Chapter Two

REVIEW OF LITERATURE

This chapter covers the review of the available literature related to variables / concepts under study. The variables under study were personality dimensions of Enneagram, Myers-Briggs Type Indicator of personality types and Leadership Styles. However, no attempt has been made to give exhaustive coverage of these literature for primarily two reasons. First (i) There have not been many researches on Enneagram per se and still little to compare it with MBTI. Only recently one website has been opened to publish articles comparing two dimensions; second, (ii) As far as leadership is concerned we have several review articles already available in the literature. So, there was no merit in undergoing a duplicated effort.

The Enneagram is a new concept in the field of psychology. It is an ancient concept which was practised orally in secret sect of Sufi brotherhoods in the East, until G. I. Gurdjieff brought it into limelight around 1920s in Europe. From there, it reached United States in 1960s.

This part of the chapter would focus on the studies carried out taking Jung's analytic theory of personality types in comparison to Enneagram's types. Since MBTI has been in focus of study for a long time, naturally there have been excellent literature available on these aspects. Again, that coverage has been skipped here to avoid duplication. Instead, the present researcher has concentrated to dig out those scantily available literature which tried to compare two concepts - Enneagram and MBTI preferences.

Not much literature and research evidences could be accessed even after making lots of efforts in exploring on the concept of Enneagram. Only a few books could be reached on Enneagram by some American authors like Don Richard Riso (1990), Helen Palmer (1988) and Russ Hudson (1996) etc., and a website could be located on internet

very recent / - actually when the desertation was in typing stage. Some of these relevant references ıave been included here. A year back, even after browsing on internet no significant naterial could be reached. So, review of whatever scanty literature was available is presented in the following pages.

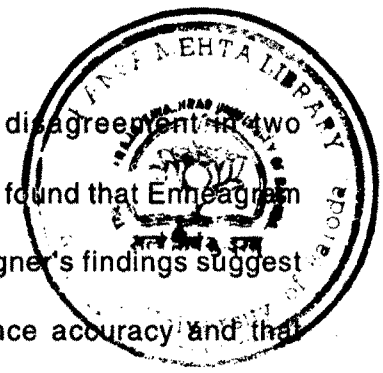
The fi st research program on Enneagram typology was reported by Wagner and Walker (19 ·3) in which they examined 390 adults who knew the Enneagram system well. Most of the subjects were members of various Roman Catholic religious congregatic ns in the midwest of the USA. To assess the stability of Enneagram type over time, ubjects were contacted and asked to report their original and current self-determined Enneagram points. The time lapse from initial learning of the Enneagram until the su vey was conduted ranged from three months to 9 years. The respondents averaged 85 per cent agreement about their type in the past and the present.

These subjects also completed the Myers-Briggs Type Indicator (MBTI), Million Illionois Self Report Scale, and an experimental Enneagram inventory at varying times before, dur ng and after learning the Enneagram. The Million-Illinois Self Report Scale is designec to assess personality patterns that are organised into eight personality styles. Wagner nc ed that Million's formulation of the development of personality patterns, "Parallels he conception of the development of Ego-fixations", in the Enneagram typology.

Wagner found significant differences among Enneagram point groups on the Myers-Briggs and Million Scales, with patterns of descriptions. Their results are summarised below : (re er Table - Two).

Comparison of positive correlations among Enneagram Styles, Million Personality Patterns, and Myers-Briggs preferences (from Wagner and Walter, 1983) is given below.

Wagr er's Enneagram Personality Inventory, consisting of 135 items, was also



administered. Subjects indicated a degree of agreement or disagreement in two administrations of the inventory, before and after training. Wagner found that Enneagram type was significantly associated with scores of the inventory. Wagner's findings suggest that the objective test can predict the type with a greater chance accuracy and that learning the Enneagram theory increased the predictive validity of the test.

