

INTRODUCTION

In a verdant valley rich with orchards and layered with olive terraces, watched over by the Traumontana Mountains, I sat still for months while I wrote this book. I was caught by the muse and at the same time touched, disturbed, and inspired by an unfolding multitude of world events that often had catastrophic consequences. As I sat cradled in the Sóller Valley, *InsideOut* took shape.

The book has been a labor of love, passion, and purpose. Walking through the olive terraces, I wondered, “Where is the intersection of my experience, gifts, and passion—the thread or theme that brings together work I’ve done, my special abilities, and the things I love to do most?” One word surfaced: *leadership*.

People say we have “a crisis of leadership,” but I believe it is a world spiritual crisis and a crisis of courage.

It takes courage to act decisively in the face of the ambiguous and the unknown; to go against prevailing group-think, cultural conditioning; to transform systems that are broken; and to look within and ask, “How do I contribute to and perpetuate problems we face?” It takes courage to examine deeply held beliefs.

The lemon on the cover, while not obvious at first, is a metaphor for inner alchemy. Like making lemonade out of lemons, you will transform what may seem like inner obstacles into gifts that you offer to the world. We need leaders who bring out the juice, tart though it may be. Most of us recognize people who are juicy in the way that lemons are. We describe them as vibrant, awake, aware, full of life. People pucker their lips, blink in surprise, feel their energy.

This book is an invitation to squeeze that lemon with courage and bring out your tart, vibrant best in the interest of your family, your organization, and your society.

THE CHALLENGES THAT LEADERS FACE TODAY

We live in a complex and fast-changing world. The globalization of markets and people, bound together by social networking, 24/7 news, low-cost air travel, and speedy Internet connectivity, has accel-

erated in recent years. Our global interdependence means we share concerns about financial markets, leaking nuclear plants in Japan, volcanoes that erupt in Iceland, floods in Australia, earthquakes in Haiti, revolutions in the Middle East, and disappearing polar icecaps.

Globalization has made us financially and ethically interdependent, and culture clash is on the rise. When a global company based in the United States does business in Russia, China, Brazil, and Indonesia, whose ethics and business standards prevail? Can Germany and France impose their culture on Greece? When a product is deemed unsafe in the home country, is it ethical to sell it in another country without safety standards? How do we find our inner compass—the courage and the will to speak and act with integrity?

Many of us work on cross-cultural and international teams, get to know team members rapidly in a virtual online environment, and work collaboratively without ever physically being in the same room. Relationships span time zones, generations, and cultures.

Leadership values and behavior affect large numbers of people who need to align with one another. Organizations today maintain extensive, interconnected employee networks. A leader's success depends on developing, managing, and maintaining relationships inside and outside of the organization.

Those who were once trusted public figures—government leaders, sports stars, corporate CEOs—have lost public confidence in recent years. Cynicism escalates with every ethical breach, war, economic crisis, and environmental crisis. When trust is gone, what is left?

Each of us has to look to ourselves. Although we may have little control over events, this is no time to say “I can’t”—as my grandparents would have asserted. We can take control of our own behavior and the way we lead our organizations and our lives.

HOW CAN *INSIDEOUT* HELP YOU TO SUCCESSFULLY LEAD IN TODAY'S WORLD?

Faced with ambiguity, rapid shifts, and unpredictable occurrences, do you ever ask yourself, “Where is my solid ground?” *InsideOut* suggests that it is *inside* of you. The more solid you are, the more con-

confidence you'll have in your ability to weather storms and adapt to change with agility.

Most of us focus our attention outward and neglect our inner life. We think that change is *out there*. Instead of tuning in to the language of our head, heart, and gut, we are busy looking outside, ahead, and down.

We rearrange our organization's structures—shift from centralized to decentralized, hierarchical to matrix, business units to in-country organizations. We downsize and rightsize. We think other people need fixing. "If they would just [fill in the blank], we'd be able to successfully execute the strategy."

