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Evaluation Of Leadership Styles Of Management Leaders Using Enneagram Framework

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	Abstract:
	Leadership is one of the processes which bring the responsibilities and collective environment in the organizations. Especially in Small and Medium Enterprises(SMEs), where the interaction between leaders of management and staff should be dynamic and better workforce retention is possible through effective leadership. Studies revealed leaders possess various forms of leadership styles. In the present study, Enneagraam framework is applied to assess the leadership styles of the leaders, i.e., management who leads the SMEs from select geographical locations. The study is descriptive oriented and provide the interrelationship between leadership traits and the mean score of leaders on the basis of Enneagram framework.
CC License CC-BY-NC-SA 4.0	*Key words: Dimensions, Enneagram, Personality Styles, SMEs, Traits*

1. Conceptual Overview of Leadership

Leadership is the process of influencing the behavior of others to work willingly and enthusiastically for achieving predetermined goals. According to Tennenbaum "Leadership is the interpersonal influence exercised in a situation and directed through the communication process, towards the attainment of a specified goal or goals".

Report of Center for Creative Leadership has mentioned the 6 broad aspects of skills needed for a leader. According to the report, the leaders should prepare to be masters in acquiring the 6 characteristics. The characteristics mentioned in the report are social astuteness, the ability to network, creating thinking, sincerity, managing the groups, and interpersonal influence. The report further specified that the leaders possessing the behavioral flexibility through these 6 political skill practices can make them effective leaders. Leadership is termed as a process which integrates group, determines the effects of leaders through his personality. Leadership is further regarded as power relation and exercising of influence for the achievement of goals. Leadership is often differentiated among the leaders due to the type of initiation, act, or behavior of the leaders.

A leader is someone who has followers who work under his leadership (Drucker P). The leader will have the capacity to translate the vision set for the party into reality (Bennis W). Roosevelt F.D. has opined that the political leader's commitment towards public rely on the efficiency of leader who can largely influence and ensure the public realizes their goals. The leader's role will be empowering others through effective leadership qualities (Bill Gates) and the leadership strongly influences the vision of the party and the leader is a dealer of hope(Napolean). Wayne Paines has described the leader as someone who has the ability to comprehend one's own feelings and works accordingly.

According to the definition specified in Business Dictionary (2015), the leadership involves creating a vision and sharing the vision to others to be followed and further sharing the knowledge and information to others in order to ensure that they realize the vision. Kruse(2013) has defined leadership as " a process of influencing the society to increase the efforts of the followers for the realization of goals. The leadership definition given by Kruse more specifically focused on social influence. Price Water Coopers Report(PWC Report) on Leadership focalized on ADAPT framework to describe the six paradoxes of effective leadership. The ADAPT is the abbreviation that focused on five important dimensions ("Asymmetry, Disruption, Age, Polarisation and Trust").

2. Study on Enneagram Framework

Enneagram is considered as one of the powerful evaluation system helps to determine the personality on the basis of select dimensions. The Enneagram focuses on nine select types of Personality traits. Each of the traits have its own strength followed by weakness, focus to grow and opportunity to excel. The Enneagram framework reveals to compare the leadership style of the leaders who may be from corporate, politics, groups etc. The Enneagram framework focuses on evaluation of self actualization based on higher levels of performance as a leaders. The Enneagram framework is presented in the following figure.

Figure-1: Enneagram Framework Dimensions.

The Enneagram framework is also called as Diamond Framework. Each of the corner of diamond represent a type of leadership style. These dimensions are also referred as Wings. Each wing has close relation with opposite to the other dimension and adjacent to other dimension. Through applying Enneagram test, the leadership styles can be evaluated with key focus on interrelationship with each of the wings or dimensions. Here, the nine wings can be further grouped into three corners and these represent the form of "Inner Triangle form". These three corners represented in Inner Triangle form represent similarity in the behavior styles.

