

War and Man: Finding Practical Value in Psychological Theories for the Military Professional

A Monograph

by

MAJ Trevor P. O'Malley
US Army



School of Advanced Military Studies
United States Army Command and General Staff College
Fort Leavenworth, Kansas

2017

Approved for public release; distribution is unlimited

REPORT DOCUMENTATION PAGE				Form Approved OMB No. 0704-0188	
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing this collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ADDRESS.					
1. REPORT DATE (DD-MM-YYYY) 28-03-2017		2. REPORT TYPE Master's Thesis		3. DATES COVERED (From - To) JUN 2016-MAY 2017	
4. TITLE AND SUBTITLE War and Man: Finding Practical Value in Psychological Theories for the Military Professional				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S) MAJ Trevor O'Malley				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) U.S. Army Command and General Staff College ATTN: ATZL-SWD-GD Fort Leavenworth, KS 66027-2301				8. PERFORMING ORG REPORT NUMBER	
9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES) Advanced Operational Arts Studies Fellowship, Advanced Military Studies Program.				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION / AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT <p>When military professionals employ psychological models in appropriate ways, they may find perspectives that enable new action and points of view. As people are always changing, it is necessary to have fresh ways to understand ourselves and others. The Five Factor Model and the Enneagram system show positive trends in scientific measuring and credibility yet are rarely used in the military. The focus herein extracts practical applications of these models for the military professional.</p> <p>Psychological models provide a framework to increase self-awareness, improve one's understanding of others, guide how one interacts with others, and illuminate the military activities that come most natural to the professional. Ultimately, the Five Factor Model is best suited to increase self-awareness by illuminating the military professional's natural disposition across five broad categories including openness, conscientiousness, extroversion, agreeableness, and neuroticism. The Enneagram's narrative provides a coherent image of nine different typologies and how they each tend to behave, think, and feel across various levels of performance. As archetypes, there is no one person who fits any of these categories precisely. However, these theories can serve as valuable guides for the most challenging aspect of the military profession: daily interaction in the complex world of people.</p>					
15. SUBJECT TERMS Leadership; Self-Awareness; Enneagram; Enneagram System; Five-Factor Model; OCEAN; Psychological Models; MBTI					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON
a. REPORT	b. ABSTRACT	c. THIS PAGE			MAJ Trevor O'Malley
(U)	(U)	(U)	(U)	57	19b. PHONE NUMBER (include area code)

Monograph Approval Page

Name of Candidate: MAJ Trevor P. O'Malley

Monograph Title: War and Man: Finding Practical Value in Psychological Theories
for the Military Professional

Approved by:

_____, Monograph Director
G. Scott Gorman, PhD

_____, Seminar Leader
Robert L. Smith, COL

_____, Director, School of Advanced Military Studies
James C. Markert, COL

Accepted this 25th day of May 2017 by:

_____, Director, Graduate Degree Programs
Prisco R. Hernandez, PhD

The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the U.S. Army Command and General Staff College or any other government agency. (References to this study should include the foregoing statement.)

Fair use determination or copyright permission has been obtained for the inclusion of pictures, maps, graphics, and any other works incorporated into this manuscript. A work of the United States Government is not subject to copyright, however further publication or sale of copyrighted images is not permissible.

Abstract

War and Man: Finding Practical Value in Psychological Theories for the Military Professional, by MAJ Trevor P. O'Malley, US Army, 57 pages.

When military professionals employ psychological models in appropriate ways, they may find perspectives that enable new action and points of view. As people are always changing, it is necessary to have fresh ways to understand ourselves and others. The Five-Factor Model and the Enneagram system show positive trends in scientific measuring and credibility yet are rarely used in the military. The focus herein extracts practical applications of these models for the military professional.

Psychological models provide a framework to increase self-awareness, improve one's understanding of others, guide how one interacts with others, and illuminate the military activities that come most natural to the professional. Ultimately, the Five Factor Model is best suited to increase self-awareness by illuminating the military professional's natural disposition across five broad categories including openness, conscientiousness, extroversion, agreeableness, and neuroticism. The Enneagram's narrative provides a coherent image of nine different typologies and how they each tend to behave, think, and feel across various levels of performance. As archetypes, there is no one person who fits any of these categories precisely. However, these theories can serve as valuable guides for the most challenging aspect of the military profession: daily interaction in the complex world of people.

Contents

Acknowledgement.....	v
Acronyms	vi
Introduction	1
Chapter 1: Selection and Background of Psychological Models.....	4
Chapter 2: Self-Awareness and the Five-Factor Model	10
Chapter 3: Understanding Others and the Enneagram System.....	16
Chapter 4: Psychological Models as a Guide to Interacting with Others.....	35
Chapter 5: Psychological Models and Military Activities.....	42
Conclusion.....	52
Bibliography.....	54

Acknowledgement

I would like to thank all those who assisted me in this project. A special thanks to my wife and sons who patiently endured. I am deeply indebted to each of you for this year, those that preceded it, and the many more blessed years to come.

Acronyms

AAR	After Action Review
ADM	Army Design Methodology
ADP	Army Doctrine Publication
ADRP	Army Doctrine Reference Publication
ATP	Army Technical Publication
CGSC	Command and General Staff College
COIN	Counter Insurgency Operations
DSCA	Defense Support of Civil Authorities
DSM-IV	Diagnostics and Statistical Manual of Mental Disorders, Fourth Edition
FFM	Five Factor Model
MBTI	Myers Briggs Type Indicator
MDMP	The Military Decision Making Process
MOS	Military Occupational Specialty
MSAF	Multi Sources Assessment and Feedback
NEO-PIR	Neuroticism, Extraversion, Openness Personality Inventory-Revised
OCEAN	Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism
OCT	Observer, Coach, Training
SOP	Standard Operating Procedure
TAA	Train, Advise, Assist
TAPAS	Tailored Adaptive Personality Assessment System
T&EOs	Training and Evaluation Outline

Introduction

War is a human endeavor... all war is about changing human behavior.

—US Army Doctrine Publication 1-01, *Doctrine Primer*

Human nature is inseparable from war. Without man, war would not exist. By recognizing this seemingly simple fact, it follows that practitioners of war should strive to understand themselves and others better. By increasing our understanding of those responsible for waging war, we will better understand war itself. Just as the character of war is ever-changing, the people that wage war must change to maintain an advantage. Multiple perspectives are necessary to provide a holistic understanding of ourselves and others. Unfortunately, the perspective gained from psychological theories are often underutilized or misunderstood. The Myers-Briggs Type Indicator (MBTI) is a measurement tool often first used in the US Army to provide Majors at the Command and General Staff College (CGSC) with a short description of their personality.¹ An officer's interaction with the MBTI is rarely very detailed and often far too late in a career to be of any transformative value. Psychological models used in this way, at their best, leave a person without any real understanding of their practical application. More often than not, however, they leave a person confused and asking, "now what?" The answer to this question is the focus of this monograph.

On the opposite end of the spectrum and more problematic are organizations that place too high of expectations on psychological frameworks. A quick internet search illuminates the modern-day infatuation with these theories. There are numerous tests available ranging from learning indicators to management styles. These tools classify participants and predict behavior across a wide

¹ Dianna Lea Williams, "Frequencies of Myers Briggs Type Indicator (MBTI) among Military Leaders," *Journal of Leadership Studies* 5, no. 3 (June 22, 1998): 50.

spectrum including how people learn, manage others, or find energy.² The US Army is even considering tools such as the Army's Tailored Adaptive Personality Assessment System (TAPAS) which serves as a classification tool during the recruitment process.³ The US Army's Science and Technology researchers endeavor to use psychological predispositions to place new soldiers in their most suitable military occupational specialties (MOS). This assumes that a person's typology is the only variable that matters.⁴ US Army leaders expect TAPAS' researchers to predict more about recruits and prevent poor performers from signing contracts. TAPAS researchers also hope to expand the tool beyond its use as a recruitment discriminator and into career management as well. They believe it will be an important determinate when selecting candidates into specific career fields.⁵ This trend is not altogether surprising. In 2005 and 2011, CGSC students researched the MBTI to determine its correlation with career performance. The research considered the MBTI's prediction potential for placing personnel in a career field upon entering the US Army.⁶ With more to do and less time, it is not surprising that the US Army, and the business world for that matter, are looking for quick methods to find the best people and place them in the most appropriate positions. However, this trend towards classification and prediction may be asking more than personality tests

² David A. Kolb, *Experiential Learning: Experience as the Source of Learning and Development* (Pearson Education, 2014), 43; Chris Musselwhite, "Self Awareness and the Effective Leader," accessed September 12, 2016, <http://www.inc.com/resources/leadership/articles/20071001/musselwhite.html>.

³ Fritz Drasgow et al., "Technical Report 1311, Development of the Tailored Adaptive Personality Assessment System (TAPAS) to Support Army Selection and Classification Decisions" (United States Army Research Institute for the Behavioral and Social Sciences: Drasgow Consulting Group; US Army Research Institute, August 1, 2012), 8.; Stephen J. Gerras and Leonard Wong, "Moving Beyond the MBTI, the Big Five and Leader Development," *Military Review*, (March 2016): 54–57.

⁴ Training and Doctrine Pamphlet (TRADOC PAM) 525-3-7, *The U.S. Army Human Dimension Concept* (Washington, DC: Government Printing Office, 2014), 25, 22, 23.

⁵ Gary Sheftick, "Army Considering Major Changes for Recruiting," accessed September 27, 2016, <http://www.army.mil/article/136850>; David Vergun, "Personality Test Helps Ensure Civilians Are Compatible for Army Life," accessed September 27, 2016, http://www.army.mil/article/148691/Personality_test_helps_ensure_civilians_are_compatible_for_Army_life.

⁶ Earl D. Russel, "Relationship Between Army Officer Personality Type, Combat Identifier, Leadership Style, and Career Satisfaction" (Master's Thesis, Army Command and General Staff College, 2011); Lauren Garren, "Correlation Among the Army Officer Combat Identifier, Personality, and Career Satisfaction" (Master's Thesis, Army Command and General Staff College, 2005).

are capable of delivering.⁷ The focus for this monograph are the ways military professionals can responsibly use psychological models in a manner that is not contrary to the nature of psychology itself.

This monograph's methodology analyzes two specific psychological frameworks including the Five Factor Model (FFM) and the Enneagram system. It considers the realistic and practical applications of psychological models for military professionals. Applications that provide neither too little, leaving the professional without the means to turn psychological ideas into meaningful action, nor too much, attempting to predict a person's career precisely. The following chapter briefly discusses selection criteria and the background of each framework. Subsequent chapters analyze different applications of the selected psychological models to determine ways they may help military professionals. These include the use of psychological models as a means towards self-awareness, as a tool to improve one's understanding of others, and as a framework to guide how one interacts with others. A subsequent chapter uses psychological models to illuminate the military activities that may or may not come naturally for a particular personality type. Finally, the conclusion summarizes the main points and includes the advantages and gaps inherent in each framework.

⁷ Malcolm Gladwell, "Personality Plus," *Gladwell.com*, accessed August 22, 2016, <http://gladwell.com/personality-plus>.

Chapter 1: Selection and Background of Psychological Models

How we sort human characteristics, the various parts of the human puzzle, is a convention. There are no right or wrong ways of organizing our thinking about persons, only useful or less-useful ways. We create certain prototypes in our minds and then fit people into them. Since a prototype is a mental abstraction, no living prototype exists and no one fits the mold exactly. Real people only approximate ideal archetypes. So personality typologies are useful fictions...

—Jerome Wagner, *Nine Lens on the World*

Both the FFM and the Enneagram are psychological models that can provide value to the US Army professional if understood. Before discussing the applications that derive from each model, one must understand why each model was selected as well as their basic concepts, historical background, and theoretical assumptions. Additionally, an understanding of each model's scientific credibility is important to develop sound applications from trustworthy sources.

Regarding selection, these two models attempt to provide a holistic framework of personality. Most others, instead, only analyze several aspects such as where one finds energy or how one learns best. Although these are important aspects, a framework, that says more rather than less, is essential for the military professional oriented broadly on a complex future and charged to convert ideas into action in a time constrained environment.⁸ Additionally, these models provide a different perspective from that of the MBTI which military professionals may be acquainted with. Furthermore, these frameworks are emerging tools in the business and management world. The business and military communities often interchange ideas about leadership and behavior. Therefore, these frameworks may yet yield interesting insights to military professionals as well. Finally, many of the FFM and Enneagram tests demonstrate positive results when scrutinized by modern day scientific measuring standards. This is commendable given that there is no single proponent in control of these theories.

⁸ Richard M. Swain, "Filing the Void: The Operational Art and the U.S. Army," in *Operational Art: Developments in the Theories of War*, ed. B.J.B McKercher and Michael Hennessey (Westport, CT: Praeger, 1996), 147.

Without first beginning with a credible psychological framework, one cannot expect to gain credible insights regarding their possible applications. It is crucial to understand if these psychological models are anything more than fortune cookie proverbs or weekend horoscopes.

The FFM tests and organizes individuals within five basic categories. One can score along a range from high to low within the categories of openness, conscientiousness, extraversion, agreeableness, and neuroticism (OCEAN).⁹ Each category includes either adjectives or lists of phrases that enable a person to assess where they align more accurately.¹⁰

Antecedent research to the Five Factor Model began in the early 1900s by psychologists across the United States, Germany, China, and England. Interestingly, these psychologists did not associate with one another and pursued extremely diverse research goals.¹¹ Many of them began with as many as 4,500 trait adjectives and simplified to as few as three and as many as fifty.¹² With 20th century technology, advanced sampling procedures, and better methods of data correlation, psychologists converged upon a list of five essential factors that compose personality.¹³

Furthermore, FFM theory asserts that where one falls along the spectrum of OCEAN most likely solidifies during childhood and is generally stable by adulthood. However, an individual's responses and experiences throughout life build upon these primary trait categories forming the uniqueness of each person. These traits are universally recognizable without regard to race or gender and form the basis of one's emotional and behavioral tendencies.¹⁴

⁹ S.R. Briggs, "Assessing the Five-Factor Model of Personality Description," *Journal of Personality* 60, no. 2 (June 1992): 256–60.

¹⁰ Ibid., 254–61; Robert R. McCrae and Paul T. Costa, *Personality in Adulthood: A Five-Factor Theory Perspective*, 2nd ed (New York: Guilford Press, 2003), 256–60.

¹¹ Robert R. McCrae and Oliver P. John, "An Introduction to the Five-Factor Model and Its Applications," *Journal of Personality* 60, no. 2 (n.d.): 185; Jerry S. Wiggins, ed., *The Five-Factor Model of Personality: Theoretical Perspectives* (New York: Guilford Press, 1996), 2–17.

