

UNDERSTANDING MOTIVES BEHIND RISK-TAKING WITH THE ENNEAGRAM

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Understanding behaviors, notably risky ones sometimes imply going off beaten tracks and calling upon tools not first thought about.

The Enneagram² is a dynamic tool for self-knowledge, which identifies 9 different personality types in a coherent and logical way. CREANIM has made the enneagram available to more than 12,000 people in the past 12 years, mainly used in for team building. The Enneagram has recently been used for training and safety awareness in a factory³. Among the three factors considered in what led to a 92% reduction of accidents in this particular case, the Enneagram was recognized for having a key role in harmonizing personal relationships - as a tool that brings about improved self-awareness and the relationship people have with surrounding risks.

When people become aware of why they take risks, they are then able to prevent and master their own impulses.

We know from personal experience that some people are more intrepid than others; that some court danger, some prefer to conform, and that others are very calm about the shakeups around them, etc. The enneagram is an excellent tool for understanding the different types of behavior.

*The Enneagram was a real revelation for me.
Finally we have system that is easy to understand
and easy to use in coaching.*

Carol Nepton Alma, CEO
RioTinto ALCAN

¹ CRÉANIM (www.creanim.ca)

² For more details, see: www.centreennea.info

³ See TRAVAIL ET SANTÉ, Décembre 2011, Vol. 27, no. 4, pp, 24-27. The experience took place at Cheminée Sécurité in Laval.

It is difficult under the present circumstances to elaborate on the magnitude, the content and the range of this tool, but we can, however summarize each personality type. We can point out, however, that the enneagram is not just about behavior –every tree has leaves or thorns- , but more to do with the motive behind words and acts. The enneagram can identify what makes a person act in a certain way. This tool can for example shed light on why someone will do something for an adrenaline rush, or why they will drive at 160 km/h on the highway. The coaching referred to in this model becomes all the more striking.

I have been familiar with the enneagram for 10 years now.

I call it science, because it is so logical and coherent.

I use it in my coaching when I know the personality type of the concerned person if he or she is

aware about the enneagram.

We have a common model, which is used as a reference point.

Luc Martel, Executive Manager Human Resources

QIT Fer Titane, RioTinto, Sorel Tracy

In OHS:

This tool can provide many services, as knowing the type of each person helps to:

- 1) Discover the motives, helping each person to become aware of his own dynamic and risk-taking policy. In this way we help the person to catch him or herself and prevent.
- 2) Address messages according to people's personality type.
- 3) Put strengths of OHS Committee members to good use.

When everybody knows what type they belong to, interdependence can be achieved, which is a key aspect of OHT⁴.

⁴. In reference to Bradley's evaluation model, Vernon Bradley (Dupont Plant Worker).

For a manager, whether supervisor or CEO, the enneagram is a unique tool that works with a person's strengths. In fact, instead of struggling to overcome resistance, it allows a manager to choose the right words to set people in motion in the desired direction.
Dominique Bouchard, President
QIT Fer-Titane, RioTinto, Sorel-Tracy

THE ENNEAGRAM: 9 PERSONALITY TYPES



- A (summarized) description of each personality type is available
- The underlying motive
- In an OHS committee, the strong points possibly used by each personality type.
- The type of risk that the personality type is most likely to take.
- In conclusion, page 9 states a list of behaviors requiring changes and improvement according to their particular personality type, as reported by participants during the training sessions on enneagram and OHS.

TYPE 1: THE PERFECTIONNIST



Type 1 The perfectionist, reformer.

Hard working and diligent, this personality type focuses on the task in hand and believes that anything worth doing is worth doing well. This type has high moral standards, is honest and punctual, and good with details and principles.

Motive: to be perfect, avoid mistakes, quality of work.

In a HSC: This personality type is able to see everything and spot anything that is out of order. Likes a neat environment and genuinely strives to improve the workplace for everyone.

Will take risks to obtain the perfect result.