According to the Enneagram framework, the characteristics of a person can be sub-divided into 9 types. Characteristics under each Enneagram style will overlap with some common sub characteristics. These are explained in Table-1

Table-1: Enneagram Framework

Type	Enneagram Type	Sub Characteristics
Type-I	The Reformer	Also a creative individualist, investigator/thinker and is enthusiast/adventurer
Type-II	The Giver/ Helper	Also a creative individualist, investigator/thinker and a challenger
Type-III	The Achiever	Is a also a loyalist/Security seeker and a peace maker
Type-IV	The Individualist	Is also a reformer, investigator and enthusiast
Type-V	The Investigator	Is also a helper, creative individualist and a challenger
Type-VI	The Loyalist	Is also an achiever and a peace maker

Type-VII	The Enthusiast	Is also a Reformer, creative individualist and investigator/thinker
Type-VIII	The Challenger	Is also a Helper, creative individualist and investigator/thinker
Type-IX	The Peace maker	Also an Achiever and Loyalist/Security Seeker

Source: Enneagram Institute Report, New York, USA.

3. Literature Review

A brief summary of the existing studies on leadership in general and in particular to leadership traits are presented here.

Wall and Knights(2013) have performed a global study to assess the development needs of leaders in India. The authors have compared the leaders in India with other leaders and specifically focused on commonalities. Drescher(2014) have the opinion that, the leadership implies the critical structure of shared qualities and also involve the distribution of responsibilities pertaining to the group members. Shah K and Todi M(2014) have studied the leadership skills and qualities of Mahatma Gandhi. Further, the study presented the implications of the leadership skills of Gandhi to today's management. The author has studied the leadership qualities of Gandhi with 4E's.

Petroff R (2015) has conducted a study to analyze the leadership traits of adaptability related to the effectiveness of leadership. The author has further compared the relationship between leadership effectiveness and leadership traits for public and private sectors. In his study, the author has opined that the traits related to leadership effectiveness are significantly differing for various sectors. The author has compared the results of his survey with the "Denison Leadership Development Survey".

Bhattacharyya and Vijayraghavan(2016) have studied the consequences of lack of effective leadership. The authors have observed that lack of leadership will result in the demotivated performance of the workforce. further, the authors have conducted a survey to assess the leadership and noticed that 46 percent of the workforce were observed to be more stressed with less motivation due to lack of effective leadership. The authors have further noticed that most of the leadership styles in these cases are commanding and pace-setting altogether creating problems to the workforce.

Meena R et al.(2017) have made an attempt to identify the factors influencing the success of women in leadership positions and further, the view of women's preparation for political leadership is studied. The study concluded that the contribution of women towards political leaders is invisible due to social circumstances that have restricted them.

Choudhary S.K.(2018) has compared the party system prevailed in Israel and India and the shift from "predominance to pluralism" is narrated in the study. The study further highlighted the impact of democracy, the governance been implemented in the two countries and society's influence on parliamentary nations. The study further highlighted social diversity, parliamentary democracy prevailed in the two countries. Bakshi P(2018) has mentioned transpersonal leadership development through 3 important stages. According to the view of the author, in the first phase, the leadership development is restricted by rational thinking, most of the time ego-based, and leadership style will be usual to other forms of leadership. Vaishnav M and Hintson(2019) have presented the principles that emerged in the Electoral system of India. The authors have reviewed the existing electoral orders in India and presented the basic principles pertaining to the third-party system. Das T(2019) in his extensive study on regionalism has concentrated on emergence and growth of regional parties in North East India. The study specifically focused on Naga People's Front party and its emergence as a regional party.

Nicholas P de Cruz(2019) in his study has explained that the leadership empowers and promotes the exchange of knowledge among the group members and further motivate the individuals to effectively to perform the responsibilities. Author has further narrated the leader as an influence of the group. Akanksha(2019) in his study has presented the leadership qualities that suit contemporary India. In the paper, the author has presented the necessary qualities of an effective leader involved in politics. Geisler J(2020) has presented the qualities of a leader in the pandemic situation that prevailed in the world. The expectations that leaders should possess to make the people lead confidence are realistic in approach, being optimistic and truthful in approach, being empathetic and transparent in decision-making.

