# Enneagram Approach for Intelligent Agile Integration

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*Abstract*— **Agile integration is a practice used to stabilize the process in software development by reducing the number of cycles and encourages simplicity in code releases. The Enneagram approach is a methodology which can help distributed teams improve and establish faster Agile integration. It helps to create a personal profile containing habitual patterns and behavioral relations.**

Keywords— *Enneagram, agile integration, distributed integration.*

## I. INTRODUCTION

To develop a successful business nowadays is often connected to the ability to adopt to rapid changes and environmental shifts [3]. The cycles that are provided by the business to adopt to the needed change are getting shorter and shorter. Interesting indicators to assess the effectiveness of IT project management are given in [1]. Making strategic decisions is critical to the future of all organizations. Each organization tries to increase its competitiveness on the basis of internal factors [8]. One of these factors for IT organizations is the method by which they create the IT product.

Application programming interfaces (APIs), containers and distributed integration are agile capabilities used for gaining competitive advantage inside the organization. This capabilities are all part of the agile integration architectural framework.

Enneagram is a methodology used to make team-focused projects more efficient by creating profiles of people based on various of factors. It is being used to group people based on numerous skills in order to assign them to the most suitable role within the project analyzing the psychological and technical profile of people.

## II. THE ENNEAGRAM OF PERSONALITY

The Enneagram of Personality can be applied in variety of fields such as: business, education. The main purpose of it is to group and acknowledge personality features in certain context.

An Enneagram pattern is used to represent variety of Enneatypes. An enneatype is personality description or archetypal form which is psychologically connected into a system [5]. It indicates a number of ways in which nine principal ego-archetypal forms, or types of human personality, called Enneatypes, are psychologically connected. The representation of them includes the following enneatypes:

1. Perfectionist, Reformer
2. Helper, Giver
3. Performer, Producer, Achiever
4. Tragic Romantic, Individualist, Connoisseur
5. Observer, Investigator, Sage
6. Devil's Advocate, Loyalist, Troubleshooter, Guardian
7. Epicure, Enthusiast, Visionary, Dreamer, Generalist
8. Boss, Top Dog, Challenger, Confronter
9. Mediator, Peacemaker, Preservationist

The Enneatypes topographies are pattern-based portion of reactions, emotion and responses. They correspond to a distinctive and habitual pattern of thinking and emotions rendering 144 paired statements used to determine the persons enneatypes according to Riso-Hudson Enneagram Type Indicator (RHETI) test [4]. A Model of Social Transformation is shown in fig. 1.
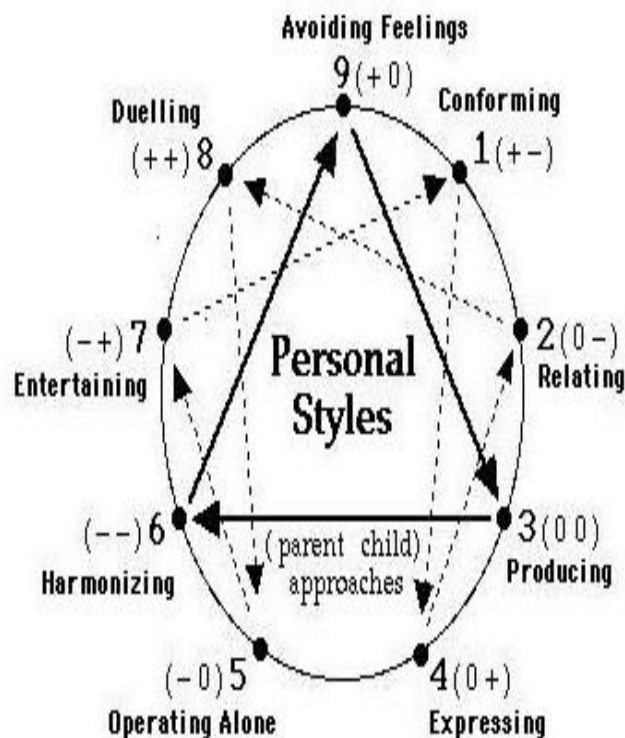


Fig.1. A model of social transformation [9]

The aim of using Enneeargamic methodology is to establish a collaborative environment in which the collaboration between the members is in a high level. The main goal is to achieve significant results by simply signing the most suitable person to a role which will be most beneficial to a project. Most of the Enneeargamic methodology users identify the 9 stages circle only applicable as a model of personality types. But the Enneagram approach like all the best universal models spreads equally well across disciplines overcoming all boundaries. We can use this so called 9-Stage Model [9] to study the life-cycle of projects, information flows, execution of services and processes. Thus, it is so appropriate for exploration of social or organizational conversions, even for those processes of digital transformation of the organizations.