Famous reformers: Stephen Harper, Céline Dion, Sylvie Fréchette

TYPE 2: THE HELPER



Type 2 The helper, giver/altruist
Warm and generous personality. Encourages everyone to give the best of themselves. Dedicated and desires to be needed, to respond to the needs of others. Sometimes mixes up being of service and being in servitude.

MOTIVE: To be indispensable. Recognized as being available to others.

In a HSC: Excellent inter-personal skills and empathy. Very approachable and able to influence others, one can easily tell that they are determined to help.

Will take risks in order to save and protect others.

Famous helpers: Mother Theresa, Ginette Reno, Janette Bertrand.

TYPE 3: THE ACHIEVER



Type 3 The motivator, self-improver, competitor, the showman.
Charming, charismatic, self-assured, and dynamic. Socially adapted if not over adapted. Performs well and excels –sometimes sacrificing social and family life- when the target is identified; big rewards can be achieved.

MOTIVE: To be singled out (as the best). Avoiding failure.

In a HSC: Highly efficient, easily comes up with winning strategies to communicate or find solutions.

Will take risks to look good.

Famous achievers: Bill Clinton, Nicolas Sarkozy, Véronique Cloutier

TYPE 4: THE INDIVIDUALIST

	<p>Profil 4 The artist, the individualist, the romantic/tragic</p> <p>Refined and distinguished personality, creative and looks for uniqueness in everything. A keen sense of aesthetics. Capable of great romantic passions.</p> <p>MOTIVE: Standing out in a crowd. Avoiding mediocrity. Finding love.</p>
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In an HSC: This personality type would be good at finding creative solutions to any problems encountered and can add stylish, finishing touches.

Will take risks in order distinguish themselves.

Famous individualists: Nelly Arcan, Édith Piaf, Isabelle Adjani, Jacques Brel

TYPE 5: THE INVESTIGATOR

	<p>TYPE 5 The investigator thinker, analyst.</p> <p>Secretive and introverted personality explores the depths of a topic and enjoys gathering knowledge. Insecure and collects objects related to his/her passion. Patient, reserved, likes to be left alone.</p> <p>MOTIVE: To be competent (expert). Learning and understanding.</p>
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In a HSC: Will explore the whys and wherefores, good at accident investigation and related reports.

Will take risks in order to get to the bottom of something. Will sort out the nitty-gritty.

Famous investigators: Albert Einstein, Hubert Reeves, Gérard Bouchard.

TYPE 6: THE LOYALIST



Type 6 The skeptic, the guardian, the anxious, the devil's advocate.

Feels responsible, capable of commitment. Likes instructions and clear outlines. At ease with routine and familiarity. When feeling insecure, will look up or quote rules, norms, codes of conduct (ethics). A "signed contract" type of person.

MOTIVE: To be loyal and reliable. Uphold standards (norms).

In a HSC: Will know the rules, standards and procedures and is able and happy to apply them. Ideal personality in OHS.

Will take risks because of the need to conform to their own standards (routine).

Famous loyalists: Stéphane Dion, Gilles Duceppe, Joe Clark.

TYPE 7: THE ENTHUSIAST



Profil 7 The optimist, the hedonist, the epicurean, the generalist.

Joyful, vibrant, positive, enjoys the good things in life. Inquisitive, fond of freedom, does not respond well to authority figures. Pleasant, enjoys the present moment, will run away from tense situations and dodge chores...

MOTIVE: To be free (to make choices). Fun and pleasure.

In a HSC: Will find novel and innovative solutions, bring humor and joie de vivre, and build complicity with peers.

Will take risks to feel alive (needs an adrenaline rush). Pleasure seeking to escape monotony.

Famous enthusiasts: Martin Matte, Dominique Michel, Guy A. Lepage

TYPE 8: THE LEADER



Type 8 The leader, the boss.

Strong personality, energetic, decisive, able to take on big challenges, does not tiptoe around people or get bogged down in details. Can become angry when faced with social injustice.