¹² Briggs, "Assessing the Five-Factor Model of Personality Description," 262–64.

¹³ Wiggins, *The Five-Factor Model of Personality*, 15–22.

¹⁴ McCrae and Costa, *Personality in Adulthood*, 2, 3, 6, 97.

In contrast to the FFM which measures an individual against all five criteria, the Enneagram typology consists of nine separate trait archetypes in which one or two especially exemplify each person. The word “ennea” derives from the Greek which means “nine” and “gramma” which means “point.”¹⁵ The Enneagram system expands simple adjectives or phrases into a complete narrative. It presents a coherent image embodying the characteristics, attitudes, and behaviors of each type. These types are numbered One through Nine in which the One exudes the image of a reformer, the Two as a generous helper, the Three is ambitious, the Four is original, and the Five is an observer. Type Six projects a loyal person, the Seven is the enthusiast, the Eight presents an image of a powerful leader, and the Nine is the peacemaker.¹⁶

Concerning the history of the Enneagram, some proponents claim that it has ancient roots in both Christian and Islamic oral traditions which are illusive and difficult to assess. It was not until the early 1900’s that several individuals brought the Enneagram system into practical use in France, Russia, South America and the United States.¹⁷ Beginning in the 1970’s, the Enneagram grew in popularity and several researchers further aligned the Enneagram system to psychological standards of validity and reliability. Additionally, these researchers correlated the Enneagram system to mainstream psychological concepts including Carl Jung’s personality scales and Sigmund Freud’s fixations. They also determined that the motivations, feelings, and behaviors of the nine types correlate to varying states of health or levels of performance.¹⁸

¹⁵ Jerome P. Wagner, *The Enneagram Spectrum of Personality Styles: An Introductory Guide* (Portland, OR: Metamorphous Press, 1996), 1–2.

¹⁶ Don Richard Riso and Russ Hudson, *Personality Types: Using the Enneagram for Self-Discovery*, Rev. ed (Boston: Houghton Mifflin, 1996), 33–35, 476–93.

¹⁷ George Gurdjieff taught the enneagram system in France and Russia in the early 1900s. His research contributed to an early understanding that each of the nine types have core motivations grounded in three triads consisting of fear, shame, or anger. Oscar Ichazo taught the Enneagram system in Bolivia, Chile, and the United States beginning in the 1960s. He is credited with the basic descriptions of the nine categories. Additionally, Psychiatrist Claudio Naranjo is credited with expanding written descriptions into psychological categories: *Ibid.*, 12–26.

¹⁸ Psychologists and Researchers Helen Palmer and Jerome Wagner have both improved the narrative descriptions associated with each Enneagram type. They have also developed practical advice for each type.

Enneagram theory asserts that although similar behaviors exist across each type's performance levels, the driving motivations are unique to each type. As a person degrades due to stress or fatigue, his personality manifests more neurotic thoughts, feelings, and behaviors.¹⁹ In contrast, as a healthy and secure person grows in a positive direction, his actions, beliefs, goals converge into closer alignment. Like the FFM, these core types or orientations form the basis of one's personality. Although Enneagram proponents assume personality is generally stable by adulthood, each person's experiences and responses build upon one's core type forming a unique personality. This underlying structure or disposition is a significant contributor to why a person thinks, feels and behaves as they do.²⁰ The final basis for selection of these two psychological models centers around their adherence to scientific standards of reliability and validity.

Scientific measurements or psychometrics help determine personality test credibility. Without any scrutiny, personality tests are prone to what is known as the Barnum Effect. This occurs when an individual accepts a plausible description instead of a true one indicative of her actual personality type.²¹ Researchers find that vague descriptions worded in a positive light, like horoscopes, for example, are often accepted by anyone.²² Psychometric testing helps prevent this by

Don Richard Riso and Russ Hudson's main contribution has been the levels of development and core dynamics which correlate thoughts, feelings, and behaviors across multiple levels of health and performance. Additionally, Don Riso's work has helped correlate the Enneagram to Karen Horney's neurotic solutions, Freud's fixations, Carl Jung's scales and the Diagnostic and Statistical Manual of Mental Disorders, fourth edition (DSM-IV); Scott Sara Ann, "An Analysis of the Validity of the Enneagram" (Dissertation/ Thesis, The College of William and Mary, 2011), 42; Riso and Hudson, *Personality Types*, 432–45, 465–93; Wagner, *The Enneagram Spectrum of Personality Styles*, v–vi.

¹⁹ Don Richard Riso and Russ Hudson, *Understanding the Enneagram: The Practical Guide to Personality Types*, Rev. ed (Boston: Houghton Mifflin, 2000), 26–30.

²⁰ Wagner, *The Enneagram Spectrum of Personality Styles*, 4–36; Riso and Hudson, *Understanding the Enneagram*, 2000, 17–30.

²¹ B.R. Forer, "The Fallacy of Personal Validation: A Classroom Demonstration of Gullibility," *Journal of Abnormal and Social Psychology* 44, no. 1 (January 1949): 118–23.

²² D.H. Dickson and I.W. Kelly, "The 'Barnum Effect' in Personality Assessment: A Review of the Literature," *Psychological Reports*, no. 57 (1985): 367, 378.

using an objective measure to help determine one's personality type beyond self-selection alone.²³ The two most critical measures of psychometrics are validity and reliability. Validity determines if the test actually measures what it is supposed to measure.²⁴ Reliability refers to whether or not the measure's results are repeatable.²⁵ Both of these measures are essential to ensure the credibility of a psychological test.

Because both personality models contain detailed descriptions of each type as well as negative information, they are less likely to suffer from the Barnum Effect. Enneagram researcher, Jerome Wagner, writes that the Enneagram is often too negative.²⁶ Additionally, the presence of neuroticism in the FFM scales presents negative information about oneself. In this respect, both of these systems are quite different from a fortune cookie or horoscope. Additionally, several of the FFM and Enneagram tests prove reliable and valid. As early as 1985, three FFM researchers assessed two different FFM tests, calculating their reliability at approximately eighty percent.²⁷ More recently, researchers validated one of the most popular FFM tests, the Neuroticism, Extraversion, Openness Personality Inventory-Revised (NEO-PIR).²⁸ Concerning the Enneagram, counseling professor Rebecca Newgent scrutinized the validity and reliability of Enneagram testing in 2002.²⁹ She considered ten different studies between 1980 and 2001 and assessed that the scrutiny

²³ Lee Cronbach and Paul E. Meehl, "Construct Validity in Psychological Tests," *Psychological Bulletin* 52, no. 4 (July 1955): 281–302.

²⁴ "Test Validity – Psychometric Tests," accessed October 4, 2016, <http://www.psychometrictest.org.uk/validity/>.

²⁵ "Test Reliability – Psychometric Tests," accessed October 4, 2016, <http://www.psychometrictest.org.uk/test-reliability/>.

²⁶ Jerome Peter Wagner, *Nine Lenses on the World: The Enneagram Perspective* (Evanston, IL: NineLens Press, 2010), 111.

²⁷ John M. Digman, "Personality Structure: Emergence of the Five-Factor Model," Annual Review (University of Hawaii, Department of Psychology, n.d.), 6.

²⁸ McCrae and Costa, *Personality in Adulthood*, 45.

²⁹ "Rebecca Newgent - Counselor Education - Western Illinois University," accessed October 4, 2016, http://www.wiu.edu/coehs/qc/cned/faculty_and_staff/newgent.php.

placed on Enneagram tests was increasing and showing positive trends in reliability and validity.³⁰ The first Enneagram test was deemed reliable and valid as early as 1981 and placed on the Buros Institute of Mental Measurements and reconfirmed in 2003.³¹

The credible base of both psychological models increases the likelihood of drawing meaningful conclusions for practical action. Although the Enneagram has a mysterious beginning, its modern-day interpretation shows interesting correlations to foundational psychological frameworks that are currently in use today. Additionally, its rich narrative spans both healthy and unhealthy levels of performance which may yield interesting insights and practical applications helpful to the military professional. FFM research spanned a 100-year period, was dispersed globally, was conducted with disparate intentions, and still happened upon something close to the five traits of the modern-day FFM. This lends credibility to the claim that these categories exist naturally and form the essence of a person's original disposition. All of this taken together forms a strong foundation from which to draw different perspectives that may vary from that of the Enneagram's narrative based system.³²

³⁰ Rebecca A Newgent, Patricia Parr, and Newman Isadore, "The Enneagram: Trends in Validation," Information Analysis (070) (Fayetteville: The University of Arkansas, 2002), Accessed on October 14, 2016. <http://files.eric.ed.gov/fulltext/ED468827.pdf>.

³¹ Frank Bernt, "Review of the Wagner Enneagram Personality Style Scales," *Buros 15th Mental Measurements Yearbook*, Lincoln, NE: Buros Institute of Mental Measurements, 2003; Mary Kay Delvo, "The Enneagram as a Facilitator of Self-Awareness in Emerging Leader Programs" (University of Minnesota, 2015); "Testing," accessed December 16, 2016, http://www.enneagram_spectrum.com/testing/.

³² McCrae and John, "An Introduction to the Five-Factor Model and Its Applications," 184-193, 199-202.

Chapter 2: Self-Awareness and the Five-Factor Model

[P]atterns of structure recur again and again...you often don't see them so much as feel them. Sometimes they produce a sense of déjà vu, a hunch that you've seen this pattern of forces before...the essence of mastering...lies in seeing patterns where others see only events and forces to react to...

—Peter Senge, *The Fifth Discipline*

The first application of psychological models is as a means towards self-awareness. Army doctrine mentions several tools to increase self-awareness such as counselings and the Multi-Source Assessment and Feedback (MSAF) tool, but it does not offer a thorough explanation or a framework of what the self or personality actually is.³³ This chapter briefly considers various psychological perspectives allowing a person one to gain an understanding of the self before attempting to become more aware of it. Subsequently, Army doctrine helps explain why self-awareness is important and the FFM provides one perspective helpful towards enabling it.

As early as *Nicomachean Ethics*, Aristotle discusses various character traits and describes a person as being composed of a natural disposition, acquired disposition, and feelings.³⁴ In the 20th century, Karen Horney demonstrated that there is a wide range from healthy to unhealthy expressions of personality. Unhealthy aspects are not random phenomenon. Rather, they manifest from an exaggerated emphasis on certain healthy traits at the expense of others.³⁵ Additionally, the research of psychologist Abraham Maslow, best known for his hierarchy of needs reflects, that each person possesses an inclination to grow in a positive direction.³⁶ Furthermore, Sigmund Freud's work helped

³³ Army Doctrine Reference Publication 6-22, *Army Leadership* (Washington, DC: Government Printing Office, 2012), 7–7.

³⁴ Aristotle, "Nicomachean Ethics," *The Internet Classics Archive*, Book II, Chapter 5, accessed November 8, 2016, <http://classics.mit.edu/Aristotle/nicomachaen.2.ii.html>.

³⁵ Karen Horney, *Our Inner Conflicts: A Constructive Theory of Neurosis*. (New York: W.W. Norton, 1966), 14–18; Riso and Hudson, *Personality Types*, 432–36.

³⁶ Abraham H. Maslow, "A Theory of Human Motivation," accessed November 9, 2016, <http://psychclassics.yorku.ca/Maslow/motivation.htm>.

reveal that one's identity is a synthesis of subconscious aspects and conscious thoughts.³⁷ As a contemporary of Freud, Carl Jung developed trait categories which led to the much-popularized MBTI.³⁸ Jung believed that psychological type-casting should only help observers organize vast amounts of information. He fully recognized that, "every individual is an exception to the rule [and that] to stick labels on people at first sight is nothing but a childish parlor game."³⁹ Finally, the American Psychological Association states, "[p]ersonality refers to...patterns of thinking, feeling and behaving."⁴⁰

With all these perspectives in mind, a holistic understanding of the self emerges. It is composed of a natural disposition which includes one's subconscious and conscious thoughts, feelings, behaviors, and motivations which manifest in common and universally recognizable patterns. Through interaction with the world, other people, and our experiences, the natural disposition changes into the acquired disposition. Changes in this unique personality are either progressive or digressive. They can be modified and improved, yet never predicted. If the change is healthy, growth aligns one's needs, beliefs, actions, and goals in an increasingly closer arrangement. Otherwise, change results in misalignment which skews one's perception and results in degraded performance.

With this in mind, Army doctrine places self-awareness as an important requirement of adaptability as well as a critical characteristic of the leader competency, "prepares self."⁴¹ By improving self-awareness, one can recognize strengths, use them appropriately, improve upon weaknesses, or identify the resources necessary to offset certain weaknesses. Self-aware leaders understand their motives in various conditions and consider the thinking patterns that influence

³⁷ Sigmund Freud, *The Ego and the Id* (London: Hogarth Press Ltd., 1927), 12, 15–34, 44–47.

³⁸ Carl G. Jung, *Psychological Types* (New York: Routledge, 1971), 330–403.

³⁹ *Ibid.*, xiv, 516.

⁴⁰ "American Psychological Association, Personality," accessed October 23, 2016, <http://www.apa.org/topics/personality/index.aspx>.

⁴¹ Army Doctrine Reference Publication 6-22, *Army Leadership*, 9–5, 7–7.

others.⁴² Chris Musselwhite, an innovator in international leader development, defines self-awareness as, “taking responsibility for what you don’t know.”⁴³ It is a continuous process to understand one’s behavior and how it affects others.⁴⁴ According to ADRP 6-22, military professionals achieve self-awareness when they “...take time to reflect upon their identity...”⁴⁵ Although personality is not the only aspect of identity, it is an important one which if overlooked leaves a gap in self-awareness. A lack of self-awareness shows in leaders that are arrogant, disconnected, disregard people’s feedback, and believe they already know everything. In short, without self-awareness, leaders become stagnant, toxic, and stop learning significantly reducing the health of organizations.⁴⁶ Because one’s personality is always changing and awareness must be continuous, old ways that worked in the past may not always be as effective. New perspectives and various frameworks for maintaining self-awareness are essential to enable continued growth. The opposite, of course, is stagnation and toxicity.

Different points of view can illuminate insights and expand awareness of one’s personality. The FFM provides a new lens for viewing one's self. Regarding the FFM categories, people at the high end of the openness spectrum tend to eagerly accept new ideas and consider varying points of view or challenging information.⁴⁷ They are often artistic, sensitive, and naturally curious about the world.⁴⁸ Open individuals have big imaginations and a wide array of interests. They experience both

⁴² Ibid., 7–8.

⁴³ Chris Musselwhite, “Discovery Learning,” accessed September 11, 2016, <https://www.discoverylearning.com/team/chris-musselwhite/>; Musselwhite, “Self Awareness and the Effective Leader” accessed 11 September, 2016.