## III. MYERS-BRIGGS TYPE INDICATOR

The Myers-Briggs Type Indicator (MBTI) is an alternative to the Enneagram methodology which gains information based on the way the person is thinking. In this model the information is being processed and taken from Sensing and Intuition and the decisions are being made by Thinking or Feeling. Unlike the Enneagram the MBTI is more focused on the positive situations. It is an extended version of the Jung's model, developed by Meyers & Briggs [5]. It can work very well in conjunction with the Enneagram methodologies.

## IV. USING THE PROCESS ENNEAGRAM TO UNDERSTAND ORGANIZATIONS AS LIVING SYSTEMS

Most modern organizations can be taken as living systems which run variety of complex processes. Almost any organization uses a system of complex processes which is following certain patterns in order to increase productivity. Developing such systems of patterns and processes is quite complex since the interaction between the participants in this system are non-linear and can't be predicted.

And enneagram approach of an organization can be established by viewing the organization in nine different perspectives:

0. Identity - this is the starting point answering fundamental questions for identification. When the first cycle is completed, this point converts to p. 9.

1. Intention – revealing the aims and future potential.

2. Issues – figuring out the problems and issues facing them.

3. Relationship – featuring the interrelations and networks with the environment.

4. Principles and Standards – dealing with the behavioral philosophies, rules and ethics.

5. Work – description of the actual work.

6. Information – describing the manner of creating and handling Information.

7. Learning – unfolding the learning progressions and potential.

8. Structure and Context - describing the type of the organizational structure (vertical or horizontal hierarchy - deeper or flatter). Describing the competitors and

suppliers analyzing and contextualizing the surrounding environment of existing and working.

9. The New Identity - how has the Identity changed (expanded and grown by achieving new knowledge and skills) when moving through the cycle.

## V. THE WEB OF CONNECTIONS

The Web of connections is a system which consists of connections which can operate in a specific system and are with different priorities [7]. It is similar to the human's nervous system. The connections are sequential and are based on the inner patterns and processes within the system.
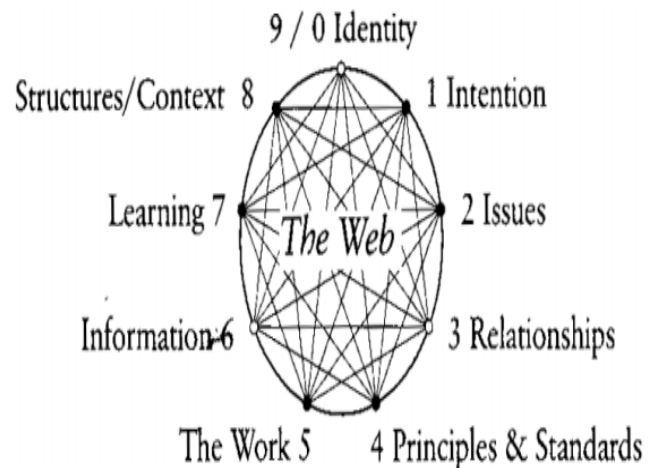


Fig.2. The Web of connections [7]

## VI. THE MACHINE VS LIVING SYSTEM ARCHITYPE

The machine architype is based on the idea that the majority of managerial figures in the organizations desire capabilities which are not applicable to a living person, but mostly suitable for a machine. Such capabilities are: stability, reliability, predictability.