Table - 2

Comparision of Enneagram Types, Million's Classification and MBTI scores

Enneagram types	Million Scales	Myers - Briggs Scale
Point one	Disciplined	Judging
Point two	Cooperative, sociable	Extravert, feeling
Point three	Self assured, disciplined, sociable, assertive	Extravert, sensate, judging
Point four	Cooperative, sensitive	Intuitive, Feeling, Perceiving
Point five	Apathetic, sensitive	Thinking, Introvert.
Point six	Cooperative, sensitive, apathetic	Introvert
Point seven	Sociable, self assured, assertive	Extravert, intuitive
Point eight	Self assured, sociable, assertive	Extrovert, Thinking Intuitive, Perceiving
Point nine	Apathetic, sensitive, cooperative	Intuitive, Perceiving

Wagner's study contributes to the delineation of Enneagram theory by evaluating the typology against two other typological approaches in a realtively large sample. Also, his efforts to develop an obejctive assessment of Enneagram type should promote study

leading to the determination of the reliability and generalizability of type, description and distinction of types and prediction of type in a simplified valid manner.

In a research conducted by Helen Palmer and her associates (1998), 172 adult students of the Center for the Investigation and Training were covered. At the time of the assessment, all subjects had determined their Enneagram type from one month to several years prior to testing, with 47 percent being aware of their type for one year or less. Enneagram group size ranged from ten subjects identified as point Three to thirty five subjects identified as point Nine. Cross tabulations indicated that there were no significant associations in the sample between knowledge of the Enneagram, Six professional status and Enneagram types.

Helen Palmer and Cohen (1988) developed an inventory of the Enneagram typology for a research programme, The Cohen-Palmer Enneagram Inventory (CPEI). The CPEI is a compilation of statements of behavioural tendencies for each Enneagram point group. The CPEI totals 108 items, with twelve items in each of nine imbedded scales. Dichotomized responses to the descriptive statements are demanded, i.e., "like me" or "not like me". They hypothesized that the highest scale score would predict the Enneagram type of the subjects (which had been determined prior to administration of the inventory).

To assess personality differences among Enneagram types, Palmer & Cohen (1988) selected the MBTI. The results yielded were : using One Way Analysis of Variance, significant differences were found among Enneagram groups on the scale of Extraversion-Introversion, Sensation-Intuition and Feeling-Thinking. Figure below illustrates the average scores of the nine Enneagram groups. It should be noted that for individuals a score of 100 is interpreted as "no clear preference" on a dimension.

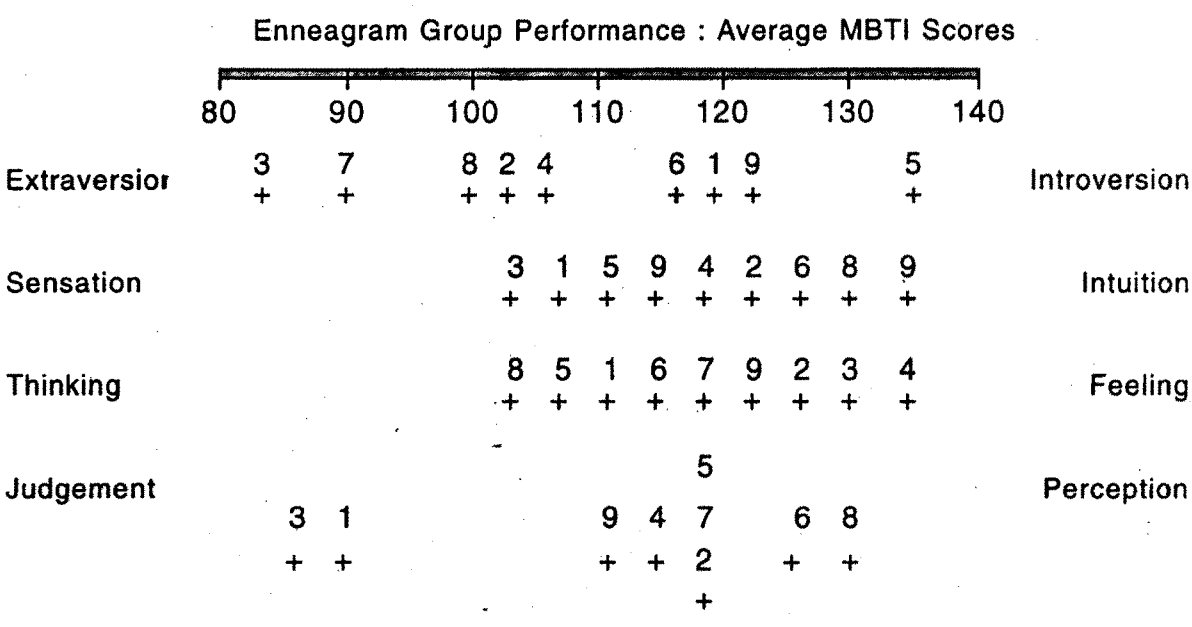


Figure 23

On the extraversion-introversion scale, the different Enneagram points were well seperated. As one would predict from a knowledge of Enneagram, points Three, Seven, Eight and Two were most distributed towards Extraversion and points Five, Nine, One and Six towards Introversion. Statistically, there were significant differences between point Five and all other points; Point Nine and Points Three, Seven, Eight and Four, Point One and Points Three and Seven; Point Six and Points Three and Seven; and Point Four and Point one.