⁴⁴ Army Doctrine Reference Publication 6-22, *Army Leadership*, 7–7.

⁴⁵ Ibid.

⁴⁶ Jon Falleson and Tyler Freeman, “Self-Development Guide: Leader Identity and Self-Awareness” (Pre-Command Course, Fort Leavenworth, KS: The Center for Army Leadership, n.d.), 20–22.

⁴⁷ Paul T. Costa and Thomas A. Widiger, eds., *Personality Disorders and the Five-Factor Model of Personality*, 1st ed (Washington, DC: American Psychological Association, 1994), 343–44.

⁴⁸ Ellen Garcia, *Human Personality: The Five Factor Trait Theory* (Munich: GRIN Verlag GmbH, 2014), 3.

high and low emotions with intensity and depth and pursue intellectual problem sets for the enjoyment of learning. At lower levels of openness, people tend to be narrow-minded preferring simplicity rather than discussions that challenge their predispositions. They are reluctant to deviate from comfortable routines or habits of thinking.⁴⁹

Those with high scores on the conscientiousness scale carefully think about their actions and how they may affect others. They are prepared, punctual, capable, and effective. On the downside, they can fluctuate quickly between compulsive or cautious behavior and often want tasks done in a specific way.⁵⁰ However, conscientious individuals are principled and follow through with their obligations.⁵¹ They are often diligent workers and effective leaders motivating themselves and others to act. Those at the lower end are less career focused or success oriented.⁵² They tend to appear impulsive, unmethodical, or lacking in discipline. They tend to make decisions quickly without considering second and third order effects.⁵³

In *Quiet*, Susan Cain examines extroversion and introversion as the dimension most responsible for where one regains energy. Extroverts recharge best with people, while introverts find energy in solitude.⁵⁴ This aligns closely to the FFM extroversion adjectives such as talkative, excitable, affectionate, and outgoing.⁵⁵ Because of their natural cheerfulness and warmth, they quickly connect with others. When speaking, they do so confidently and often take over the room as the life of the party. Extroverts enjoy high levels of energy and excitement and seek positive

⁴⁹ Ibid.

⁵⁰ Costa and Widiger, *Personality Disorders and the Five-Factor Model of Personality*, 345.

⁵¹ Garcia, *Human Personality: The Five Factor Trait Theory*, 3.

⁵² Ibid.

⁵³ Costa and Widiger, *Personality Disorders and the Five-Factor Model of Personality*, 345.

⁵⁴ Susan Cain, *Quiet: The Power of Introverts in a World That Can't Stop Talking* (New York: Broadway Paperbacks, 2013), 10–12.

⁵⁵ Garcia, *Human Personality: The Five Factor Trait Theory*, 1–2.

emotions and lively experiences.⁵⁶ An introverted person pursues less personal interaction and does not feel compelled to remain busy every hour of the day.⁵⁷ They favor leisure, prefer to remain in the background, and follow a less exuberant lifestyle than their extroverted counterparts. They are reserved and appear distant or even aloof.⁵⁸

People with agreeable tendencies desire harmony and are generally considerate and helpful. They are honest, forgiving, sincere, and humble.⁵⁹ Agreeable people think the best of others and are usually quite popular. Those that are low on the agreeable scale lack sympathy, are uncooperative, and are suspicious of the intentions of others.⁶⁰ They are self-centered, cynical and may manipulate people through flattery or anger.⁶¹

Neuroticism measures a person's emotional stability. Those with high neuroticism have anxiety and depression while those with low neuroticism are often calmer and rarely possess negative feelings.⁶² High scorers are apprehensive and tense. They often feel guilt, sadness, and shame. In stressful situations or immediately after an activating event, they easily become frustrated or panic-stricken.⁶³ Individuals with low neuroticism are relaxed and don't think incessantly about things they cannot prevent or change. They are lighthearted and can tolerate anger without lashing out in an uncontrolled fashion.⁶⁴

Certain contexts call for different behaviors. Through awareness of one's typical behavior patterns, one can rehearse alternate actions that better match a situation's context and lead to better

⁵⁶ Costa and Widiger, *Personality Disorders and the Five-Factor Model of Personality*, 342–43.

⁵⁷ Garcia, *Human Personality: The Five Factor Trait Theory*, 1–2.

⁵⁸ Costa and Widiger, *Personality Disorders and the Five-Factor Model of Personality*, 345–46.

⁵⁹ Garcia, *Human Personality: The Five Factor Trait Theory*, 2–3; Costa and Widiger, *Personality Disorders and the Five-Factor Model of Personality*, 344.

⁶⁰ Garcia, *Human Personality: The Five Factor Trait Theory*, 3.

⁶¹ Costa and Widiger, *Personality Disorders and the Five-Factor Model of Personality*, 344–45.

⁶² Garcia, *Human Personality: The Five Factor Trait Theory*, 2.

⁶³ Costa and Widiger, *Personality Disorders and the Five-Factor Model of Personality*, 341–42.

⁶⁴ Ibid.

outcomes. Although the examples are as numerous as the situations one encounters, an open individual that naturally appreciates variety may need help committing to a set schedule or routine. One low on openness should remember to appreciate new ideas and look for solutions in unusual places. Additionally, someone high on conscientiousness may need to relax her approach when completing tasks in a time constrained environment. However, a person low on this scale should focus on methodical thinking before making decisions. Robert Jervis recounts a similar historical scenario in *System Effects*. Jervis states, “President Truman often made quick and clear decisions in order to overcome his natural indecisiveness and develop the image...he desired.”⁶⁵ In this case, by doing the opposite of his natural tendencies, Truman overcame problematic traits. In the same way, awareness of the self is an important application for the military professional, although, it is certainly not the only one. In a complex world characterized by dense interpersonal connectedness, how a person understands the behavior patterns of others and chooses to interact with them is at least equally if not more important.

⁶⁵ Robert Jervis, *System Effects: Complexity in Political and Social Life* (Princeton, NJ: Princeton University Press, 1999), 14.

Chapter 3: Understanding Others and the Enneagram System

The ability to recognize different traits in people, to distinguish them according to their personalities, is essential to all social interaction... [t]he process of developing theories about how other minds work has been described as mentalization. Instead of assuming that other minds resemble one's own, by observing the behavior of others it became evident that others had distinctive mental and emotional states.

—Lawrence Freedman in *Strategy, A History*

Understanding others is an iterative process. One continuously refines an image of how one person is both different and the same as another. The list of frameworks to use is almost endless. People subconsciously and consciously observe and measure variances between people based on appearance, age, birth order, fitness levels, competence, political ideology, cultural background, or even another person. Another way to make sense out of others is to compare people to psychological models. Until one has a coherent image about something, he cannot hope to understand it. Jamshid Gharajedaghi makes this point plainly in *Systems Thinking*: “[t]o think about anything requires a mental model or an image of it.”⁶⁶ In this way, it is best to understand the narrative presented by the Enneagram as a script. Lawrence Freedman defines a script as “a coherent sequence of events that an individual could reasonably expect... to make sense out of the behavior of others [an] appropriate script create[s] expectations about possible next steps [and] a framework for interpretation.”⁶⁷ Although the FFM is also helpful to this end, this chapter focuses on the Enneagram system. Its rich narrative is especially conducive to creating images or metaphors about other people and provides a useful framework to interpret behavior. This section looks at each Enneagram typology's general behaviors, feelings, thoughts, and driving motivations. It then discusses these aspects across the

⁶⁶ Jamshid Gharajedaghi, *Systems Thinking: Managing Chaos and Complexity: A Platform for Designing Business Architecture*, 2nd ed (Amsterdam ; Boston: Elsevier, 2006), 121.

⁶⁷ Freedman, *Strategy*, 599, 619.

range of high to low-performing levels and offers military examples that help provide a coherent image of each type.

A person that conforms closely to the reformer or the Enneagram One type' motivation is to be above reproach. Ones hope to achieve balance and bring others in line with their ideals. They fear criticism and aim to avoid it through perfectionist tendencies. Generally, Ones closely align to Jung's extroverted thinking typology. They uphold the standard and demand that others do likewise. They think sequentially, issue methodical guidance, and thrive with clear expectations.⁶⁸ If Ones had a motto, it would be, "never stop improving."

High performing Ones strive to be objective, just, and fair. They realistically discern what they can change and where to place their focus. They delay gratification to achieve long-term priorities. They scrutinize situations with an attuned eye, choose a right judgment, and boldly step off in the direction most likely to realize their convictions.⁶⁹

Moderate performing Ones are organized and focused on quality control. They perceive errors and never settle for anything short of excellence. At lower levels, Ones are critical and fail to ascertain why people will not simply follow the prescribed path. Principled Ones become high-minded crusaders advocating their viewpoints with certainty. They see the world dichotomously as either right or wrong and become impatient, task drive, and resort to doing everything themselves since others

⁶⁸ Helen Palmer, *The Enneagram in Love & Work: Understanding Your Intimate & Business Relationships*, 1st ed (San Francisco: HarperSanFrancisco, 1995), 35, 40, 54–57; Riso and Hudson, *Personality Types*, 377, 381–82, 492–93; Don Richard Riso and Russ Hudson, *Understanding the Enneagram: The Practical Guide to Personality Types*, Rev. ed (Boston: Houghton Mifflin, 2000), 126, 131–32; Helen Palmer and Paul B. Brown, *The Enneagram Advantage: Putting the 9 Personality Types to Work in the Office*, 1st ed (New York: Harmony Books, 1998), 41–44; Jung, *Psychological Types*, 347.

⁶⁹ Riso and Hudson, *Personality Types*, 376, 381–82, 385–90; Riso and Hudson, *Understanding the Enneagram*, 2000, 126–30.

will likely screw it up.⁷⁰ At non-performing levels, ones are intolerant, hypocritical, and severely chastise others for small missteps.⁷¹

Prussian military theorist, Bulow, characterizes certain low-performing tendencies of the One. He advocated that success on the modern battlefield boiled down to several mathematical principles. Successful commanders must focus not on battle, but on employing and protecting a strong base of operations. Bulow claimed this theory was proven by Napoleon's success at Ulm, in which he severed Austrian General Mack's supply lines resulting in the surrender of thirty thousand men. Bulow vehemently argued for reform in the Prussian system before it was too late.⁷² He repelled his peers and as R.R. Palmer states Bulow was, "convinced that he alone saw the truth...[and it] was his duty to give everyone advice."⁷³ Unable to communicate in an effective way to inspire organizational change, Bulow began predicting Prussian failure and French hegemony. After Napoleon's success against Prussia at Jena Austerdat, Bulow simply stated, "I told you so."⁷⁴

Similarly, Jomini vociferously advocated specific principles for warfare in a manner typical of a One. He states with certainty in *The Art of War*, "for these rules thus become, in the hands of skillful generals commanding brave troops, means of almost certain success... to be able to discriminate between good rules and bad. In this ability consists the whole of a man's genius for war."⁷⁵ Such surety and almost arrogant clarity are typically found in Ones bent on reform.

⁷⁰ Riso and Hudson, *Personality Types*, 377–84, 390–97; Palmer and Brown, *The Enneagram Advantage*, 42–49; Riso and Hudson, *Understanding the Enneagram*, 2000, 127–29; Palmer, *The Enneagram in Love & Work*, 34–38, 56–57.

⁷¹ Riso and Hudson, *Personality Types*, 377–84, 398–402; Palmer, *The Enneagram in Love & Work*, 47–48; Riso and Hudson, *Understanding the Enneagram*, 2000, 128–29.

⁷² Azar Gat, *A History of Military Thought: From the Enlightenment to the Cold War* (Oxford ; New York: Oxford University Press, 2001), 81–96; R.R. Palmer, "Frederick the Great, Guibert, Bulow: From Dynastic to National War," in *Makers of Modern Strategy: From Machiavelli to the Nuclear Age*, ed. Peter Paret, Gordon Alexander Craig, and Felix Gilbert (Princeton, NJ: Princeton University Press, 1986), 113–19.

⁷³ Palmer, "Frederick the Great, Guibert, Bulow: From Dynastic to National War," 116.

⁷⁴ *Ibid.*, 119.

⁷⁵ Henri Antoine Jomini, *The Art of War*, trans. G.H. Mendell and W.P. Craighill (Philadelphia: J.B. Lippencott & Co., 1862), 323.

Enneagram Twos or helpers desire to give and relate to others. They aim to be genuine and have positive feelings for people. They fear an inability to provide for people's needs or to be seen as anything other than altruistic. They enjoy being indispensable in a person's life and appreciated for what they do. Generally, Twos closely align to Jung's extroverted, feeling personality types.⁷⁶

High performing Twos are loving, sympathetic and give without expectation of gaining anything in return. They lead through influence and enjoy inspiring others to accomplish goals. They serve in noticeable ways and have a knack for building up another person's confidence. They maintain a healthy balance between caring for others and themselves without overextending.⁷⁷

Low performing Twos are still giving but out of ulterior motives. In subtle yet manipulative ways, they demand reciprocation for their generous acts. They wear their emotions on their sleeves and grow envious as others find satisfaction apart from the Two. They draw others into their agenda and become overinvolved in the affairs of others offering unsolicited advice.⁷⁸ Non-performing Twos become delusional insisting that their intentions are pure even after frenetic or even violent episodes.⁷⁹

The characteristic Two evokes the image of a service oriented non-commissioned officer thriving best in units with soldiers. When soldiers have problems, the NCO Two is attentive during counseling, finds an installation resource to address the soldier's essential needs, and voices soldier's grievances to the chain of command. He is solely focused on the people in the organization and seeks the welfare of his subordinates. When Twos are plucked from their units and placed in a staff position they are unaccustomed to, they have trouble finding purpose or figuring out which tasks are necessary.

⁷⁶ Palmer and Brown, *The Enneagram Advantage*, 67–85; Riso and Hudson, *Personality Types*, 60, 476–77; Riso and Hudson, *Understanding the Enneagram*, 2000, 77; Jung, *Psychological Types*, 357–58.

⁷⁷ Palmer and Brown, *The Enneagram Advantage*, 78; Riso and Hudson, *Personality Types*, 67–71, 89–90.

⁷⁸ Riso and Hudson, *Personality Types*, 60, 64, 72–80, 87–88; Palmer, *The Enneagram in Love & Work*, 65, 74–77.

⁷⁹ Palmer and Brown, *The Enneagram Advantage*, 78; Riso and Hudson, *Personality Types*, 81–89.

Absent from roles which focus on tangibly meeting the health and welfare needs of soldiers, the Two's energy and morale wanes. His ties his identity to the members of his platoon or unit.