The constant desire of managerial figures for achieving the described capabilities in organizations usually leads to uncertainty. In most cases the managerial figure is vague and unclear about who they really are which is related to the Identity and what they're trying to do relating to the Intention. Continuing in this manner The Command-Control process at the first layer is accomplished as shown in fig.3.
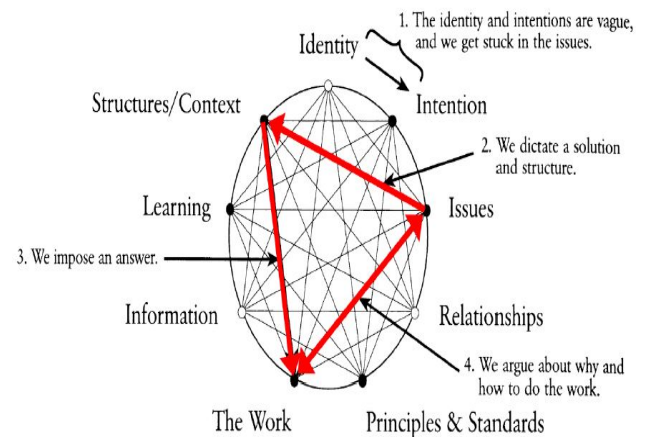


Fig.3.The Command-Control process at the first layer [7]

At the next level natural continuity of the living process is provided in fig. 4. The layer "cake" of simultaneous processes in the living systems including the third self-organization layer are shown in fig. 5.
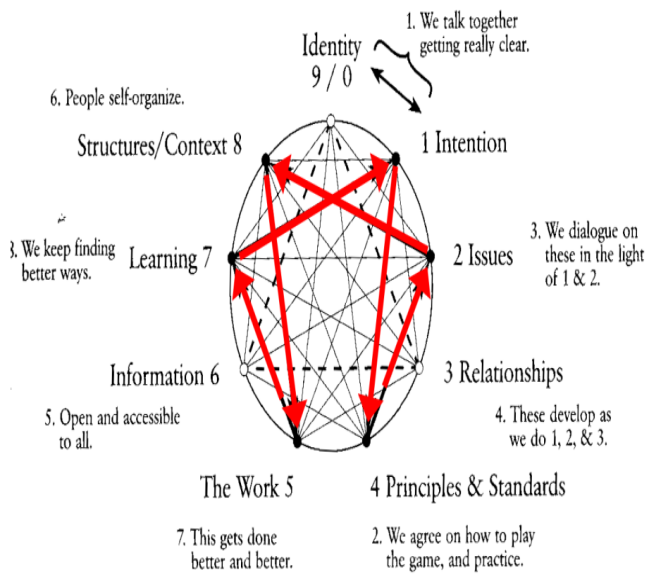


Fig.4. The living process consequence at the second level [7]

In most cases the managerial figures are obsessed by accomplishing their certain agenda and are not taking in mind the situation in which the other participants of the organization are being put into. By being pushed usually reacts to decrease of people's productivity, which leads to enormous incoherence and waste in the organization and is a source of much of the stress that people experience.
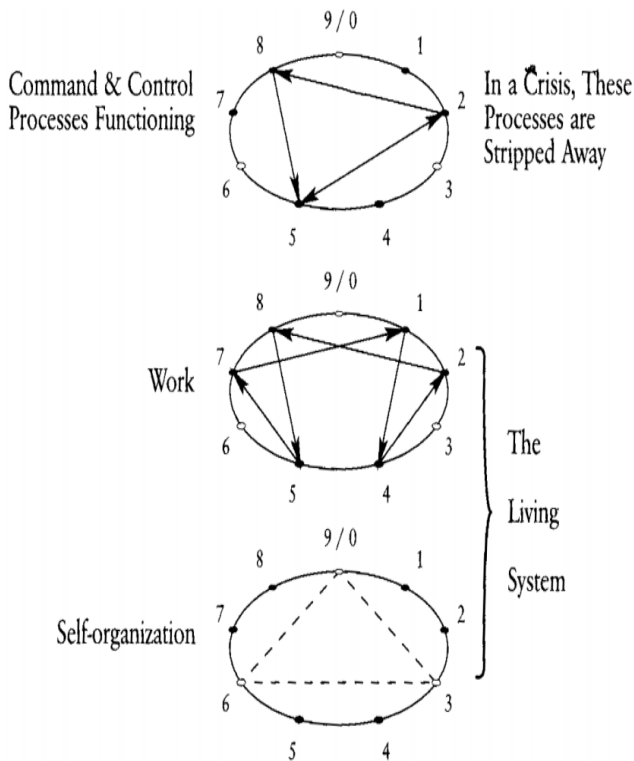


Fig.5. The layer "cake" of simultaneous processes in the living systems [7]

In genuine practice, key and operational refinements become obscured due to their unending communication in the turbulent world where we live. Multicomplexity nature of the contemporary processes tells us that the old methods for strategic forecasting failure because of these complex interactions. Our aim has to be a dynamic, vigorous balance of strategic and operational management based on self-organizing patterns. In this manner, the organization remains alive, vibrant and far from equilibrium with robustness and inspiration sparkling out.

