepts, and ECs focused on the energy management concepts.

Results are given in Figure 5. The frequency results indicate a difference between personality types and organizational levels. Mind centered personalities are prone to be more effective in more strategic planning jobs, with 40%. On the contrary, action centered personalities are more effective on operational jobs, 52%. The selection differences between emotion centered personalities are less than the other two groups. Chi-square test (Table 4) results indicate that there is a significant relationship between enneagram personality types and organizational performance; x^2 (4, N=96) = 34.178, p=.000, $p < 0.05$. Briefly, group selection and personality type significantly related factors when problems of organizational categories are grouped in the retrieval process.

Table 4. Chi-square test for personality types and distance of source domain relation

Chi Square Test			
	Value	df	Asymp. Sig.(2-ided)
Pearson Chi-Square	19.117	4	,000

Findings in both tasks are aligned to each other. Second task findings show the consistency of the experimenters in their rating procedure. Experimenters rated the problem examples separately and within the categories as if they knew about categories.

4. DISCUSSION

In this research, MC mind centered experimenters generally rated strategic planning problems on a high score with their career vision. AC action centered experimenters on the other hand were considering operational control problems to process the system based on their knowledge base. Emotion centered experiments were more prone to consider energy and action balance and they were giving high scores to the managerial decision problems to solve Payne, H. J. (2007). Experiments show that mind-centered experimenter designers are more likely to have attention to growth; an instinct which is driven by their flexibility to discover new ideas in their selection of source category to enhance creative solutions. However, their fixation was on superficial information and needed more expertise in the articulation to the problem area. They were generally focused on how to reach the sources on a digital platform, not in person. They needed skillful and knowledgeable vision to process their declarative attitude to solve the strategic planning problems. They inferred superficial information when they were not experts on the problem. Mind centered experimenters retrieved original strategic planning ideas, whereas their execution of problem-solving steps was not enough to make a real plan to solve the problem. Action centered experimenters, on the other hand, generally focused on sustainability and maintenance. They consider operational control problems to be easier to solve. Emotion centered experimenters between these two cognitive behaviors were prone to manage the energy flow between as connectors.

Knowing your type, and knowing your conditioned pattern, helps you to manage it and use it as a potential to increase the organizational performance.

Mind centered experimenters with their divergent thinking ability, were more qualified in goal-oriented strategic planning jobs on their career pathway. Whereas action centered experimenters were better in production and operation managerial jobs with their convergent thinking ability. Emotion centered experimenters generally are managerial people that's why they are generally visible with their success stories.

Growth and performance are just possible by collaboration regarding the potential of the people and the units within the organization according to their personalities and being aware of the weaknesses to manage possible conflicts and prevent dissociations. Findings lead us to grasp differences and approaches between personality types gaining a view to manage alignment in collaborations of the teams better.

5. CONCLUSION

Organization performance can be achieved by positioning the people in their roles based on personal potentials since effective positioning is the core of the organization of collaborative processes. Enneagram is a pragmatic tool to grasp the strengths, weaknesses of the internal structure of the organizations, to increase the performance considering external constraints like opportunities and threats.

Creativity in the strategic planning, productivity and efficiency in the operational control can be developed by systematic and methodological integration of the enneagram strategies to the organization by the defined roles right. Action-centered personalities have the developed ability of operational level processing information since they can integrate their deep-structure knowledge. Their convergent thinking abilities are based on their action-based life and character. However, the research revealed that they kept their conditioned pattern which is their automation in the selection of problem categories. With the vision of the findings, the research can be concluded that mind-centered personalities are flexible in their vision and need to be supported with the more productive thinking action-centered personalities whereas action-centered designers are more efficient and productive, needing the support from visioner mind-centered personalities on their career pathway. With their memorization potentials, emotion centered personalities can take the role as the connectors of the team.

Collaboration and teamwork, organizational performance can be measured by the association of the enneagram strategies to the individuals and the units to yield a better vision in strategic planning and effectiveness in operational control. It can be said that collaboration between personality types might yield interesting creative outcomes. Based on the potentials and threats of designers, well defined roles for the design stages, will create unity and eliminate dissociations through conflict resolution between individuals to ignite collaborative processes.

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