Cloete D(2022) study focused on the leadership styles with special narration about the Enneagram framework. The study revealed that the abilities of leaders can be extensively analyzed through Enneagram framework. The study further focused on development of tool for measuring the leadership style on the basis of 9 styles of leadership mentioned in Enneagram. The study further stated about the importance of leadership and the core strength of Enneagram framework in assessing the leadership style.

Literature clearly reveal that there is no adequate study that has been conducted to evaluate the leadership using Ennagram framework. The research paper emphasizes on this gap.

4. Objectives and Methodology

The study aimed to present detailed analysis on the following objectives.
1. To study the Personality styles and method of evaluation of Leadership using Enneagram framework.
2. To examine the leadership styles of leaders of SMEs functioning in select regions.
3. To determine the interrelationship between nine styles of leadership.
4. To ascertain the mean score of various leadership styles under Enneagram.

The study is based on primary and secondary sources of data. Leaders perception on leadership styles using Enneagram is obtained through structured questionnaire surveyed on 400 respondents. The sample respondents are the leaders, i.e., persons leading the SMEs functioning in select urban regions in Telangana State. Method of evaluation is Ennagram score framework, mean analysis and ANOVA.

5.Analysis on Comparing Leadership Styles Using Enneagram Framework

Enneagram considered as a model reveals human psyche which is primarily taught and understood as a 'topology of nine inter-dependent and connected personality styles. The present proposed research study analyses the nine styles influencing the leaders of select SMEs. The following Nine Leadership Styles are extracted from the Enneagram Frame work, the identified styles are specified and demonstrated in below table

Table-2: Personality Styles

S.NO	Personality Style
1	Achiever
2	Challenger
3	Enthusiast
4	Giver
5	Individualist
6	Investigator
7	Peacemaker
8	Perfectionist
9	Skeptic

Source: Enneagram Institute Report, New York, USA.

The above are the Nine different forms of Personality and styles tested for select leaders of Leaders of select SMEs. Each Enneagram model test considered and evaluated the scores of Leaders of select SMEs based on the opinions given by the leaders of different SMEs.

6. Analysis on Gender Classification of Leaders

The gender wise classification of leaders of select Leaders of select SMEs, it is confirmed that, the total of responded Leaders of select SMEs are equivalent fifty from them 76% are males and remaining 24% are from females.Age classification clarifies that the maximum leaders aged between the years 41 – 50 followed by 51 – 60 age class interval. Data located in above confirmed maximum leaders experience is crossed more than 20 years this class category occupied almost fifty percent of overall sample. The minimal is obtained for first group i.e., Less than five years is equivalent to 4% on overall size of sample.

7.Discussion on Enneagram Score of Select Leaders of SMEs:

The present part of this analyses leadership styles of leaders considered for this study, based on the information provided by the sample observations i.e., leaders of regional party's Enneagram scores are evaluated and list out the percent of score for nine leadership styles. For analyzing the scores of Enneagram frame work, the scores are categorized into three different groups. The Three groups are classified as High, Medium and Low.

The group 'High' represent Enneagram score "76 and above", Medium is "51 to 75" and low represent score "0 to 50".

Perfectionist: The table-3 illustrate Enneagram score characteristics of Leadership Style Perfectionist, it is clarifying that low category is recorded as 11 and 20 Medium and 19 High the highest percent is achieved for High category i.e., 40% of select leaders are scored high ranking Perfectionist score in Enneagram framework.