MOTIVE: To be strong, never show weakness (invincible).

In a HSC: Will act with great conviction and will be capable of good leadership, getting things done in OHS cases.

Will take risks for a show of strength, by impulsiveness, aims for victory at any cost and wants to appear invincible.

Famous leaders: Michel Chartrand, Jean Chrétien, Denise Bombardier

TYPE 9: THE PEACEMAKER



Type 9 The peacemaker, the diplomat, the pacifist.

Affable, tolerant, respectful of differences. Much patience, calm, can get people together, delegate and create harmony in a team. When under stress, problems with the recognition and organization of priorities.

MOTIVE: To find peace and avoid conflict.

In a HSC: Will pass on messages calmly, politely. Is highly respectful and understanding.

Will take risks in order to achieve group harmony, ease and sometimes omission.

Famous peacemakers: Michaël Gorbachov, Nathalie Normandeau, Nelson Mandela.

SOME WAYS TO IMPROVE:

EXAMPLE OF BEHAVIOR IMPROVEMENT IN OHS

(as mentioned by participants during Enneagram training sessions)

<p>Type 1: The perfectionist</p> <p>"I should let others influence me more". "I sometimes witness things I should mention but I can't be bothered". "Trust people and delegate more. Being able to make more subtle distinctions". "Be more patient, calm down and help others". "Focus less on details. Being too much of a perfectionist can be hazardous".</p>	<p>Type 2: The helper</p> <p>"Stop carrying other people's problems on my shoulders". "I could try to express my own needs more and stop thinking that people will just guess what my needs are". "Sometimes I react too quickly; I get angry and sometimes say hurtful things".</p>	<p>Type 3: The achiever</p> <p>"Stop thinking that only my way of doing things is valid and accept other people's ways and solutions". "When working on my own, I have a tendency to cut corner, I should be more concerned about safety". "I am more aware of safety issues at home, I shouldn't let myself be so vulnerable at work".</p>
<p>Type 4: The individualist</p> <p>"Put my foot down more often". "Manifest my differences. Stop being afraid that others might perceive me as not interested". <i>(A type not very often seen in plants and factories)</i></p>	<p>Type 5: The investigator</p> <p>"I have a lot to give but have a tendency to isolate myself. I should get closer to the team". "Express my feelings more" "Ask for help".</p>	<p>Type 6: The loyalist</p> <p>"Control my anxiety". "Rely on what I see and hear more". "Trust people more". « Be innovate, get out of the routine and off beaten tracks"</p>
<p>Type 7: The enthusiast</p> <p>"Think before acting and listen to people". "If I were more serious, I could follow safety instructions more". "I am rather confident and optimistic. It is hard for me to foresee danger". "When I practice a sport, I do not wear protective equipment to enjoy it more and have more fun".</p>	<p>Type 8: The leader</p> <p>« I do everything quickly. I have no time to lose. I have more control over myself when I'm on foot". "Listen to people more". "Being more tolerant towards other people's pace". "Express myself and explain more". "In OHS, when I witness something, I say something about it".</p>	<p>Type 9: The peacemaker</p> <p>"Be more assertive when I see risks". "Be more active during debates and discussions". "Learn to say no". "Have my head in the clouds less often and concentrate more." "In OHS, I tend to intervene only with people who won't create conflict out of it". "I have a tendency to be a bit lazy and sometimes I circumvent rules and norms. I have to talk to myself".</p>

CONCLUSION:

The common ground to any milieu and environment is the human being. Our education system tells us very little about human nature, especially when it comes to risk-taking. The enneagram is accessible to people of all levels of intelligence. By using this tool, notably in the area of OHS, one becomes able to help in a much more vivid way by stating behaviors and giving them names. The enneagram identifies and allows us to see the different motives and behaviors within each personality type. The coaching therefore becomes a very effective individual and targeted exercise.

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