Ambitious Threes are motivated by being successful, distinguished, and admired. They fear rejection, failing, or possessing an unsuccessful image. Generally, Threes are charming, competitive, productive, and efficient. They move quickly into motion, learn best by doing, and are capable of handling and even enjoying, a high amount of work stress.⁸⁰

High performing Threes are capable, confident, and goal oriented. They are top performers in any field, gain energy by doing, and effortlessly prioritize. They have a natural acuity for reading people and situations. They adapt their style and respond to others in the ways that best resonate with a particular audience or team. When Threes do this with humility, they serve as excellent coaches and mentors inspiring others to reach the high heights that they themselves have achieved.⁸¹

At lower levels of performance, Threes polish their image based on what those in high places seem to want. They become the careerists that modify their behavior to set themselves apart from others. They seek out titles, recognition, and status. Threes surround themselves with those that re-enforce their self-image. Instead of building others up, Three's use people as expedients to advance to the next level.⁸² As the playing field stiffens, non-performing and narcissistic Threes despise anonymity and sabotage others to eliminate the competition.⁸³

As a military example, General MacArthur may have exhibited characteristics typical of a Three. Success in the Pacific, with far fewer resources than Europe, earned him a lasting, successful

⁸⁰ Riso and Hudson, *Personality Types*, 96–115, 478–79; Riso and Hudson, *Understanding the Enneagram*, 2000, 83–84; Palmer and Brown, *The Enneagram Advantage*, 92–93, 98, 108; Palmer, *The Enneagram in Love & Work*, 84, 89, 99, 103.

⁸¹ Riso and Hudson, *Personality Types*, 96, 100, 103–19, 127–28.

⁸² Ibid., 100, 109–19, 125–26; Palmer, *The Enneagram in Love & Work*, 86–87, 94.

⁸³ Riso and Hudson, *Personality Types*, 119–27.

image.⁸⁴ He was confident in his abilities and extremely adversarial with those he saw as competition. During the Korean War, MacArthur deemed those that had served in Europe or were currently serving at the Pentagon as “enemies” or “Marshall’s clique.”⁸⁵ MacArthur’s group of loyal followers, many of whom had served with him since the late 1930s, took on an antagonistic tone towards the Truman administration and felt that MacArthur alone grasped the complexities of Korea.⁸⁶ Before the Inchon landing, the commander of the amphibious assault stated, “it was more than confidence that upheld [MacArthur], it was [a] supreme and almost mystical faith that he could not fail.”⁸⁷

The Enneagram Four or the original person is motivated by introspection and aims to express creativity and uniqueness. They fear being ordinary or abandoned. Generally, Fours are emotionally intense types and aware of their feelings to a level absent in most others. They closely correspond to Jung’s introverted intuitive type and gravitate towards experiences with depth rather than entertainment value.⁸⁸

High performing Fours are self-aware, passionate, and insightful. They imprint their original style on everything they touch and authentically showcase the things that they believe in. Fours can relate well to others especially those that other people tend to misunderstand. Unlike the One, Fours naturally see the world and other people in shades of gray rather than black or white, right or wrong.

⁸⁴ Bob Rielly, “Defeat From Victory: Korea 1950,” L208: Decision Making, L200: Art of Command (US Army Command and General Staff College, September 2015), 2; Michael Pearlman, *Truman & MacArthur: Policy, Politics, and the Hunger for Honor and Renown* (Indianapolis: Indiana University Press, 2008), 85.

⁸⁵ Rielly, “Defeat From Victory: Korea 1950,” 4–6; David Haberstam, *The Coldest Winter: America and the Korean War* (New York, NY: Hyperion, 2007), 159; Pearlman, *Truman & MacArthur: Policy, Politics, and the Hunger for Honor and Renown*, 90.

⁸⁶ Rielly, “Defeat From Victory: Korea 1950,” 1; Pearlman, *Truman & MacArthur: Policy, Politics, and the Hunger for Honor and Renown*, 91, 129.

⁸⁷ Rielly, “Defeat From Victory: Korea 1950,” 6; Pearlman, *Truman & MacArthur: Policy, Politics, and the Hunger for Honor and Renown*, 90.

⁸⁸ Riso and Hudson, *Understanding the Enneagram*, 2000, 89–90; Palmer, *The Enneagram in Love & Work*, 107–24; Jung, *Psychological Types*, 398–99; Riso and Hudson, *Personality Types*, 134, 143–49.

Because of this, Fours are comfortable with the recluse and help those that are struggling find their very best and achieve a higher vision.⁸⁹

Low performing Fours become moody and defensive. They enter a cycle characterized by pulling towards others, instigating drama, and then pushing away when a team seems to form. As their self-image degrades, Fours irresponsibly focus on introspection at the expense of professional and social improvement. Fours despondently question their significance and only move towards those willing to sympathize with the Four's many problems.⁹⁰ Non-performing Fours quickly alienate others or manipulate those that do stay ultimately forming relationships most characterized as parasitic.⁹¹

Jacques Guibert, a military theorist during the French Enlightenment, is best characterized as a Four. Guibert is probably most well-known for advocating that mobility, speed, and audacity should characterize successful warfare. His divisional construct and march columns heavily influenced Napoleon's tactics. Guibert participated in the Seven Years War and achieved the rank of Colonel at twenty-six. He aimed to leave his mark by developing a general theory of warfare in his masterpiece, *General Essay on Tactics*. Rumors arose that the publication angered Frederick the Great because a youngster had uncovered his secrets. Guibert was an instant celebrity. He left an impression across social strata and intellectual circles alike. However, with fame, he also drew criticism. He maintained his status for some time by writing tragedies, defending his theories, revising them or downright contradicting them. He maintained his position as a war advocate and targeted pacifist philosophers of his age such as the Voltaire. Guibert argued that if Rome had not

⁸⁹ Riso and Hudson, *Personality Types*, 148–49, 166–67; Palmer, *The Enneagram in Love & Work*, 1115–117, 123–124.; Palmer and Brown, *The Enneagram Advantage*, 120-131; Riso and Hudson, *Understanding the Enneagram*, 2000, 86–91.

⁹⁰ Palmer, *The Enneagram in Love & Work*, 107–9, 126; Riso and Hudson, *Understanding the Enneagram*, 2000, 87–88; Riso and Hudson, *Personality Types*, 152–59, 164–65.

⁹¹ Riso and Hudson, *Personality Types*, 156–66; Riso and Hudson, *Understanding the Enneagram*, 2000, 87–92; Palmer, *The Enneagram in Love & Work*, 114.

been prepared to fight, they never would have been great. Despite these occasional bouts, he was unable to pull his work together to form a complete and coherent system of war without contradictions.⁹² His fame degraded and finally came to an end when he was removed from the General Assembly during the initial stages of the French Revolution for being a resentful reactionary. Prior to passing a year later, he cried from his deathbed, “I shall be known, I shall receive justice!”⁹³

Observer Fives aim to possess a special capability and to provide a meaningful contribution to their organization. They fear becoming inadequate, overextended, or left without sufficient time to think. To mitigate these fears, Fives tend to escape into solitude, avoid energy draining commitments and reduce superfluous possessions.⁹⁴ They endlessly pursue information in an effort fully understand complex situations. Generally, Fives closely align to the introverted thinking side of Jung’s trait scale.⁹⁵

At high performing levels, Fives are abstract thinkers with active minds. They absorb everything, maintain sight of the whole, and simultaneously investigate the details. They are open, curious, innovative and never bored.⁹⁶ They can adapt well in public settings when they know what to expect and have time to prepare.⁹⁷ At this level, Fives are confident drawing energy from their competence and expertise.

⁹² Palmer, “Frederick the Great, Guibert, Bulow: From Dynastic to National War,” 106–11; Gat, *A History of Military Thought*, 45–54.

⁹³ Palmer, “Frederick the Great, Guibert, Bulow: From Dynastic to National War,” 106.

⁹⁴ Riso and Hudson, *Personality Types*, 174, 482–83; Riso and Hudson, *Understanding the Enneagram*, 2000, 92–93.

⁹⁵ Riso and Hudson, *Understanding the Enneagram*, 2000, 92–98; Helen Palmer, *The Enneagram in Love & Work: Understanding Your Intimate & Business Relationships*, 1st ed (San Francisco: HarperSanFrancisco, 1995), 145; Riso and Hudson, *Personality Types*, 177.

⁹⁶ Riso and Hudson, *Personality Types*, 172, 180–86.

⁹⁷ Jung, *Psychological Types*, 380; Riso and Hudson, *Personality Types*, 180–86; Riso and Hudson, *Understanding the Enneagram*, 2000, 92–98.

At moderate to lower performing levels, Fives fixate on a narrow range of details. They become distant, absent minded, avoid confrontations, and limit personal interactions.⁹⁸ As they drift lower, they focus on minor problems, overthink everything, and find it difficult to complete projects or assignments.⁹⁹ Non-performing Fives lose sight of necessities and neglect their own care. They ruminate on their incompetence and are unable to make decisions or act.¹⁰⁰

As an example, Admiral Ghormley showed signs characteristic of a low-performing Five during the 1942 Guadalcanal campaign. When under stress from the growing complexities of the Pacific Theater, Admiral Ghormley withdrew into isolation.¹⁰¹ Although in command, he failed to lead or even participate in a final coordination meeting before the Guadalcanal landings. This left questions about resources and authorities open to interpretation.¹⁰² He acted passively on multiple occasions by not intervening to provide guidance, affirm decisions promptly, or confront the inappropriate actions of his subordinates.¹⁰³ He failed to align his situational awareness with the reality at the front, by keeping his Headquarters far from the fight. He lacked interaction with his subordinate commanders and relied exclusively on outdated information from his staff. He immersed himself in irrelevant details, worked long hours in a sweltering flagship office, eliminated exercise from his daily routine, and fixated on problems he nor his staff could control.¹⁰⁴ Ultimately,

⁹⁸ Riso and Hudson, *Personality Types*, 189.

⁹⁹ *Ibid.*, 174–76, 191–94.

¹⁰⁰ Riso and Hudson, *Understanding the Enneagram*, 2000, 339; Riso and Hudson, *Personality Types*, 176, 198–208; Palmer, *The Enneagram in Love & Work*, 138.

¹⁰¹ Richard B. Frank, *Guadalcanal: The Definitive Account of the Landmark Battle*, Reprinted (New York: Penguin Books, 1992), 14.

¹⁰² *Ibid.*, 50–51.

¹⁰³ Admiral Ghormley passively accepted his subordinate's decisions to withdrawal carrier support on at least two occasions. Additionally, he did not intervene to provide clarity to a confused command arrangement nor did he insist on the required allotment of carrier air support needed for amphibious landings. He demonstrated a passive and even defeatist mentality which infected his entire command with a lack of aggressiveness. Ultimately, Admiral Ghormley lost confidence in himself and grew completely incapable.

¹⁰⁴ Frank, *Guadalcanal*, 14, 50–51, 93–94, 119, 334, 600–601.

he degraded to the level of a non-performing Five completely incapable of guiding his command, making sound decisions, or creating positive action.

In contrast, the intellectual capabilities of General George C. Marshall are characteristic of a high-performing Five. Even during WWII as the Army Chief of Staff, he found healthy ways to withdraw. He often arrived at insights away from his workplace, by consistently horseback riding at five o'clock each evening. Marshall stated that this practice helped him, "keep things in focus and shed almost all worries,... [to] completely detach myself from Army affairs."¹⁰⁵ In the biography, *George C. Marshall*, Mark Stoler writes that, "...overall [Marshall] attempted to isolate himself as a means of maintaining his strength and clarity, as well as avoiding requests from friends for favors."¹⁰⁶ He also upheld his need for solitude by structuring staff interactions in a highly-regimented manner. Stoler states that Marshall operated, "with a ruthless efficiency that terrified his subordinates, who were expected to enter on schedule, sit down without speaking or saluting, give him a clear and brief presentation, answer questions, offer contrary opinions when appropriate and then leave...failure to meet his obsession for brevity and conciseness could result in an icy stare..."¹⁰⁷ Also during this period, a subordinate noted, "He is the most self-contained individual I have ever encountered...apparently he has no confidants."¹⁰⁸ Marshall also demonstrated the tendency to compartmentalize during frequent Congressional testimonies. Stoler refers to Marshall's image as, "a conscious creation...projecting an appearance of full control, understanding, and calm that did not and could not truly exist, but that had to be reassuring to a Congress nearly hysterical over the events occurring in Europe."¹⁰⁹ Despite the stress of war and his own austerity, Marshall

¹⁰⁵ Mark A. Stoler, *George C. Marshall: Soldier-Statesman of the American Century* (Boston: Twayne Publishers, 1989), 87.

¹⁰⁶ Ibid.

¹⁰⁷ Ibid., 86–87.

¹⁰⁸ Ibid., 87.

¹⁰⁹ Ibid., 78.

used his mind to its fullest capacity and carefully designed what is arguably the most successful post-war plan ever implemented, the Marshall Plan.¹¹⁰

The Six is the loyalist motivated by a desire for security, approval, and support. They fear acting on their own and mitigate this by building personal confidence through strong social support structures. Generally, Sixes are skeptical, but once they believe others are free from false intentions, Sixes become dependable and committed. They closely align to Jung's introverted feeling type and possess a questioning mind which makes them natural troubleshooters.¹¹¹

High performing Sixes are hardworking, strive to help others achieve goals and do not care who gets the credit for success. They come through in a crunch and fight for underdog causes especially when the odds look bleak or others have written off the competition as a loss.¹¹² They lead from the middle enabling group interdependence rather than dominating the team or spotlighting for glory. They effectively channel their natural anxiety and doubts to stimulate action. Sixes perform at their best once they have sized up a situation and know what they are up against.¹¹³

At lower levels of performance, Sixes begin to hesitate and doubt their abilities even after episodes of success. They see problems everywhere and vacillate between options when a decision is needed. Lacking confidence, Sixes look to friends, experts, or precedent, anything but themselves, to find a solution. At these levels, Sixes feel inadequate to those around them. They try to make up the gap by overcommitting. They then feel lost in a myriad of obligations that they cannot bring themselves to quit.¹¹⁴ With leaders, Sixes are often skeptical and either rebel or become dependent.

¹¹⁰ Ibid., 121, 163–69.

¹¹¹ Riso and Hudson, *Personality Types*, 217, 222–23, 484–85; Riso and Hudson, *Understanding the Enneagram*, 2000, 102–3; Palmer, *The Enneagram in Love & Work*, 154–59, 162–64; Palmer and Brown, *The Enneagram Advantage*, 171–89; Jung, *Psychological Types*, 387.

¹¹² Riso and Hudson, *Understanding the Enneagram*, 2000, 98–99, 101–2.