Table-3: Classification of Leadership Traits

Classification of Perfectionist				
SI.No.	**Category**	**Frequency**	**%**	**Cumulative %**
1	Low	88	22.0	22.0
2	Medium	160	40.0	62.0
3	High	152	38.0	100.0
Classification of Giver				
SI.No.	**Category**	**Frequency**	**%**	**Cumulative %**
1	Low	64	16.0	16.0
2	Medium	152	38.0	54.0
3	High	184	46.0	100.0
Classification of Achiever				
SI.No.	**Category**	**Frequency**	**%**	**Cumulative %**
1	Low	72	18.0	18.0
2	Medium	144	36.0	54.0
3	High	184	46.0	100.0
Classification of Individualist				
SI.No.	**Category**	**Frequency**	**%**	**Cumulative %**
1	Low	80	20.0	20.0
2	Medium	144	36.0	56.0
3	High	176	44.0	100.0
Classification of Investigator				
SI.No.	**Category**	**Frequency**	**%**	**Cumulative %**
1	Low	64	16.0	16.0
2	Medium	176	44.0	60.0
3	High	160	40.0	100.0
Classification of Skeptic				
SI.No.	**Category**	**Frequency**	**%**	**Cumulative %**
1	Low	80	20.0	20.0
2	Medium	152	38.0	58.0
3	High	168	42.0	100.0
Classification of Investigator				
SI.No.	**Category**	**Frequency**	**%**	**Cumulative %**
1	Low	80	20.0	20.0
2	Medium	160	40.0	60.0
3	High	160	40.0	100.0
Classification of Enthusiast				
SI.No.	**Category**	**Frequency**	**%**	**Cumulative %**
1	Low	80	20.0	20.0
2	Medium	160	40.0	60.0
3	High	160	40.0	100.0
Classification of Challenger				
SI.No.	**Category**	**Frequency**	**%**	**Cumulative %**
1	Low	88	22.0	22.0
2	Medium	156	34.0	56.0
3	High	176	44.0	100.0
Classification of Peacemaker				
SI.No.	**Category**	**Frequency**	**%**	**Cumulative %**
1	Low	112	26.0	26.0
2	Medium	152	38.0	64.0
3	High	144	36.0	100.0

Source: Prepared from Field Study results

Giver: The table demonstrates score characteristics of Leadership styles, for Giver the highest percent 46% is achieved by High Category and lowest is found for Low category with 16%. This signs the respondent considered for analysis are scored high grades based on Enneagram frame work integrating to leadership style of "Giver".

Achiever: The above table 5.76 furnish the details of scores relevant to style 'Achiever', The above justify the maximum is attained for category of High with the frequency 23 and the lowest 9 recorded for low category.

Individualist: The above explains the score classification of style Individualist, it is notified from the table the low percent 20% is recorded for Low class interval and 44% scored high enneagram score.

Investigator: The investigator characteristic table demonstrated that the total of 8 members recorded low score, 22 are medium and remaining 20 are attained high enneagram scores. The proximity is observed between categories medium and high.

Skeptic: It is confirmed from the above presentation 21 leaders i.e., 42% achieved high score followed by the medium 19 i.e., 38% and Low 10 i.e., 10%. The high and medium ranks contribute overall of 80%.

Challenger: The above table demonstrates the "medium and high" class categories are attained equal scores on enneagram framework. These two groups are constituted 40% each on overall sample and low category is obtained 20%.

Challenger: The data presented in above table identified a chronological score sequence is extracted from the class categories low to high with respective frequencies 11, 17 and 22. A remarkable percent i.e., 22% is attained by Low category.

Peacemaker: The table 5.82 values explain the score characteristics of enneagram frame work for the leadership style of 'Peacemaker'. It is notified that the sequence extracted from the above for categories low, medium and high are 13, 19 and 18. The majority leaders scored medium score integrating to leadership style of 'Peacemaker'.

8. Interco relation between Leadership Styles among the leaders of select SMEs

The data presented in table-4 show the correlation among nine different styles of leaders identified under enneagram framework, the diagonal of table states each element is perfectly correlates to itself. It is confirmed that the style Perfectionist is positively correlated and remarkable at five percent level. The maximum correlated factor with the perfectionist 0.783 with giver. The "Giver" is positively correlated and significant with other elements stated in table. The lower correlation of giver 0.369 is linked to the factor 'Peacemaker'

Leadership style attained positive correlation with the other styles identified in enneagram frame, all factors are significant to the element peacemaker.