On the Sensation-Intuition Scale of MBTI, the different Enneagram Point groups scored close together and all were distributed towards the intuition side of the scale. Points Seven, Eight and Six was most distributed towards the intuition side of scale.

On the Thinking - Feeling Scale, groups Eight, Five, One, Six and Seven were most distributed towards the thinking end of the scale and group Four towards the Feeling end.

There was no significant difference among Enneagram groups on the Perception -

Judgement scale in the study.

In this article, John Richards (1997) presented a chart that summarizes the findings derived from 'combining' the data generated by a recent study by him with Baron's 'most current research'. His chart demonstrates that in 13 out of 18 cases the two MBTI types that they found most highly correlated to each enneazone are precisely the ones that Pat Dinkelaker and John Richards identified as 'prototypes' for that zone.

In the following table, their conclusions appear in the left hand column for each enneazone, all of the MBTI types that show a significant correlation, accordingly, are listed in descending order with the 'most correlated' type on the extreme left. In the remaining column, the Jungian type (defined as MBTI pairs) are assigned to each of the enneazones 'prototypes'. An asterik was placed after each one of the prototypes only if it matched one of the top two types identified by them. In this way, 13 out of 18 possible 'hits' are identified - a 72 per cent prediction rate. And these thirteen are the same thirteen that they scored as 'hits' with respect to the Enneagram Monthly survey data. There is, thus, significant and consistent statistical data that demonstrates a tendency for MBTI types to cluster according to Jungian type in the manner that they have specified in their original theory.

Table - 3

Distribution of MBTI Types on 9 Enneazones

Enneazone	Richards/Flautt/Baron Chart	Fudjack and Dinkelaker Chart
2	ESFJ, ENFJ, ESFP, ENFP, ISFP	ESFJ, ENFJ
3	ESTP, ENTP, ENTJ, ESTJ	ESTP, ESFP
4	INFP, INFJ	INFJ, INTJ
5	INTP, ISTP, INTJ, ISTJ	INTP, ISTP
6	ISFJ, ESFJ	ISFJ, ISTJ
7	ESTP, ESFP, ENTP, ENFP	ENTP, ENFP
8	ENTJ, ESTJ, ENTP	ENTJ, ESTJ
9	ISFP, INFP	ISFP, INFP
1	ISTJ, ISFJ, ESTJ, ENTJ, INFJ	All Js******

number of 'hits' = 13 out of 18 (72%)

It is dif icult to deny that an 'exact correlation between the distinct types of the two systems' ca ı be specified and one can't ignore the pattern appearing in this (and the Enneagram Monthly) data.

Result yielded by the chart below (Table - 4) is basically a reproduction of the one used by Fla ıtt (1996) to compare and evaluate Enneagram / MBTI theories.

In zon· 5, it was the ISTP that had the second highest concentration (2.7) and not the INTJ (wi h 2.6). His chart also does not reflect the fact that in the Enneagram Monthly survey it wa ɜ the ISFP that had the highest concentration of any MBTI type in enneazone 9 (2.5) (see chart below), and the ISFJ that had the second highest concentration in zone 6 (1.4 . Thus, although in 13 out of 18 cases their theory correctly predicted the MBTI type hat has the highest concentration in each enneazone, they were credited with only te ı hits.

Ironica lly, in the more recent Richards and Flautt (1997) study, the ISTP does rank amongst th top two in zone 5 (along with the INTP), and the ISFJ and ISFP do lead the pack in zon ɘs 6 and the 9, respectively, and their theory again scores the same 13 out of 18 'hits', for a score of 72 per cent accuracy in predicting which MBTI type will have the highest concentration in each enneazone.