¹¹³ Ibid., 98–102; Palmer and Brown, *The Enneagram Advantage*, 177–80; Riso and Hudson, *Personality Types*, 226–32, 243–54.

¹¹⁴ Riso and Hudson, *Understanding the Enneagram*, 2000, 99–103; Riso and Hudson, *Personality Types*, 220–24, 232–42; Palmer and Brown, *The Enneagram Advantage*, 170, 179–87.

Non-performing Sixes completely rely on others, are self-disparaging, and paranoid about what others think.¹¹⁵

Certain aspects of Field Marshall Slim are characteristic of a high performing Six. Slim's successful counterattack after making the longest retreat in history, evokes the Sixes come from behind mentality. Slim thrived in an environment with little publicity from the world and minimal oversight from domineering bosses. He developed and achieved the trust and support of his Multi-national forces and found a way to overcome self-doubt. Reminiscing in *Defeat into Victory*, Slim lets the reader see his internal battles by stating, "I have failed [the men]... a defeated general. In a dark hour, he will turn in upon himself and question the very foundations of his leadership and his manhood."¹¹⁶ Slim reverses this self-doubt through positive self-talk stating, "he must stop!... he must shake off these regrets, and stamp on them, as they clam at his will and self-confidence. He must beat off these attacks he delivers against himself, and cast out the doubts born of failure."¹¹⁷ Slim also demonstrated incredible loyalty to his men in an austere and little-recognized theater of war.¹¹⁸ Leaders less conducive to situations without accolades or limelight would likely not have attained such success.

The enthusiast Seven is motivated by variety and enjoying good things. They fear missing out on all that life has to offer. Without a sufficient array of exhilarating experiences and new possibilities, life becomes dull for the Seven. They are often spontaneous and interact energetically

¹¹⁵ Riso and Hudson, *Understanding the Enneagram*, 2000, 217, 243–54.

¹¹⁶ William Joseph Slim Slim, *Defeat into Victory: Battling Japan in Burma and India, 1942-1945*, 1st ed (New York: Cooper Square Press: Distributed by National Book Network, 2000), ix, 121-122.

¹¹⁷ Ibid.

¹¹⁸ Ibid., vii–xiv.

with those around them.¹¹⁹ Generally, Sevens seek escape from stress and closely align with Jung's extroverted sensation type.¹²⁰

High performing Sevens are future oriented and enjoy fostering the enthusiasm in others. They are non-linear thinkers prone to freely associate seemingly disconnected ideas. Sevens are self-confident, quick studies, and communicate well. They are committed optimists, eager networkers, and prone to overlook limitations or problems.¹²¹ At their best, they become accomplished generalists, thoughtfully assimilating their own experiences.¹²²

At lower performing levels, Sevens are restless, uninhibited, and outspoken. They are easily distracted endlessly searching for ways to maintain a heightened state of stimulation. Their efforts diverge in haphazard directions making project completion difficult. They are unable to prevent the degradation of even productive engagements into superficial diversions.¹²³ Non-performing Sevens become self-centered and accelerate past excess into a frenzied state of constant activity and destructive behavior.¹²⁴

At certain times during the Civil War, General William Sherman's actions were characteristic of a moderate performing Seven. During the Vicksburg campaign, Sherman needed no prodding to quickly move to action and try new things until something worked. Rather than consider intricate details or ruminate on introspective concerns, Sevens tend to make quick decisions.¹²⁵ This seemed to be the case when Sherman landed his expeditionary force at Chickasaw Bayou in

¹¹⁹ Riso and Hudson, *Understanding the Enneagram*, 2000, 105–10.; Riso and Hudson, *Personality Types*, 260.

¹²⁰ Riso and Hudson, *Personality Types*, 262–63; Jung, *Psychological Types*, 362–63.

¹²¹ Palmer and Brown, *The Enneagram Advantage*, 195–202, 206–16, 220–21.

¹²² Riso and Hudson, *Personality Types*, 259, 266–72.

¹²³ Ibid., 260–61, 269–82; Riso and Hudson, *Understanding the Enneagram*, 2000, 105–12; Palmer, *The Enneagram in Love & Work*, 187.

¹²⁴ Riso and Hudson, *Personality Types*, 282–91; Riso and Hudson, *Understanding the Enneagram*, 2000, 107–12.

¹²⁵ Riso and Hudson, *Personality Types*, 259, 267–72.

December of 1862 hoping to seize Confederate strongholds quickly.¹²⁶ He paid little attention to logistics or the engineering work necessary to pass through the marshes leading to the Confederate-controlled heights. Additionally, Sherman did not keep his men assembled by unit during the crossing which led to wasted time on the landing side. Although the debacle only grew worse, as Sherman failed to take the bluffs, he bounced back quickly to salvage the rest of the campaign and improve upon his early failures. He waged successful attacks on important cities such as Raymond and Jackson, led assaults to weaken Vicksburg defenses, and pursued enemy logistics after the siege reducing the Confederate capability to retake the city.¹²⁷

Powerful Eights seek strength and power. They are blunt, aggressive, and thrive in the midst of tough competition.¹²⁸ They fear being controlled or dependent on others and generally align with the Jungian extroverted intuitive type.¹²⁹ Eights are the champions that set out to dominate and prove themselves. They gravitate towards like-minded individuals and lose respect for those that fold under pressure.¹³⁰

High performing Eights take initiative and motivate others by their powerful example. They are action oriented people who see a project through until completion. They perform important tasks with an all-or-nothing mindset and abhor half-hearted approaches.¹³¹ They channel anger in healthy ways as an energizer to overcome boredom. At their best, they become accepting of the perceptions

¹²⁶ Warren Grabau, *Ninety-Eight Days: A Geographer's View of the Vicksburg Campaign*, 1st ed (Knoxville: University of Tennessee Press, 2000), 6, 10.

¹²⁷ Michael B. Ballard, *Vicksburg: The Campaign That Opened the Mississippi* (Chapel Hill: University of North Carolina Press, 2004), 130–35, 138–41, 276–77, 324.

¹²⁸ Riso and Hudson, *Understanding the Enneagram*, 2000, 112–13; Palmer and Brown, *The Enneagram Advantage*, 223.

¹²⁹ Riso and Hudson, *Personality Types*, 300–301; Jung, *Psychological Types*, 368–69.

¹³⁰ Riso and Hudson, *Personality Types*, 488–89; Riso and Hudson, *Understanding the Enneagram*, 2000, 116–17.

¹³¹ Palmer and Brown, *The Enneagram Advantage*, 224, 235; Riso and Hudson, *Personality Types*, 298; Riso and Hudson, *Understanding the Enneagram*, 2000, 112–13.

of others and use their accumulated power to protect those they deem worthy or propel them to greater heights.¹³²

Low-performing Eights are confrontational and surge to 110 percent when half the force would suffice. They take strong stances on any issue no matter how small. If there is an opportunity to act assertively, Eights take it whether their input was asked for or not. As they degrade lower, Eights rage at others and no longer inspire respect.¹³³ Support bases erode quickly due to the Eight's harsh behavior and inability to ascertain its negative effect on others. At non-performing levels, Eights become brutal and believe they are above the law, even those they created to control others.¹³⁴

General Patton is probably best characterized as an Eight. For many, what quickly comes to mind is his explosive anger in the Sicilian campaign. Patton slapped and screamed at a soldier, stating he was a coward and not fit to occupy the same hospital beds as courageous warriors. During this time, Patton was never far from the front urging men forward with curse words and clenched fists.¹³⁵ He demonstrated his thrill of aggressive action by stating, "battle is the most magnificent competition..."¹³⁶ This bold spirit was noted as early as 1928 when a superior stated "[Patton] would be invaluable in time of war but a disturbing element in time of peace."¹³⁷ Despite his demeanor, Patton inspired courage and engendered the respect of his men. Even after the slapping incident, Patton's apology attempt was drowned out by the cheering of his soldiers. The chanting of "Georgie"

¹³² Palmer and Brown, *The Enneagram Advantage*, 224–28; Riso and Hudson, *Personality Types*, 331.

¹³³ Riso and Hudson, *Understanding the Enneagram*, 2000, 113–16.

¹³⁴ Palmer, *The Enneagram in Love & Work*, 199–203, 206–8; Riso and Hudson, *Personality Types*, 325–27; Riso and Hudson, *Understanding the Enneagram*, 2000, 113–18.

¹³⁵ Rick Atkinson, *The Day of Battle: The War in Sicily and Italy, 1943 - 1944*, vol. 2 (New York: Holt, 2007), 143, 147.

¹³⁶ *Ibid.*, 2:44.

¹³⁷ *Ibid.*

became so loud, that the General was forced to cut his nineteen-paragraph apology speech to several lines before finally concluding, “the hell with it.”¹³⁸

Contrary to the previous type, peacemaker Nines are motivated by a desire to preserve peace by finding consensus. They go to great lengths to avoid what they fear: conflict and confrontation. Generally, Nines are the easiest going of types and closely align to Jung’s introverted sensation personality.¹³⁹ They are adept at mediating between divided parties and can see the merit in each side of a given issue. Nines focus externally and often find it difficult to solidify their own position or point of view.¹⁴⁰

High performing Nines are both likeable by others and candid with them. They are authentic and free from egotistical motives. They have a high capacity for tolerating irritation and do so with a level head and relaxed appearance. They are solid emotional anchors for their families or organizations and prefer to stay out of the spotlight. Because Nines rarely compete, peers often underestimate them. Although Nines appear as slow starters, once they arrive at a decision, they are hard headed and perfectly willing to wait out an opponent.¹⁴¹

Low performing Nines may still appear calm yet their inner attitude changes to detachment. They become unfocused, complacent and may reflect very little before falling in line with someone else’s agenda. When problems do arise, Nines are indifferent assuming things will just work

¹³⁸ Ibid., 2:171.

¹³⁹ Jung, *Psychological Types*, 396–97.

¹⁴⁰ Riso and Hudson, *Personality Types*, 339–46, 490–91; Riso and Hudson, *Understanding the Enneagram*, 2000, 124; Palmer and Brown, *The Enneagram Advantage*, 247–58, 262–68.

¹⁴¹ Palmer and Brown, *The Enneagram Advantage*, 248, 262–68; Riso and Hudson, *Personality Types*, 347–53, 369–70.

themselves out.¹⁴² At non-performing levels, they neglect critical responsibilities and flee any calls to change.¹⁴³

General Dwight D. Eisenhower illuminate's certain aspects characteristic of a moderate to high performing Nine. During World War II in North Africa, when referring to British Field Marshall Montgomery, Eisenhower stated, "I can deal with anybody except that son of a bitch..."¹⁴⁴ Even with this sentiment, Eisenhower somehow managed to maintain unity of effort among strong-willed subordinates including Montgomery and Patton. Interpersonal strife, however, was not the only type of mediation activity Eisenhower navigated through. He recognized that the coalition must remain strong to win in Europe.¹⁴⁵ As Rick Atkinson states in *An Army at Dawn*, "the task of keeping the Allied coalition unified in pursuit of a common goal would remain among the great military challenges of modern history...Eisenhower...appreciate[d that] unity required perpetual vigilance and the skills of a master diplomat."¹⁴⁶ Years later, President Eisenhower brought about a peaceful conclusion between France, Britain, Israel, and Egypt during the Suez crises in 1956. During this incident, Eisenhower also showcased the resolve typical of a Nine with his mind made up. He shocked the United Kingdom by denying financial support requests deferring instead to a United Nation's resolution which condemned British aggression in Egypt.¹⁴⁷ Eisenhower showed the same stubborn approach at Normandy where he chose to proceed with the invasion despite extremely high casualty estimates. It would also not be the last appearance of Eisenhower's resolve.

¹⁴² Palmer and Brown, *The Enneagram Advantage*, 262–68; Riso and Hudson, *Personality Types*, 338–39, 353–62, 366–67.

¹⁴³ Riso and Hudson, *Personality Types*, 339, 359–69; Riso and Hudson, *Understanding the Enneagram*, 2000, 121.

¹⁴⁴ Rick Atkinson, *An Army at Dawn: The War in North Africa, 1942 - 1943* (New York: Holt Paperbacks, 2003), 398–99.

¹⁴⁵ *Ibid.*, 400–403, 419, 433–35, 476–77.

¹⁴⁶ *Ibid.*, 478.

¹⁴⁷ Diane B Kunz, *The Economic Diplomacy of the Suez Crisis* (Chapel Hill: University of North Carolina Press, 2011), 128–94.

As President, following an intensive planning exercise known as Solarium, Eisenhower threw his weight behind a deterrence policy at odds with the Pentagon's preference for a large standing force.¹⁴⁸ Despite the historical focus on Eisenhower's ability to carry a level head through adversity, the image of a Nine's desire for tranquility emerges most in the private letters of a father. Eisenhower wrote to his son John at West Point, "a fellow wishes he could just get into a hammock under a nice shade tree and read a few wild west magazines!"¹⁴⁹

No two people are exactly alike. Psychological models can help military professionals understand why others behave as they do. Lawrence Freedman bluntly states one cannot, "assum[e] that other minds resemble one's own..."¹⁵⁰ Without a well thought out framework of scripts illustrating a possible way that others might be different and the same, one falls back on subconscious biases, stereotypes or something else. The skeptic will question the nine images of the enneagram and the five factors of the FFM, pointing out numerous examples that fail to align with the model. In this case, one must remember that psychological models represent personality, but do not replicate it. This is the case with any theory. When theorizing, one generalizes and information is discarded or lost.¹⁵¹ Carl von Clausewitz in *On War* shows that no theory can take into account all of the infinite variables that bear on a given situation.¹⁵² Regarding the Enneagram, Jerome Wagner expresses that, "no living prototype exists and no one fits the mold exactly. Real people only approximate ideal archetypes."¹⁵³ To see how personality differences may manifest in the form of

¹⁴⁸ Raymond Millen, "Eisenhower and US Grand Strategy," *Parameters* 44, no. 2 (Summer 2014): 35–47.

¹⁴⁹ Atkinson, *An Army at Dawn*, 114.

¹⁵⁰ Freedman, *Strategy*, 597–98.

¹⁵¹ Mary Jo Hatch, *Organization Theory: Modern, Symbolic, and Postmodern Perspectives*, 2nd ed (Oxford ; New York: Oxford University Press, 2006), 5; John Lewis Gaddis, *The Landscape of History: How Historians Map the Past* (Oxford, NY: Oxford Univ. Press, 2004), 11.

¹⁵² Carl von Clausewitz, *On War*, ed. Michael Eliot Howard and Peter Paret (Princeton, NJ: Princeton University Press, 1989), 157.