## VII. AGILE INTEGRATION

An architectural framework known as Agile integration consists of three beneficial capabilities: containers, distributed integration, and application programming interfaces [10]. To remain relevant, organizations need the aptitude to plan and implement fluctuations to their systems quickly. There are the following three main technology pillars to agile integration:

1. *Distributed integration* - using enterprise integration forms to integrate data and systems. They are divided into small, team-driven integrations that are strictly distributed.

2. *Internal API management* - generating a reusable set of interfaces with instructions for the interaction of the applications.

3. *Containers* - allowing integration projects to be closely affiliated with DevOps approaches [2].

The main features of the pillars are distributed in fig. 6. You can see that each pillar is responsible for different important characteristics like flexibility, reusability, scalability. And they altogether provide the agile integration itself. The third pillar requires orchestration. Each container denotes a single service or application, comparable with a microservice which embodies a single, discrete functionality. In a microservices architecture, there can be lots of separate services. That is why the facility to orchestrate instances and perform progressive government responsibilities is crucial for the container environment to be effective.
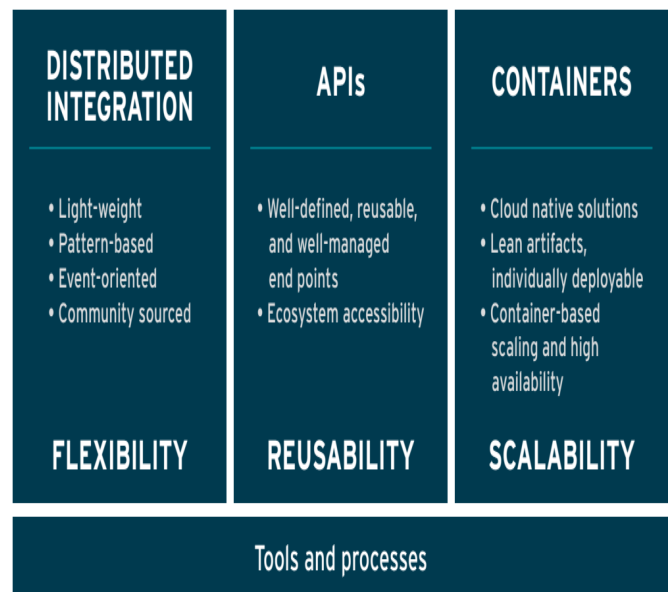


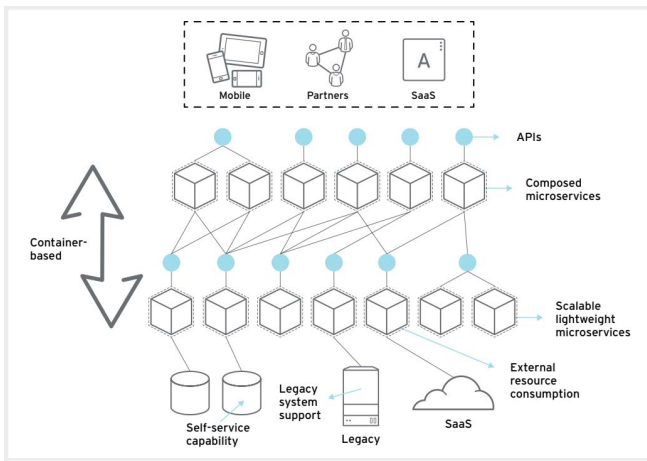Fig.6. The three main pillars of agile integration [10]

Fig.7. An agile infrastructure design with the three pillars represented [10]

## VIII. BENEFITS OF ENNEAGRAM APPROACH FOR INTELLIGENT AGILE INTEGRATION

Enneagram approach can be a tool used to help the distributed teams to define and deploy integration patterns in order to increase agility. The intelligent communication between those teams can be improved defining the team's perspectives.

By defining the team members perspectives, the team can be well outlined and the collaboration between different teams can be more effective. This will lead to better managed API and better understanding of the environment of the deployed containers.

Similar studies obtained using generalized networks are shown in [11, 12].

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