Solving problems is important. But if learning is to persist, managers and employees must also look inward. They need to reflect critically on their own behavior, identify the ways they often inadvertently contribute to the organization's problems, and then change how they act.³

If you didn't have the power and authority of your position, would people want to work with you or follow you? Do you engage others in your vision and mobilize them to implement a strategy? Do you bring out the best in others and inspire them to high levels of achievement? These are some of the questions that the best leaders ask.

In order to engage and mobilize others, we need *engaged leadership*. There is a call for more thoughtful, empathic, sophisticated, and wise leadership—leaders who are willing to think differently. They ask different questions of themselves, of their colleagues, and of their organizations. They listen deeply to answers and explore multiple perspectives.

Robert Cooper conveyed it best when he wrote:

Human greatness cannot be bought or controlled. It can only be invited. By example and through genuine inspiration and compelling influence, exceptional leaders help ordinary people accomplish extraordinary results. To do this, they must develop and apply an energizing, authentic level

of intelligence and bring it to everything they do, combining the perceptions and impressions of the gut, heart, and mind.⁴

InsideOut uses the Enneagram to shine light on your natural strengths, your challenges, and the mostly subterranean habits of mind and motivations that drive you and others. *InsideOut* turns theory into practice with examples. You won't get a boilerplate set of instructions to build leadership skills. Instead, you'll learn how to find your own instructions and next steps. This book will guide you to change the way you see and think.

Good business is built on a healthy relationship with yourself and stronger relationships with others. When you bring out your best, you evoke that in others. Squeeze that lemon!



AN INSIDEOUT LEADER'S STORY

Woven throughout this book is the story of a client who used the Enneagram to deal with significant challenges he faced in his new executive role. We'll get to know a character named Lars and learn about his company, New Horizon Health (NHH). We'll follow Lars's leadership journey and learn how the Enneagram helped him to understand how he created his own problems, and how he found his strengths.

Lars's story is not unique. As a consultant and coach, I have worked with numerous leaders in

many organizations and witnessed similar stories play out time and again. While the character's name and the name of his organization are fictional, the fundamentals are true.

With each successive chapter, you'll learn more about Lars's challenges, the problems he created for himself and his team, how he managed to resolve some of them, and what he learned.

➔ Lars's story starts on p. 43

CHAPTER 1:

THE LEADERSHIP JOURNEY

Imagine for a moment that you are traveling around the world on a boat, and you have no navigation or sonar system. Often we can see what is immediately in front of us and navigate the exigencies of the moment. If we hit an iceberg or some other object beneath the surface, it's because we didn't see it or anticipate it; we have no way to know what is lurking there. We take on water, bail, and try to patch things up in order to keep moving forward.

This is how most of us live, day to day. The conscious mind deals with the immediate demands of daily life, and the subconscious mind, below the waterline, determines our course. We just do what we do and keep moving forward, or turn off our engines and drift.

What if you could install a navigation and sonar system? You would have to invest time to learn how to use it and to practice navigation skills. What would you gain? Your gains might include insight into where to go and how to get there, the ability to spot and avoid obstacles, and the ability to take passengers on a voyage and give them a feeling of safety. You would know how to chart an expedient route, and you wouldn't be operating in the dark—as much. You could choose your destinations, and—sometimes—you could see trouble ahead, stop drifting, and consciously choose a different route.

I believe she was swept along on a tide, like most of us. There you are, diligently swimming a straight line, minding the form of your strokes, when you look up and see, always a shock, that currents you can't even feel have pulled you off course.

—Julia Glass, *I See You Everywhere*⁵

LEADING FROM THE INSIDEOUT



What lies behind us and what
lies before us are tiny matters
compared to what lies within us.

—Henry Stanley Haskins, *Meditations in Wall Street* (1940)⁶

The subconscious mind, where our habits, patterns, and beliefs reside, directs the course of our lives, and most of us are unaware that this is happening. To transform as leaders and to transform our organizations require that we examine our core beliefs—both individual and collective. If not, we simply make iterative changes, and that won't be enough to succeed in today's globalized economy.