¹⁵³ Wagner, *Nine Lenses on the World*, 18.

various behavior patterns is hard work and requires deliberate effort. However, it can help military professionals anticipate potential conflict areas in an organization or planning team. As Peter Senge discusses in *The Fifth Discipline*, surfacing conflict and identifying defensive routines are critical for effective teamwork.¹⁵⁴ Recognizing people by their type rather than by a particular perplexing behavior can help broaden one's perspective and maintain an open dialogue. The ultimate aim is to treat others as colleagues and professionals on the same mission to overcome a complex problem.

¹⁵⁴ Peter M. Senge, *The Fifth Discipline: The Art and Practice of the Learning Organization*, Rev. and updated (New York: Doubleday/Currency, 2006), 230–40.

Chapter 4: Psychological Models as a Guide to Interacting with Others

[Leaders] must be skilled at managing complex interdependent relationships that come with their jobs. And they must see this activity as a central part of their jobs...[the] picture of life in business and other types of organizations... is one in which people use sophisticated analytical tools to make decisions...It is a picture almost devoid of conflict, struggle, manipulation, antagonism, fighting and the like. It is a very naïve picture.

—John Kotter in *Power and Influence*

Not only can psychological models help the military professional understand ones' self and others, but they can also serve as guides when interacting with colleagues. It is natural to lead, mentor, coach, and help others in the way that one best receives instruction. However, the ways of others may be quite different from that of the leader or subordinate. Teams lose effectiveness when each member responds to others only in the way that is most natural to their type and without taking each other's differences into account. Psychological models can provide military professionals with a different perspective about how others best improve. Although the military professional cannot cater to every person all the time, knowing each type's ideal script or way of interacting can be helpful as a starting point. It enables purposeful action to engender more responsive teams. Navigating this complex web of relationships is foundational in the military profession and the focus of this chapter.

When interacting with Ones, it may be necessary to use a structured method to lay out important details in a clear, linear fashion. Overly generalized rambling or wandering thoughts may frustrate the One. It may prove helpful to communicate clear areas of responsibility and expectations for desired results to set the optimal environment for the One. Ones are most open to constructive criticism when they do not realize it is constructive criticism. By reframing critiques in an indirect manner, a coach may avoid activating the ones innate defensiveness. Additionally, it may prove productive for the mentor to use personal examples to demonstrate how mistakes are a part of the growth process. Leaders may also support by helping Ones see that other people are more likely to adjust to a point of view through patient encouragement rather than critical remarks in a demanding

tone. When dealing with a One, mentors may improve interaction by not turning everything into a competition. Competition is a great technique when interacting with a Three or an Eight, but will likely have the opposite effect on Ones and reduce their overall effectiveness. When the One is fixated on a single approach, others scoring high on the FFM's openness and agreeableness spectrum may succeed at moving the planning effort towards other solutions through subtle means. They may shift the One's attention by demonstrating how alternate options are equally suited to respond to a complex situation. Still it is important to draw out what the One is thinking early and often. Although their comments will sound critical and judgmental it may free the One to re-enter the discussion process. Without a periodic release from the pressure valve, the One's judgements will likely erupt into anger or rage sooner rather than later.¹⁵⁵

Senge writes, "[O]ne of two conditions usually surround conflict. Either there is an appearance of no conflict or there is rigid polarization."¹⁵⁶ Where the One is most likely to approach conflict through the latter, the Two will often side with the former. Coaches can help Twos draw out their negative feelings instead of pretending that they do not exist. When they begin helping, mentors may need to focus Twos towards what is actually needed. Mentors may also help Twos arrive at an understanding of what they hope to gain in return. When Twos seem offended, a simple acknowledgment of their contributions can go a long way in bringing them back into the team as a cooperative member. To help Twos thrive, leaders can create an environment in which personal interaction is available yet not distracting. Others scoring high on the conscientious scale may help coach Twos towards essential life commitments. Since Twos tend to look for rescue projects or

¹⁵⁵ Riso and Hudson, *Understanding the Enneagram*, 2000, 132, 352–54; Palmer and Brown, *The Enneagram Advantage*, 39–40, 47–60; Palmer, *The Enneagram in Love & Work*, 35–40, 44–57.

¹⁵⁶ Senge, *The Fifth Discipline*, 232–33.

overly emphasize new friendships, coaches may help Twos prioritize family, close friends, and professional work first.¹⁵⁷

Others high in conscientiousness and agreeableness may help the Three see and mitigate their own deficiencies. They can help Threes temper their natural tendency to automatically act or employ quick fix solutions. Leaders can encourage Threes to consider feedback before acting and formulate a thoughtful response that pays dividends in the long term. Coaching Threes to slow down and genuinely value other people reduces the chance of them appearing shallow. Mentors help Threes recognize that most people are not capable of operating full throttle all the time without reflection or slack. Others may need to manage project details and fill in gaps while Threes focus more on finesse.¹⁵⁸

When interacting, leaders should be sensitive to the Fours' expressive nature. Leaders meet Fours on their terrain by making eccentric connections between their interests and work projects. This can go a long way in creating a climate in which the Four is comfortable responding to a mentor's advice. Fours improve when they recognize that their identity is not the sum of their feelings, their actions are not at the mercy of moods, and they don't always need extensive self-examination before executing. Extroverted and agreeable friends serve as an anchor during the Four's inevitable low points. Since Fours care more about people than the project, leaders can draw out best efforts by pairing Fours as an informal mentor to someone that may be struggling. To best aid collaboration, leaders can avoid comparing the Four to others. Mentors can recognize the Four's special contributions and establish a productive outlet for creative expression. Short periods of free discussion in small groups goes a long way in keeping Fours engaged during planning efforts.

¹⁵⁷ Riso and Hudson, *Personality Types*, 67–71, 89–90; Palmer, *The Enneagram in Love & Work*, 63, 69–71; Riso and Hudson, *Understanding the Enneagram*, 2000, 332–34; Palmer and Brown, *The Enneagram Advantage*, 66–67, 72, 77–86.

¹⁵⁸ Riso and Hudson, *Personality Types*, 132–33; Palmer and Brown, *The Enneagram Advantage*, 90–99; Riso and Hudson, *Understanding the Enneagram*, 2000, 99, 102–11, 335–36.

Leaders do well to avoid dismissive comments because the Four will dwell upon them as an enormous slight. Finally, it is especially helpful for leaders to demonstrate attentive listening. Fours do not always require others to validate them as right, but they will demand that others hear them.¹⁵⁹

An extroverted and conscientious advisor can help the Five step away from projects that they are overly immersed in. Mentors can encourage Fives to test their ideas even when they want more time to figure it all out. Leaders can help guide Fives through times of procrastination, challenge them to prioritize, and set periodic suspense's to meet project deadlines. For the Five, action brings confidence and breakthrough towards higher levels of performance. Mentors serve well cautioning Fives when they first begin down a path of overthinking. Mentors also can contribute by guiding Fives towards mental frameworks that resonate them and enable disciplined, efficient thought. Leaders can remind the Five that life is about continuous learning. No matter how much research Fives do, there will always be more to learn about a particular topic. Without help and encouragement from others, a Five will find it difficult to improve.¹⁶⁰

When interacting for the first time, leaders can anticipate and help assuage the Sixes natural skepticism. Others scoring higher in openness and conscientiousness may help engender trust and provide structure for the Six. Additionally, coaches should encourage the Six to trust others and then verify. Thinking the best about people first followed by interaction to confirm or deny beliefs is better than assuming the worst. Mentors can encourage the Six with a healthy balance between individual work and networking. This interaction is critical, when the pressure is off, so the Six is comfortable enough to act during times of high stress. Setting an environment that allows Sixes to observe action oriented role-models from afar is especially crucial. With individual time to practice

¹⁵⁹ Riso and Hudson, *Understanding the Enneagram*, 2000, 92, 337–39; Palmer, *The Enneagram in Love & Work*, 115–17, 125–26; Palmer and Brown, *The Enneagram Advantage*, 120–43; Riso and Hudson, *Personality Types*, 136, 172.

¹⁶⁰ Palmer and Brown, *The Enneagram Advantage*, 145–51, 155–63; Palmer, *The Enneagram in Love & Work*, 145–50; Riso and Hudson, *Understanding the Enneagram*, 2000, 339.

skills on their own terms, Sixes improve. Mentors help prepare Sixes for inevitable periods of doubt by establishing predetermined thought drills. Slim best exemplified this by listing out all of his doubts and fears followed by an explicit call to action to move forward.¹⁶¹

When interacting with a Seven, expect them to engage and accept feedback. Others high on the introverted scale may find themselves exhausted in the presence of energetic Sevens and may need extra white space after meetings to recuperate. Additionally, a methodically thinking mentor may grow frustrated with the Sevens' stream of consciousness style. Mentors should help the Seven improve by finding various communicative approaches that resonate better with varied audiences. Others higher on the conscientiousness scale may help the Seven let go of opportunities that are not linked to priority goals. Encourage the Seven to reflect and deliberately choose quality options over distractions. By following up periodically, coaches can keep the Seven's efforts balanced between completing previously initiated projects and pursuing the experimental activities that they most enjoy.¹⁶²

Others scoring high on the conscientiousness scale may help push back against the domineering Eight. Only by holding ground, demonstrating competency, and matching the demeanor of the Eight can others hope to be heard. Breakthrough is possible if advisors keep the conversations focused on the facts of the problem at hand and challenge the Eight's assumptions in a way that does not result in escalation. These trusted advisors may also achieve success by identifying and offering a face-saving solution when the Eight has gone too far, offended peers, or failed to heed good advice. However, if they fail, be prepared to ready the members of the organization for a long haul along whatever path the Eight demands. When the Eight is succeeding, encourage him to act in a

¹⁶¹ Palmer and Brown, *The Enneagram Advantage*, 160, 170, 175–87; Riso and Hudson, *Personality Types*, 241–44.

¹⁶² Riso and Hudson, *Understanding the Enneagram*, 2000, 344–46; Palmer, *The Enneagram in Love & Work*, 176–84, 190–97; Palmer and Brown, *The Enneagram Advantage*, 214–15; Riso and Hudson, *Personality Types*, 296.

way that strengthens connections with peer organizations. Positive relationships will serve the organization well while negative ones will result in score settling from the enemies the Eight's arrogance creates.¹⁶³

When interacting, expect Nines to remain neutral. Leaders can engage Nines directly to ensure they commit to one of the available options when a decision is necessary. Coach the Nine to exert themselves and stay engaged on the task at hand instead of acquiescing or taking the path of least resistance. Others higher on the extroversion scale can help Nines identify their own view points. These mentors can help Nines form their own ideas by asking questions related to the big picture, each side's perspective, and what they think is necessary to avoid. Encouraging leaders can set the best work climate by beginning with a big picture construct, breaking tasks down into clear steps, and keeping Nines focused on the essential points.¹⁶⁴

Psychological models can serve as a lens to guide interaction with others. It is not always comfortable to act in ways that do not come naturally. However, military professionals must behave in the ways that best resonate with other types in an effort to leverage all members of the team and accomplish critical missions. For example, to make positive headway with an Eight, the peace-loving Nine may need to embrace confrontation to get through an impasse. The heady Five may need to communicate frequently, in an original and engaging manner, to keep the interest of Sevens and Fours. However, knowing a person's precise type is less important than recognizing the scripts as they unfold and matching appropriate action to them. This is difficult as personality scripts lack the precision of hard sciences and one can never know the impacts of an action in advance. A critical application of this fact is for the military professional to be comfortable accepting error and

¹⁶³ Palmer and Brown, *The Enneagram Advantage*, 223, 228, 246; Palmer, *The Enneagram in Love & Work*, 213–20; Riso and Hudson, *Understanding the Enneagram*, 2000, 346–48.

¹⁶⁴ Riso and Hudson, *Personality Types*, 375; Palmer and Brown, *The Enneagram Advantage*, 252, 256, 261, 266–69; Palmer, *The Enneagram in Love & Work*, 242; Riso and Hudson, *Understanding the Enneagram*, 2000, 350–51.

deviating accordingly. James Rosenau states in *Thinking Theory Thoroughly* one must “be constantly ready to be proven wrong.”¹⁶⁵ Psychological models provide a way of thinking to bring about action although not perfect action. They can serve as a guide but they are not an exact path telling people precisely what to do.¹⁶⁶ Being wrong and then adjusting iteratively is a necessary part of human interaction. One will rarely get it right on the first try. However, by using many mental frameworks including these psychological models, the military professional increases the likelihood of interacting in ways that resonate best with others.

¹⁶⁵ James N. Rosenau, “Thinking Theory Thoroughly,” *The Scientific Study of Foreign Policy*, 1980, 36.

¹⁶⁶ Clausewitz, *On War*, 141.

Chapter 5: Psychological Models and Military Activities

Each of the types... has an intuitive sense about certain realities... We see some things more clearly than others, understand some things better than others, problem solve certain issues more easily than others, and are more competent in some areas than others. This is not necessarily because we are more intelligent, but may simply be because our paradigm's spotlight enables us to see, grasp, and deal with certain realities more clearly...[o]n the other hand, there are certain events we may not experience very sharply and certain routines we execute with difficulty. Our paradigm does not equip us to deal with certain realities easily and gracefully.

—Jerome Wagner, PhD in *Nine Lenses on the World*

Psychological models can illuminate the military activities that may come more or less naturally for certain personality types. Through the lens of psychological models, people are not defective; some are just prone to enjoy and thrive in certain contexts much more so than others. This perspective can serve the military professional as an important guide. It can alert him to the areas that require more practice as well as those activities that he will naturally gravitate towards possibly at the expense of more pressing concerns. In *Nine Lenses of the World*, Jerome Wagner relates each of the nine Enneagram types to nine paradigms of how a person views the world. As a paradigm, each type has specific skills focused on efficiently solving a narrow range of problems. Outside of this range, problems seem less focused and anomalous.¹⁶⁷ Additionally, the military professional may perform better by considering a situation from another types' point of view or by mimicking their behaviors. This chapter discusses each type's unique skills and how they may align with the behaviors and activities inherent in military operations.

Ones or those that are conscientious and tend to appear extroverted have a natural acuity for quality control, doing things right, and seeing flaws.¹⁶⁸ As such they easily identify solid measures of performance, provide a sound perspective during assessments and speak critically during after action reviews. They are inclined to notice exactly where teams deviated from doctrine during a training

¹⁶⁷ Wagner, *Nine Lenses on the World*, 103–14.