ENNEAZONE :

Table - 4

Associated MBTI Types according to different researchers

Ennea-gram Pattern	MBTI preferences and researcher's names				
	Flautt	Riso	Fudjack/ Dinkelaker	Geldard	Gabbard
1	ENFJ, ISTJ ESTJ, ENTJ	ESTJ, ENTJ	J preferences**	ESTJ	ENTJ
2	ESFJ, ENFJ ENTJ, ENFJ*	ESFJ*, ENFJ*	ESFJ*, ENFJ*	ESFJ*,	ENFJ*
3	ESFJ, ENTP ESFJ*, ISFJ	none significant	ESTP, ESFP	none significant	none significant
4	INFJ, INFP INFJ*, INTJ	INFJ*, INTJ	INFJ*, INTJ	ENTP	ENFP
5	INTP, INTJ INFP, INTP*	ISTP, INTP*	INTP*, ISTP	ISTP	INTP*
6	none significant ESFP, ISFP	ISFP, INFP	ISTJ, ISFJ	ISFP	INFP
7	ESFP, ENFP ESTP, ENTP	ESTP, ESFP*	ENTP, ENFP*	ESTP,	ESFP*
8	ESTJ, ENTJ ENFP, ENTP	ENFP, ENTP	ESTJ*, ENTJ*	ISTJ	ISFJ
9	INFP ESFP, ESFJ	ISTJ, ISFJ	INFP*, ISFP	INTJ	INFJ
Total Hits	5	5	10	4	4

Wymar's (1988) report present a psychotherapeutic model that integrates both systems - Enneagram and MBTI. In this model, the MBTI is used to profile the Core Self, and the Enneagram is used to profile the Defense System activated by early emotional wounding. Evaluating client behaviour, using both systems, allows the therapist to determine whether a client is living defended or out of the Core Self. Psychotherapy can heal the early damage, restore integration of the personality and return control to the Core Self. Their report is limited by the lack of supporting quantitative research. However, the report does open the door for discussion, for testing through a wider application of the model and for future research.

John Faljack (1998) in an effort to understand what is happening in the zones that generate 'anomalous' data for their theory (zone 7, in particular, but also 3 and 6) they subjected the Enneagram Monthly data to an analysis using a statistical method that they developed for the purpose of quantitatively measuring the extent to which the distribution of any given MBTI type across all nine enneazones resembles the distribution of any other MBTI Type. Each possible pair was measured and ranked in comparison with all other possible MBTI pairs. They expected to find that the MBTI types comprising a Jungian 'pair' (ESFJ and ENFJ, for instance) exhibited highest 'similarity' in distribution patterns. Their analysis confirmed that this in fact is so - the patterns in such pairs generally seem to follow each other into the same enneazones. But they also discovered a tendency of some MBTI types to pair up and 'hang out' with partners that were not their Jungian mates - the ESTP and the ENTP, for instance. In their attempt to discern a general principle that could account for the similarity in pattern of distribution in these 'renegade pairs they discovered something in common; the patterns in any given renegade pair were the MBTI types that they would mistake for each other were they (i.e. their testing procedures) unable to distinguish between a 'dominant S' function and

a 'dominant N' function in an individual - in other words, they had 'S-N blindness' with respect to the dominant function of individuals.

If one were blind in this way one could not distinguish, for example, between an ESTP and an ENTP. And the paradox is these two occur as the two most frequent MBTI Types in zone 3, despite the fact that they are MBTI opposites the former exhibiting extraverted 'S' as a dominant function and the latter displaying extraverted 'N' as the dominant function and might, thus, from an MBTI point of view, be expected to be amongst the least likely to pair up and choose to reside in the same zones.

If one had an S-N dominant function blindness, one could also not distinguish between an ESFP and an ENFP (and these two MBTI) types cluster together, in high concentrations, in zone 7 - despite the fact that they also have 'opposite' dominant functions.

Also one would not be able to distinguish between an INFJ and ISFJ, or an ISTJ and INTJ - and these two conflations result in the rampant confusions witnessed in recent enneagram discussion regarding zones 4 and 6. In all these dominant functions 'S-N' pairs were precisely the 'renegade' couplings that did occur; and they formed the only distinct group of renegade pairs.

Analysis of distribution patterns also demonstrates that there is no equivalent 'T-F' blindness. Thinking and feeling are clearly distinguished in Enneagram theory and testing procedures Thus, the INFP, for example, does not demonstrate a similarity in distribution pattern to the INTP - they do not tend toward the same zones. There is an extensive treatment of this and other matters on the Distribution of MBTI Types across the Enneagram.