Low correlation 0.066 is obtained between Achiever and challenger the significant value '0.651' of 2 – tailed i.e., at five percent critical level states these two are dependent on each other. Further low correlations are extracted with the factor Challenger to individualist and investigators, these two are not significant at one percent critical level with 'Challenger'

Minimal correlations are obtained for 'Peacemaker' to Giver, Individualist, Skeptic and challenger these styles are not remarkable to Peacemaker at one percent critical level.

Table-4: Correlation table of leadership styles

		S1	S2	S3	S4	S5	S6	S7	S8	S9
S1	R value	1	.783**	.555**	.418**	.524**	.392**	.578**	.548**	.514**
	p-val		.000	.000	.003	.000	.005	.000	.000	.000
S2	R value		1	.543**	.590**	.519**	.352*	.624**	.552**	.369**
	p-val			.000	.000	.000	.012	.000	.000	.008
S3	R value			1	.617**	.589**	.421**	.399**	.066	.533**
	p-val				.000	.000	.002	.004	.651	.000
S4	R value				1	.633**	.532**	.511**	.280*	.430**
	p-val					.000	.000	.000	.049	.002
S5	R value					1	.499**	.513**	.302*	.499**
	p-val						.000	.000	.033	.000
S6	R value						1	.452**	.493**	.437**
	p-val							.001	.000	.002
S7	R value							1	.642**	.513**

		S1	S2	S3	S4	S5	S6	S7	S8	S9
	p-val								.000	.000
S8	R value								1	.291*
	p-val									.040
S9	R value									1
	p-val									
	N									400

Source: Prepared from Field Study results

Note: **Leadership:**

Style-1: Perfectionist; Style-2: Giver;Style-3: Achiever;Style-4: Individualist;Style-5: Investigator; Style-:Skeptic;Style-7: Enthusiast;Style-8: Challenger;Style-9:Peacemaker
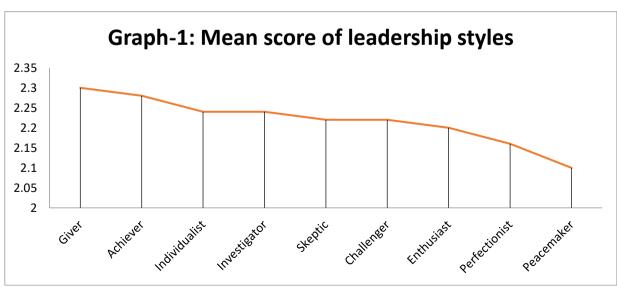
9. Mean Analysis on Enneagram Scores

Table-5: Mean Scores of Enneagram

Leadership Style	Mean	Std. Deviation	Rank
Giver	2.30	.735	1
Achiever	2.28	.757	2
Individualist	2.24	.771	3
Investigator	2.24	.716	4
Skeptic	2.22	.764	5
Challenger	2.22	.790	6
Enthusiast	2.20	.756	7
Perfectionist	2.16	.766	8
Peacemaker	2.10	.789	9

Source: Prepared from Field Study results

Analysis: The mean and standard deviations values of leadership styles are presented in table 5.41, the score sheet above determine that the highest mean is achieved by the style of 'Giver' the next is followed by 'Achiever'. The similar mean scores are attained by the two pairs of styles "Individualist and Investigator" and "Skeptic and Challenger" with respective means are 2.24 and 2.22. The least score is achieved by the factor 'Peacemaker' with the mean value of 2.10.

The occurrence of highest standard deviation 0.789is extracted for leadership style 'Peacemaker' and lowest 0.735 is obtained to the leadership style 'Giver'. This illustrated as per the opinions collected select leaders described themselves majority of them are possess the skills of Giver and least is for Peacemaker.