¹⁶⁸ Ibid., 104–11.

exercise. They will often see this deviation as the sole reason for failure and expect others to recognize the need for immediate change. Ones will be less inclined to see that other variables can lead to an operation going awry. Ones are adept at quality assurance and inspections of anything that has a checklist or a standard operating procedure (SOP). From routine equipment layouts, pre-deployment preparation, or final pre-combat checks and inspections, Ones are the detail attuned individuals that ensure everyone conforms to established standards without fail. They are excellent white paper or operations order editors and do well at ensuring briefings align to a unit's established format. Ones especially thrive when preparing for well-structured problems such as gunneries or tasks with detailed training and evaluation outlines (T&EOs). Prior to these events, Ones disseminate information clearly and seem to possess a unique grasp of the philosophy ingrained in mission orders. Orders should contain only the things that a unit needs to know. As stated in FM100-5, orders, "must be adapted to the circumstances under which it will be received and executed."¹⁶⁹ Ones naturally set clear boundaries, delineate responsibilities and prefer simple principles. Tired, exhausted soldiers pressed to act, gain little from abstract theoretical thinking, but much from the clear intent characteristic of a One.

Twos are often agreeable, extroverted, and conscientious. Their paradigm skill set focuses solely on self-less service. Twos naturally intuit the needs of others and adjust to meet those needs accordingly.¹⁷⁰ They thrive at forming teams because they do not care who gets the credit and aim towards a collective good. As natural encouragers and with a habit of always seeing the good in others, Twos are excellent at counseling soldiers through life problems. They become great coaches by noticing each person's professional needs. Twos do not hesitate to tailor training management schedules to actually address those specific needs. Twos gravitate towards the point of personal

¹⁶⁹ Army Doctrine Reference Publication 6-0, *Mission Command* (Washington, DC: Government Printing Office, 2012), 2–4.

¹⁷⁰ Wagner, *Nine Lenses on the World*, 104–11, 218–19.

interaction. They are excellent assistants or senior leader executive officers easily ascertaining the needs of their bosses without being asked. Whether distributing supplies across the battlefield, handing out humanitarian aid during a disaster response mission or feeding troops during training exercises, Twos are at the front side by side with other people. They are adept at sequencing senior leader visits to a unit's battlespace or headquarters in a manner that feels easy and unforced. Additionally, they often thrive during mission execution as they circulate to other units to identify needs and mitigate points of friction.¹⁷¹ Because Twos are always around others and genuinely care, they have a large interpersonal network. Although Twos never burden others with selfish needs, they know who to leverage for the supplies and capabilities necessary to accomplish the organization's mission. Those that support the Two's needs do so willingly and enjoy the opportunity to finally return a favor.

Threes are typically extroverted and conscientious. They thrive at leading others and achieving results. They are naturally skilled at getting a job done, looking good while doing it and persuading others.¹⁷² If charisma is desired to create collaboration and shared understanding, the Three will flourish. They are comfortable adjusting approaches as battlefield circumstances change and adept at using the rapid decision-making process to quickly deviate from a set plan or choose a branch or sequel. They manage phase transitions in an efficient manner relying on well prepared and rehearsed flowcharts and synchronization matrices to guide action. Threes are naturally inclined to multi-task and tend to do well managing multiple functions simultaneously. They effectively synchronize the effects of numerous units and capabilities within the operational environment. Threes enjoy the spotlight. They gravitate towards high-visibility events such as election security, media engagements or public affairs. They are composed and do well during off the cuff interviews as they have a unique knack for matching their demeanor to fit the situation and specific audience. They are

¹⁷¹ Ibid., 104.

¹⁷² Ibid., 259–61.

comfortable managing their professional careers, marketing themselves, and selling the unit's mission. Threes are excellent at crafting a narrative to persuade both subordinates and members of Congress alike about the relevancy of retaining a mission set or the need for additional funds. Threes are good problem solvers and often rise to high positions because they earn a reputation for getting results. They enjoy seeing goals come to fruition and push their units along a path towards incremental progress. However, as others begin to perceive Threes as out for their own success, teams and trust may suffer.

High performing Fours, or those that tend to be open and introverted, are characteristically high on emotional and social intelligence. They sense the patterns and moods of their surroundings and are in tune with where people are coming from, especially those that suffer.¹⁷³ Fours naturally pick up on subtle, unspoken cues from other people. As such, Fours are excellent people to ask how an informational briefing to a visiting senior leader went. They naturally pick up on intent and the backstage meaning behind openly spoken words or policy. Additionally, Fours may connect well with soldiers during counseling and help foster teamwork by ensuring everyone feels heard and those on the fringe are accepted into the team. Adept at relating to people with differences and unique backgrounds, Fours may do well in roles high on coalition partner interaction. Fours may thrive as a military attaché, in a multi-national force headquarters, or performing duties on a country or human terrain team frequently interacting with host nation personnel. They will likely serve well designing and executing Train, Advise, and Assist (TAA) missions because they demonstrate respect and understanding for their multinational counterparts. Fours may also gravitate towards Defense Support of Civil Authorities (DSCA) missions including securing personal property and helping to reduce suffering because they naturally empathize with the plight of others. During military design activities, Fours tend to quickly grasp the underlying themes and patterns that dominate an operational

¹⁷³ Ibid., 296–98.

environment. They are often skilled at developing course of action sketches or unique representations of an operational environment, desired future state and the obstacles in between. As outside of the box type thinkers, Fours may come up with unconventional approaches to address specific problems encountered during Counter-Insurgency Operations (COIN). Additionally, Fours are inclined to communicate compelling often dramatic narratives to keep the attention of an audience. Whether this is the enemy's most dangerous course of action or the latest sustainment plan, Fours tend to exaggerate and get lost in the intensity of the moment. Fours can benefit from rehearsals that help temper their message while still enabling their original and creative expression.¹⁷⁴

Fives are introverted and score at moderate levels of openness. They are conceptual thinkers and enjoy distilling problems to their essential parts.¹⁷⁵ As such, they thrive at long range planning and military strategy forming. Fives have an acuity for synthesis and are adept at developing approaches during the Army Design Methodology (ADM) or creating complete courses of action through the Military Decision Making Process (MDMP). As natural researchers, Fives are also adept at maintaining and revisiting facts and assumptions throughout the mission analysis process. Fives are usually good counselors as they often observe and listen intently for data and information while people speak. Because Fives spend much of their time thinking in solitude, they tolerate what most people view as monotonous. With an overactive mind, Fives are fully stimulated even during routine security patrols or reconnaissance tasks such as screen line or observation post activities. Fives that strive towards mastery may also gravitate towards doctrine writing or technical operations in which they can rise as experts in a particular functional area. Fives are very capable during the understand and visualize phases of the operations process. However, their energy will often diminish during the describe phases as Fives tend to lose patience easily when attempting to explain their views. Fives are also adept at mental visualization and benefit greatly from table flying rehearsals as aviators or chair

¹⁷⁴ Ibid., 103–10.

¹⁷⁵ Ibid., 335–36.

drills as vehicle commanders. Fives in leadership roles must force interaction with others or risk losing credibility from their subordinates. This also helps check the Fives tendency to abruptly announce individually developed plans that tend to leave others blindsided.¹⁷⁶ Fives are typically emotionally detached and intellectualize everything. In some cases, this may serve as a strength during high-stakes decision making in which a level head, unaffected by sentiment, is needed to prevail.¹⁷⁷

Sixes are agreeable and conscientious. They naturally doubt themselves and their environment coping by constantly scanning the world around them for threats. They thrive in emergency situations where they simply have nothing to lose.¹⁷⁸ Sixes spot risk easily but are less inclined to notice the potential for opportunities as well.¹⁷⁹ Always on alert, Sixes gravitate towards contingency planning, disaster preparedness, disease prevention, and analyzing new methods of deterrence. They are excellent red-teamers providing a realistic devil's advocate or enemy perspective. Sixes are strong sounding boards able to counter and poke holes in even the most watertight courses of action. Because they often think about dangers and obstacles, Sixes serve as excellent safety officers developing detailed risk assessments and appropriate controls. During MDMP, Sixes tend to develop sound problem statements and relevant evaluation criteria. They excel during wargaming, and when time is available, they will serve well leading premortem analysis sessions. They can determine how a plan will fail as well as the corresponding criteria to indicate that operations are leading towards an undesirable future state.¹⁸⁰ They have a strong propensity for worst-case future scenario planning and crisis response. Sixes are safety minded and may do well designing base defense plans, establishing

¹⁷⁶ Palmer, *The Enneagram in Love & Work*, 145–50; Riso and Hudson, *Understanding the Enneagram*, 2000, 325, 330–41; Palmer and Brown, *The Enneagram Advantage*, 145–51.

¹⁷⁷ Wagner, *Nine Lenses on the World*, 104–10.

¹⁷⁸ Ibid., 106, 110, 377–79.

¹⁷⁹ Palmer and Brown, *The Enneagram Advantage*, 175–76.

¹⁸⁰ Army Techniques Publication 5-0.1, *Army Design Methodology* (Washington, DC: Government Printing Office, 2015), 6–8.

force protection measures, or conducting engagement area development. Sixes are usually stimulated during the visualize phase of the operations process yet will likely degrade during execution of high tempo operations that feel too overwhelming. Nevertheless, when success seems unlikely, Sixes usually come from behind accept risk, adapt, and achieve.

Sevens are those that are extroverted and characterized by high agreeableness and openness. They have a knack for story-telling and developing novel options. They love to entertain and serve well as masters of ceremony during formal and informal military functions alike. High in optimism, Sevens are comfortable making adjustment decisions even when no suitable branch or sequel exists. Sevens are in their element when rapidly conforming to changing situations on the battlefield, performing off the cuff briefings, or executing free-play training exercises. Receiving new missions are especially exhilarating to the Seven because they open up new opportunities. However, monotonous routine activity will lead them towards depression. Sevens do well with ill-structured problems that require many imaginative approaches to probe the system in a high tempo operating environment. Moving from monotony to high paced action is a welcome relief for Sevens. They gravitate towards quick reaction force type missions or may volunteer to serve in organizations with short notice deployments such as the Global Response Force. With a tendency to accentuate the positive, Sevens make exciting leaders that subordinates want to be around. Sevens enjoy battlefield circulation missions to see everything and make quick decisions so they can rapidly move on to the next thing.¹⁸¹ In contrast to the previous type, Sevens easily envision a desirable future state rather than a negative one. Instead of threats, Sevens see only opportunities and are excellent at determining the points of inflection or indicators of phase transitions. They are comfortable accepting risk, although not always prudent risk. A Seven can benefit by the guidance written in ADRP 6-22 to “avoid inadequate planning and preparation... [and] balance audacity and imagination with risk and uncertainty.”¹⁸² Because Sevens

¹⁸¹ Riso and Hudson, *Personality Types*, 259, 266–72.

¹⁸² Army Doctrine Reference Publication 6-22, *Army Leadership*, 2–5.

enjoy doing many tasks at once and communicating with others, they often gravitate towards team brainstorming and design.¹⁸³ While these adaptive tendencies help Sevens build teams, they may also hinder the Seven's ability to maintain focus during lengthy collaborative sessions.

Eights or those that are less open and more agreeable at higher performing levels easily recognize where power resides in an organization. When there is an absence of control, Eights tend to fill the void rapidly and take charge. As Wagner states, Eights naturally, "understand the art of the deal and how to bring enough pressure to bear to get what they want."¹⁸⁴ As such, they gravitate towards maneuver, fires, and effects type activities. They have a natural acuity for maneuvering to a position of advantage whether on the battlefield or through career competition. They know how to excel in their chosen profession and can help others do the same often serving well as career managers or mentors. In the operational environment, Eights tend toward offensive action and epitomize the characteristics of the offense especially audacity. They prefer to make the first move and seize the initiative with a strong attack rather than wait in the defense. Most alive during action, Eights enjoy issuing tasks and often step in to tailor their own guidance while supervising operations. They are comfortable executing a wide range of activities ranging from tactical operations to approaches that aim at solving ill-structured problems. The pressure inherent in high-stakes decision-making which makes many types weary is exhilarating for the Eight. At the tactical level, Eights intuit when to employ a strike force at the decisive point or when to commit the reserve to harness an opportunity or prevent failure. When at the helm on the world stage, Eights make the type of tough calls men shrink from such as employing nuclear triad options or other world-altering decisions. When in the role of a planner, Eights will tire of endless abstract chatter characteristic of lengthy design exercises. They are more stimulated when involved in modified MDMP or crisis action planning where they can cut out all things extraneous and get straight to the point. As leaders setting out to change an organization,

¹⁸³ Palmer and Brown, *The Enneagram Advantage*, 195–202, 206–16, 220–21.

¹⁸⁴ Wagner, *Nine Lenses on the World*, 106.

Eights will simply create a crisis rather than wait to harness one that forms naturally. They are strong leaders able to carry the day and bring an organization through trying times with sheer force of will.¹⁸⁵

Nines or those that are introverted and agreeable, naturally smooth over tensions to find points of agreement and impartially represent all sides of a conflict.¹⁸⁶ They are often selected to serve as investigations officers during commander's inquiries or liability investigations. As Observer, Coach, Trainers (OCTs), Nines are helpful and determine a unit's level of proficiency fairly. They tend to take the shape of their organization and assume its roles without pushing back. Although they are capable of many activities correlated to the other types, Nines do not require heightened levels of energy or wide-eyed enthusiasm like the Seven. If competition or cutting edge performance is common in the Nine's organization, then they will adjust as necessary. However, Nines are not opposed to routine activity and generally go with the flow. They tend towards a more relaxed pace and perform well at administrative jobs, routine logistics functions, or heavy lift and transportation operations. Nines do not mind slower tempos inherent in certain activities such as range scheduling, motor pool management, or port activities. Unlike Eights, the Nine does not require immediate breakthrough when facing an impasse. They are comfortable with stalemate situations or slow, steady progress. As such, they become calm leaders that others love to work for. Nines allow others to grow through self-discovered learning rather than force and coercion. Others look to Nines to bring about unity of effort. As leaders of a multi-national formation, Nines patiently merge the disparate groups into a cohesive unit capable of unified action. They work best through coherent systems and work to create the same in the organizations that they lead. Once established, these can help guide the unit for years to come. Nines will reconcile varying views and take the time necessary to create buy-in. With a steadfast demeanor, Nines put in the required effort to build teams and develop trust while simultaneously creating shared understanding among subordinates.

¹⁸⁵ Ibid., 104–10.

¹⁸⁶ Ibid., 106, 492.

Identifying the military activities that a professional is more or less adept at is helpful to illuminate areas for practice and improvement. However, it is not enough to see one's weaknesses from a new perspective alone. Purposeful, deliberate action is necessary to overcome problem tendencies or weak areas. In *Educating the Reflective Practitioner*, Donald Schön writes about teaching students how to think and concludes with, "it is not enough, however for students and coaches to have these competencies, they must choose to exercise them."¹⁸⁷ In this case, psychological models fall short of providing the necessary stimulus or crisis to force change. They bring the professional up to the edge of a path towards change, but one must choose to exercise the first steps towards improvement by choosing to practice the activities that one is inclined to perform.