Interestingly, the new Richards and Flautt study concludes that in zone 9 the ISFP is the most concentrated MBTI type, in zone 6 the ISFJ leads the pack, and in zone 5

the ISTP comes in second only to the INTP.

In truth the Richards and Flautt study generated strikingly similar data to the Enneagram Monthly survey. In the chart above, Richards and Flautt identify the top thirty one instances in which an MBTI type displays a high correlation with an Enneagram type (there are a total of one hundred and twenty eight possibilities out of which these thirty one are relevated). Twentyfive of the thirty one identified by them also achieved the highest scores generated in the Enneagram Monthly survey :

Both studies conclude that the following MBTI Types are the 5 most concentrated types in enneazone 2; ESFJ, ENFJ, ENFP, ESFP, ISFP.

Both studies agree that the ESTP, ENTP, and ESTJ fall amongst the top four MBTI types in enneazone 3.

Both studies identify the INFJ and the INFP as the top two in enneazone 4.

Both studies find the INTP, ISTP, and INTJ to be the top three in enneazone 5.

Both studies agree that the ISFJ is among the top two in zone 6.

Both studies agree that the ENFP, ESFP, and ESTP are the top four in zone 7.

Both studies identify the ESTJ and ENTJ as the highest scorers in zone 8.

Both studies agree that the ISFP and INFP have the highest concentrations in zone 9.

And both identify the ISTJ, ESTJ, ENTJ, and INFJ as amongst the tops in zone 1.

Furthermore, in 14 out of 18 cases, the Richard & Flautt study and the Enneagram Monthly survey are in absolute agreement about which MBTI type appear amongst the top two in each enneazone ! And their theory predicted 12 out of those 14 (ESFJ - 2, ENFJ - 2, ESTP - 3, INFJ - 4, INTP - 5, ISTP - 5, ISFJ - 6, ENTJ - 8, ESTJ - 8, ISFP - 9, INFP - 9, ISTJ - 1) ! There is an undeniable pattern that has emerged from the studies in question. This pattern is best explaind by the theory that is presented, which has gained

additional explanatory power from the observation that 'S-N' blindness' in the Enneagram which creates a very consistent and predictable kind of 'noise' in the data, and explains the occurrence of patterns that previously appeared anomalous.

In a study by John Fudjack (1995, Part IV), Nine qualities of the 'Enlightened Being' the notion o a 'deep structure' for the Enneagram was first explored (Fudjack, 1995). The traids which form a symmetrical diagram comprised of three equilateral triangles when plotted on the Enneagram circle [(4, 7, 1), (6,9,3), (5,8,2)] constitute the 'latent' structure of the Enneagram, hidden beneath the more common diagram that usually associate with it. The relationship of the triads to each other and to the 'nine qualities' s discussed. As enticing as this idea was at the time (and apparently still is) this theory did not seem to agree with data from empirical studies.

In a study, by Fudjack (1995), the work of Thomas Kuhn (the philosopher of science who introduced the concept of 'paradigm shifting') is used to cast doubt on the notion that it is an increased professionalism that is needed in the Enneagram field. The 'rational - empirical' model in science, which displays a distinct bias towards a specific personality group (the 'ST' in MBTI terms) is eschewed.

The Jungian Four functions which comprise the core infrastructure for MBTI was considered with the hope that it could shed light on the deep structure of the Enneagram.

In a study called 'MBTI and Enneagram' Gabbard (1995) described his own theory concerning the 'deep structure' of the Enneagram. The original version of this paper was first presented, at an APT conference in 1994. Each of the nine Enneagram 'Points' are characterized by MBTI types that exemplify a particular 'preference struggle' which he believes to be associated with it. According to him, for instance, the ESTP / ENTP pair, which represents an 'S-N dominant function struggle', characterizes Enneagram Point 7.

In a study named 'The Enneagram of consciousness and Jungian psychology' Geldard (1998) indicated that the Enneagram offers a method for mapping out fundamental truths about nine interrelated 'inner' processes in the individual that are closely associated with the Jungian 'functions'. He speaks, accordingly of the 'Enneagram of consciousness', distinct from the currently popular 'Enneagram of personality type'. For him, Point 3 is unique in that any attempt to adequately describe it requires a ninth 'process' in addition to the eight (EN, IN, ES, IS, ET, IT, EF, IF) originally identified by Jung. He argues that this new process corresponds closely to the Jungian 'Persona'.