Source: Prepared from Field Study results

The above graph depicts the mean scores of enneagram framework, it is confirmed the maximum is achieved by the 'Giver' and Least is identified as 'Peacemaker'. The close association of mean observed for pairs "Individualist-Investigator' and "Skeptic-Challenger". The least correlated factor with giver is

Conclusions:

The following are the findings noticed from the data analysis made based on Enneagram Frame Work for Leaders of select SMEs on a sample size of 400 respondents.

1. The Nine Different Leadership Styles tested using Enneagram frame work are Perfectionist, Giver, Achiever, Investigator, Individualist, Enthusiast, Skeptic, Peacemaker and Challenger.
2. Enneagram frame work analysis identified 76% leaders responded are males and remaining 24% are females.
3. It is observed from the Enneagram analysis 36% leaders are aged between 41 – 50 years followed by the aged groups 51 – 60 and 31 – 40 years with respective percentages 24% and 20%.
4. The Leadership team members from management of SMEs are considered in study noticed most of them participated in political related activities at the very young age and actively involved in student movements at university level.
5. The field survey remarked very few leaders are belonging to age group between 18 – 30 and 61 and above years the percent attains for these two class categories are 12% and 8% respectively.
6. It is found from evaluation of Enneagram analysis majority of the leaders are possessing more than twenty years of experience in politics, very few leaders are holding less than five years of experience.
7. The score card of "Enneagram Frame-work" specifies for Leadership style 'Perfectionist' 11 leaders are scored low and Medium 20 and 19 are attains High Score.
8. The Enneagram Analysis on selected leaders determine the leadership style "Perfectionist" positively correlated to reaming styles observed in enneagram study. The high correlation i.e., 0.783 is extracted between the styles perfectionist and giver, it states the qualities observed in leadership styles in perfectionist are similar to qualities observed in leadership style giver.
9. The low correlation is extracted between Achiever and Challenger the notified correlation of value is 0.066 and the value of significance between these two are 0.651 this can be proclaimed as there is no different in styles between Achiever and Challenger of said regional party political leaders.
10. The extreme mean i.e., 2.30 value is extracted for the leadership style in Enneagram frame-work is "Giver" and followed by the leadership style Achiever with the mean value of 2.28, These specified the leaders selected for study are scored high positivity for style Giver and followed by the leadership style Achiever.
11. The low mean average scores are observed for the leadership styles Enthusiast, Perfectionist and Peacemaker with respective mean values of 2.20, 2.16 and 2.10.
12. The Enneagram Personality test reveal that the leadership style "perfectionist" specifies the qualities responsible and serious minded i.e., a leader who is perfectionist will take responsibility for all of his actions and he put serious efforts to achieve the set targets.
13. The leader who is a "Giver" holding the qualities of kindness and approachable and acted as an excellent team player, He always keep smile with his eyes.
14. The qualities extracted from the style of Achiever is He always look charismatic and makes good impression in first look and always keep his efforts on improving system.
15. The leader who is an Individualist look artistic in nature and holds the strong sense of Identity these kind of leaders are passionate about 'Self-Expression'.
16. The qualities attained by the Personality style individual is "Appear lost in thoughts simply they look like an absent minded" they set clear boundary between friends, family and their work.
17. The qualities found in Enneagram work for the Leadership style "Skeptic" is this style of leader acted as excellent team-player with good communication skills and well organized and managed.
18. The qualities noticed in "Enthusiast" style of leaders are They look straight forward, ignore fear and easily reframe negative emotions into positive ones. They always coming up with new ideas and initiating others to accomplish the task.
19. The styles extracted from the leadership style "Challenger" are They look energetic and deterministic in nature. Serious about objectives designed, stubborn and headstrong these qualities spoiled relations in group activism.
20. The qualities absorbed by the leadership style "Peacemaker" they look calm and possess the ability to defuse conflicts with active participation and ease they massive circle of acquaintances, their gestures resemble slow movements.

21. The study on leadership styles based Enneagram styles reveal the select regional party's leadership addressing the issues differently according to their manifesto presented before public.

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