The Enneagram gives you the possibility to transform the way you show up as a leader. Inner change leads to outer change—when your inner world transforms, an opening is created for extraordinary shifts to occur in your outer world. When you *lead from the InsideOut*, you have the ability to be responsive and flexible enough to act in the moment. Your words and actions are aligned. You take responsibility for creating your life and for leading with integrity and passion.

InsideOut is a reminder that we are not distinct from the outside world. It is part of us and we are part of it. What we enact in our outer world inevitably affects us, and vice versa.

InsideOut will decode the Enneagram for you and open the door to a more intimate relationship with yourself. It will help you to drop your defenses and allow the best of you to emerge—to be the leader that others trust and someone they are inspired to follow. When you work with the Enneagram, it could just give you that extra edge you've been looking for to take your leadership to the next level.

Life is not going back to “normal.” Since the economic crisis that began in 2008, many have been waiting. Normal is not coming. It's up to each of us to change—to transform our inner selves and our systems. We have a choice and we have a chance. This is a time for courage. As Gandhi said, “Be the change you want to see.” I'll add to that: Be the change you want to *lead*.



PERHAPS *INSIDEOUT* IS
THE BOOK THAT WILL
CRACK YOUR WORLD-
VIEW WIDE OPEN.

EXEMPLAR: RAY C. ANDERSON

I don't know if Ray C. Anderson knew about the Enneagram, but nonetheless he was willing to examine his worldview and make radical changes in his life and his business. Anderson was chairman and chief executive of the world's largest carpet-tile manufacturer when he read a book that described people like him as thieves and plunderers of the planet. He said that reading it was a "spear in the chest experience." He saw the author's point. He even wept. Then he set out to change things. He changed his beliefs, transformed his definition of success, and transformed his business.

According to his obituary in the *New York Times*, "Starting in the early 1970s, Mr. Anderson built a company based in Atlanta, Interface Inc., into a \$1.1 billion a year concern manufacturing carpet, fabric and upholstery used in offices and commercial buildings." Anderson "re-invented his worldwide factory operation to reduce its environmental impact and became one of the nation's most effective corporate advocates for environmental sustainability. ... 'What started out as the right thing to do quickly became the smart thing,' he told a business group in Toronto in 2005. 'Cost savings from eliminating waste alone have been \$262 million.'"⁶

TO START

Your first step on the path is to find your Enneagram Type. Chapter 6, “The Sorting Process,” will walk you through a carefully designed process to identify your Enneagram Type. The *Enneagram Typing Cards*, along with *InsideOut*, will allow you to see all nine Types at once, move the cards around to understand different patterns and constellations, and refer to a condensed description and explanation for each Type. As you become familiar with the Enneagram, you will start to see yourself more clearly. You may notice that you have been drifting—going along with things as they are, rather than making needed change—and you may begin to identify shifts that you want to make.

InsideOut is a hybrid: part reference book, part workbook, part journal. Type-related questions and practices are designed to help you work with the special challenges for your Enneagram Type. In the journal section, you will explore your life thus far and build ideas for new chapters.

The Enneagram is a map and a compass for the most important journey of your life. The journey of each of us includes timing, pace, and destiny. No one can tell you exactly how to get where you’re going or how long it will take, but a trusted guide—a coach or another professional—can hold the mirror for you to see yourself clearly. A competent guide will often ask questions you may not think of or may be unwilling to ask yourself.

This book was designed with leaders, managers, coaches, consultants, and counselors in mind. It is also meant for anyone who wants to live more fully, with joy, love, strength, courage, and success.

Approach this book as you would approach a journal or workbook. Tap into it when you need to explore your thoughts and feelings; when you have a question or a revelation, or you need some insight into a situation at work or at home.

Enjoy the learning process, and use the Enneagram as though you were spiraling inward. As you take each turn, a place where you have been before will look and feel different, and you’ll feel different. Your connection to self and others will deepen over time as you learn to shift, rather than drift, toward a resourceful and harmonious life, and to lead from your best self. Many good wishes as you embark on your journey.