¹⁸⁷ Donald A. Schön, *Educating the Reflective Practitioner: Toward a New Design for Teaching and Learning in the Professions* (San Francisco, CA: Jossey-Bass, 1987), 118.

Conclusion

Theory exists so that one need not start afresh each time sorting out the material and plowing through it, but will find it ready to hand and in good. It is meant to educate the mind of the future commander, or, more accurately, to guide him in his self-education, not to accompany him to the battlefield...

—Carl Von Clausewitz, in *On War*

People tend to misuse or misunderstand psychological models presenting them in such a way that leaves a person with either too little information or false hopes as to what they can actually provide. People tend to either discard psychological frameworks, unable to perceive any practical value, or see them as a means to predict the future. However, when used in a responsible way, the military professional may find new and interesting points of view. Because people are always changing, it is necessary to have various perspectives to help us understand ourselves, others, and how to interact. Old ways may not always be as effective and new frameworks can yield different insights altogether.

The practical applications are numerous, yet the military professional must use psychological models in a responsible way. Military professionals must ask of psychological models no more than what they are actually capable of delivering. Psychological models can provide a framework to increase self-awareness, improve one's understanding of others, and guide how one interacts with others. Additionally, these models can illuminate the military activities that each personality type may especially enjoy or dislike.

The Five-Factor Model and the Enneagram system are two models that show positive trends in scientific credibility, yet are rarely used in the military. Ultimately, the Five Factor Model is best suited to increase the military professional's self-awareness by illuminating her natural disposition across five broad categories of openness, conscientiousness, extroversion, agreeableness, and neuroticism. The FFM is more concise and useful for a quick understanding of the self for a person new to psychological models. The Enneagram's rich narrative provides a coherent image of nine

different typologies and how they each typically behave, feel, and think across various levels of health.

As with anything, these tools have limits. As archetypes, there is no one person that fits any of these exactly. However, they are a useful starting point to guide interaction. Psychological models are not the only framework or variable necessary to live and interact with the world. They cannot possibly be expected to explain everything, yet they do provide a different lens to see ourselves and others. Additionally, the FFM and the Enneagram are written for a wide range of audiences to include students, clergy, and business professionals. Many of these behaviors can apply to a military audience, but none of the literature is written with the warfighter in mind. More research is needed to validate the correlations proposed in chapter five and tailor the Enneagram system into an easy to use and military-friendly model.

Finally, these psychological models alone cannot provide the necessary stimulus or sense of urgency needed to change one's thinking. Ultimately, the individual must apply discipline and practice to behave differently. The leaders of the United States require military professionals to conduct a broad range of actions, so improvement in areas that come less natural to one's particular type is essential. The Enneagram and FFM, at their best, can only serve to guide an individual along a chosen path. Each individual must test, probe, and refine these models throughout the course of daily interaction in the complex world of people.

Bibliography

- “American Psychological Association, Personality.” Accessed October 23, 2016.
<http://www.apa.org/topics/personality/index.aspx>.
- Aristotle. “Nicomachean Ethics.” *The Internet Classics Archive*. Accessed November 8, 2016.
<http://classics.mit.edu/Aristotle/nicomachaen.2.ii.html>.
- Army Doctrine Reference Publication 6-0, Mission Command*. Washington, DC: Government Printing Office, 2012.
- Army Doctrine Reference Publication 6-22, Army Leadership*. Washington, DC: Government Printing Office, 2012.
- Army Techniques Publication 5-0.1, Army Design Methodology*. Washington, DC: Government Printing Office, 2015.
- Atkinson, Rick. *An Army at Dawn: The War in North Africa, 1942 - 1943*. New York: Holt Paperbacks, 2003.
- . *The Day of Battle: The War in Sicily and Italy, 1943 - 1944*. Vol. 2. New York: Holt, 2007.
- Ballard, Michael B. *Vicksburg: The Campaign That Opened the Mississippi*. Chapel Hill: University of North Carolina Press, 2004.
- Bernt, Frank. “Review of the Wagner Enneagram Personality Style Scales.” *Buros 15th Mental Measurements Yearbook*, Lincoln, NE: Buros Institute of Mental Measurements, 2003.
- Briggs, S.R. “Assessing the Five-Factor Model of Personality Description.” *Journal of Personality* 60, no. 2 (June 1992): 253–93.
- Cain, Susan. *Quiet: The Power of Introverts in a World That Can’t Stop Talking*. New York: Broadway Paperbacks, 2013.
- Clausewitz, Carl von. *On War*. Edited by Michael Eliot Howard and Peter Paret. Princeton, NJ: Princeton University Press, 1989.
- Costa, Paul T., and Thomas A. Widiger, eds. *Personality Disorders and the Five-Factor Model of Personality*. 1st ed. Washington, DC: American Psychological Association, 1994.
- Cronbach, Lee, and Paul E. Meehl. “Construct Validity in Psychological Tests.” *Psychological Bulletin* 52, no. 4 (July 1955): 251–302.
- Delvo, Mary Kay. “The Enneagram as a Facilitator of Self-Awareness in Emerging Leader Programs.” University of Minnesota, 2015.
- Dickson, D.H., and I.W. Kelly. “The ‘Barnum Effect’ in Personality Assessment: A Review of the Literature.” *Psychological Reports*, no. 57 (1985): 367–82.
- Digman, John M. “Personality Structure: Emergence of the Five-Factor Model.” Annual Review. University of Hawaii, Department of Psychology, n.d.
- Drasgow, Fritz, Stephen Stark, Oleksandr S. Chernyshenko, Christopher D. Nye, Charles L. Hulin, and Leonard A. White. “Technical Report 1311, Development of the Tailored Adaptive Personality Assessment System (TAPAS) to Support Army Selection and Classification Decisions.” United States Army Research Institute for the Behavioral and Social Sciences: Drasgow Consulting Group; US Army Research Institute, August 1, 2012.

- Fallesson, Jon, and Tyler Freeman. "Self-Development Guide: Leader Identity and Self-Awareness." Fort Leavenworth, KS: The Center for Army Leadership, n.d.
- Forer, B.R. "The Fallacy of Personal Validation: A Classroom Demonstration of Gullibility." *Journal of Abnormal and Social Psychology* 44, no. 1 (January 1949): 118–23.
- Frank, Richard B. *Guadalcanal: The Definitive Account of the Landmark Battle*. Reprinted. New York: Penguin Books, 1992.
- Freedman, Lawrence. *Strategy: A History*. Oxford ; New York: Oxford University Press, 2013.
- Freud, Sigmund. *The Ego and the Id*. London: Hogarth Press Ltd., 1927.
- Gaddis, John Lewis. *The Landscape of History: How Historians Map the Past*. Oxford, NY: Oxford Univ. Press, 2004.
- Garcia, Ellen. *Human Personality: The Five Factor Trait Theory*. Munich: GRIN Verlag GmbH, 2014.
- Garren, Lauren. "Correlation Among the Army Officer Combat Identifier, Personality, and Career Satisfaction." Master's Thesis, Army Command and General Staff College, 2005.
- Gat, Azar. *A History of Military Thought: From the Enlightenment to the Cold War*. Oxford ; New York: Oxford University Press, 2001.
- Gerras, Stephen J., and Leonard Wong. "Moving Beyond the MBTI, the Big Five and Leader Development." *Military Review*, March 1, 2016.
- Gharajedaghi, Jamshid. *Systems Thinking: Managing Chaos and Complexity: A Platform for Designing Business Architecture*. 2nd ed. Amsterdam ; Boston: Elsevier, 2006.
- Gladwell, Malcolm. "Personality Plus." *Gladwell.com*. Accessed August 22, 2016. <http://gladwell.com/personality-plus>.
- Grabau, Warren. *Ninety-Eight Days: A Geographer's View of the Vicksburg Campaign*. 1st ed. Knoxville: University of Tennessee Press, 2000.
- Haberstam, David. *The Coldest Winter: America and the Korean War*. New York, NY: Hyperion, 2007.
- Hatch, Mary Jo. *Organization Theory: Modern, Symbolic, and Postmodern Perspectives*. 2nd ed. Oxford ; New York: Oxford University Press, 2006.
- Horney, Karen. *Our Inner Conflicts: A Constructive Theory of Neurosis*. New York: W.W. Norton, 1966.
- Jervis, Robert. *System Effects: Complexity in Political and Social Life*. Princeton, NJ: Princeton University Press, 1999.
- Jomini, Henri Antoine. *The Art of War*. Translated by G.H. Mendell and W.P. Craighill. Philadelphia: J.B. Lippencott & Co., 1862.
- Jung, Carl G. *Psychological Types*. New York: Routledge, 1971.
- Kolb, David A. *Experiential Learning: Experience as the Source of Learning and Development*. Pearson Education, 2014.
- Kunz, Diane B. *The Economic Diplomacy of the Suez Crisis*. Chapel Hill: University of North Carolina Press, 2011.

- Maslow, Abraham H. "A Theory of Human Motivation." Accessed November 9, 2016.
<http://psychclassics.yorku.ca/Maslow/motivation.htm>.
- McCrae, Robert R., and Paul T. Costa. *Personality in Adulthood: A Five-Factor Theory Perspective*. 2nd ed. New York: Guilford Press, 2003.
- McCrae, Robert R., and Oliver P. John. "An Introduction to the Five-Factor Model and Its Applications." *Journal of Personality* 60, no. 2 (n.d.).
- Millen, Raymond. "Eisenhower and US Grand Strategy." *Parameters* 44, no. 2 (Summer 2014): 35–47.
- Musselwhite, Chris. "Discovery Learning." Accessed September 11, 2016.
<https://www.discoverylearning.com/team/chris-musselwhite/>.
- . "Self Awareness and the Effective Leader." Accessed September 12, 2016.
<http://www.inc.com/resources/leadership/articles/20071001/musselwhite.html>.
- Newgent, Rebecca A, Patricia Parr, and Newman Isadore. "The Enneagram: Trends in Validation." Information Analysis (070). Fayetteville: The University of Arkansas, 2002. Accessed on October 14, 2016. <http://files.eric.ed.gov/fulltext/ED468827.pdf>.
- Palmer, Helen. *The Enneagram in Love & Work: Understanding Your Intimate & Business Relationships*. 1st ed. San Francisco: HarperSanFrancisco, 1995.
- Palmer, Helen, and Paul B. Brown. *The Enneagram Advantage: Putting the 9 Personality Types to Work in the Office*. 1st ed. New York: Harmony Books, 1998.
- Palmer, R.R. "Frederick the Great, Guibert, Bulow: From Dynastic to National War." In *Makers of Modern Strategy: From Machiavelli to the Nuclear Age*, edited by Peter Paret, Gordon Alexander Craig, and Felix Gilbert, 91–119. Princeton, NJ: Princeton University Press, 1986.
- Pearlman, Michael. *Truman & MacArthur: Policy, Politics, and the Hunger for Honor and Renown*. Indianapolis: Indiana University Press, 2008.
- "Rebecca Newgent - Counselor Education - Western Illinois University." Accessed October 4, 2016.
http://www.wiu.edu/coehs/qc/cned/faculty_and_staff/newgent.php.
- Rielly, Bob. "Defeat From Victory: Korea 1950." L208: Decision Making, L200: Art of Command. US Army Command and General Staff College, September 2015.
- Riso, Don Richard, and Russ Hudson. *Personality Types: Using the Enneagram for Self-Discovery*. Rev. ed. Boston: Houghton Mifflin, 1996.
- . *Understanding the Enneagram: The Practical Guide to Personality Types*. Rev. ed. Boston: Houghton Mifflin, 2000.
- . *Understanding the Enneagram: The Practical Guide to Personality Types*. Rev. ed. Boston: Houghton Mifflin, 2000.
- Rosenau, James N. "Thinking Theory Thoroughly." *The Scientific Study of Foreign Policy*, 1980.
- Russel, Earl D. "Relationship Between Army Officer Personality Type, Combat Identifier, Leadership Style, and Career Satisfaction." Master's Thesis, Army Command and General Staff College, 2011.
- Sara Ann, Scott. "An Analysis of the Validity of the Enneagram." Dissertation/ Thesis, The College of William and Mary, 2011.

- Schön, Donald A. *Educating the Reflective Practitioner: Toward a New Design for Teaching and Learning in the Professions*. San Francisco, CA: Jossey-Bass, 1987.
- Senge, Peter M. *The Fifth Discipline: The Art and Practice of the Learning Organization*. Rev. and updated. New York: Doubleday/Currency, 2006.
- Sheftick, Gary. "Army Considering Major Changes for Recruiting." Accessed September 27, 2016. <http://www.army.mil/article/136850>.
- Slim, William Joseph Slim. *Defeat into Victory: Battling Japan in Burma and India, 1942-1945*. 1st ed. New York: Cooper Square Press : Distributed by National Book Network, 2000.
- Stoler, Mark A. *George C. Marshall: Soldier-Statesman of the American Century*. Boston: Twayne Publishers, 1989.
- Swain, Richard M. "Filling the Void: The Operational Art and the U.S. Army." In *Operational Art: Developments in the Theories of War*, edited by B.J.B McKercher and Michael Hennessey. Westport, CT: Praeger, 1996.
- "Test Reliability – Psychometric Tests." Accessed October 4, 2016. <http://www.psychometrictest.org.uk/test-reliability/>.
- "Test Validity – Psychometric Tests." Accessed October 4, 2016. <http://www.psychometrictest.org.uk/validity/>.
- "Testing." Accessed December 16, 2016. <http://www enneagram spectrum.com/testing/>.
- Training and Doctrine Pamphlet 525-3-7, The U.S. Army Human Dimension Concept*. Washington, DC: Government Printing Office, 2014.
- Vergun, David. "Personality Test Helps Ensure Civilians Are Compatible for Army Life." Accessed September 27, 2016. http://www.army.mil/article/148691/Personality_test_helps_ensure_civilians_are_compatible_for_Army_life.
- Wagner, Jerome P. *The Enneagram Spectrum of Personality Styles: An Introductory Guide*. Portland, OR: Metamorphous Press, 1996.
- Wagner, Jerome Peter. *Nine Lenses on the World: The Enneagram Perspective*. Evanston, IL: NineLens Press, 2010.
- Wiggins, Jerry S., ed. *The Five-Factor Model of Personality: Theoretical Perspectives*. New York: Guilford Press, 1996.
- Williams, Dianna Lea. "Frequencies of Myers Briggs Type Indicator (MBTI) among Military Leaders." *Journal of Leadership Studies* 5, no. 3 (June 22, 1998): 50.