A study by Gamard (1986) examined the interrater reliability and validity of ratings made by trained judges in classifying subjects into nine personality categories. In this study, 36 likely representatives of the Nine Enneagram categories (2 male, 2 female of each type) were selected by expert opinion from 276 video taped interviews of university students. Interviews were rated by 31 judges : Group A contained 15 "more experienced" judges who were taught the system by an acknowledged Enneagram typology expert, Dr. Claudio Naranjo and who averaged 14 years experience since learning the typology; and group B contained 16 "less experienced" judges who were taught by students of Naranjo and who averaged 7 years experience since learning it.

The overall (mean) Kappa Coefficient for group A was 248 for within group agreement and 252 for agreement with the criterion rating. Overall test-retest Kappa for 5 group of judges (after 2 1/2 to 3 years) was 0.550 and decreased from 0.300 to 0.275 when compared with the criterion rating.

Kappa value for Group A were consistently higher than for Group B indicating a positive relationship between agreement of judgements and length of experience and/ or quality of training. Agreement was statistically significant but was not strong enough to be clinically significant. Ratings were well below the predetermined level of 0.610 set

for reliability and validity.

Group A Kappa values for the nine individual categories were quite comparable to those in interrater reliability studies of DSM III Personality disorders. Although strength of agreement of ratings of Enneagram Personality Types was only 'fair' it can potentially increase in future studies provided that better training and clearer criteria can be developed.

According to Nordvik and Brovold (1998), a common factor analysis was performed on the four personality dimensions measured by Myers Briggs Type Indicator (MBTI) and questionnaire measures of preferences for the four leadership tasks (Production, Administration, Enterprising, and Integration) described by Adizes (1987). The sample was 1040 Norwagian adults (aged 18-79 years). Three factors showed distinct common variances among the tasks preferences and the personality traits in a way that supported the construct validity of the traits. The implications of the logical consistency among constructs based on self-report data is discussed, and it is argued that such concepts are valid and necessary at both personal and organisational levels although they may not predict performance as exactly as one might want for example, in personnel selection.

Early Industrial Psychologists related Personality and Leadership style but later on the concept of relating the two was not accepted so the studies on this relationship was stopped. But this, topic it seems, has interested the psychologists now a days and a few studies have been reported. The present researcher could reach a few studies which are quoted below :

In a study Roush and Atwater (1992) of US Naval Academy used the MBTI to understand transformational leadership and self-perception accuracy. A survey of 90 student leaders at the academy indicated that the Myers-Briggs Type Indicator (MBTI)

can be usec to understand transformational and transactional leadership behaviour and the leader's self-perception accuracy. Subjects were classified as high-low categories of leadershi ɔ (i.e. leaders and followers). Leaders who were evaluated as sensing and feeling type s by the MBTI were the most transformational and used the most positive reinforceme nt with followers. Leaders who were introverts and sensing types had the most accurate self-perceptions. Transformational leader behaviours were related to reported extra effort on the part of followers. The most common type of leadership observed w as active intervening with criticism when work was below standard and it was unrelat ed to follower's extra effort.

According to Hough, and Leatta (1998) personality measurement has a long history in psychology, but industrial / organisational (I/O) psychologists consider personality variables as alternative predictors of work performance. The study briefly examines th e history of personality vairables in I/O psychology in an effort to explain this perspe ctive. The main focus, however, is on evidence that supports the use of personality variables to predict work performance and on issues that emerge as a result of using pe sonality variable to predict work performance. In addition to examining the history of p ersonality measurement in I/O psychology and the criterion related valid ty of personal ty variables (including differences in concurrent and predictive validities), it provides information relevant to implementation issues.

Schweiger and Jago (1982) studied the problem solving styles and participative decision making. Re ationship between personality dimensions and the choice of autocratic vs. participative decision making methods, as measured by Vroom-Yetlon problem set. Results show that Sensing types tended to be more participative than intuitive types.

This chapter look quite thin in comparison to most theses in the field. But, in view of the newr ess of the concept used here and the extremely available literature relevant

for the present study it is quite big. In fact, when the research started, the present researcher did not expect even this many researches.

In the next chapter, the methodology followed in the research has been detailed.