



GROWTH GUIDE

# BUILDING A

Using the Enneagram to find Purpose, Healing  
and Success in Relationships

# BETTER YOU

D. DARRELL GRIFFIN

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**| D. DARRELL GRIFFIN**



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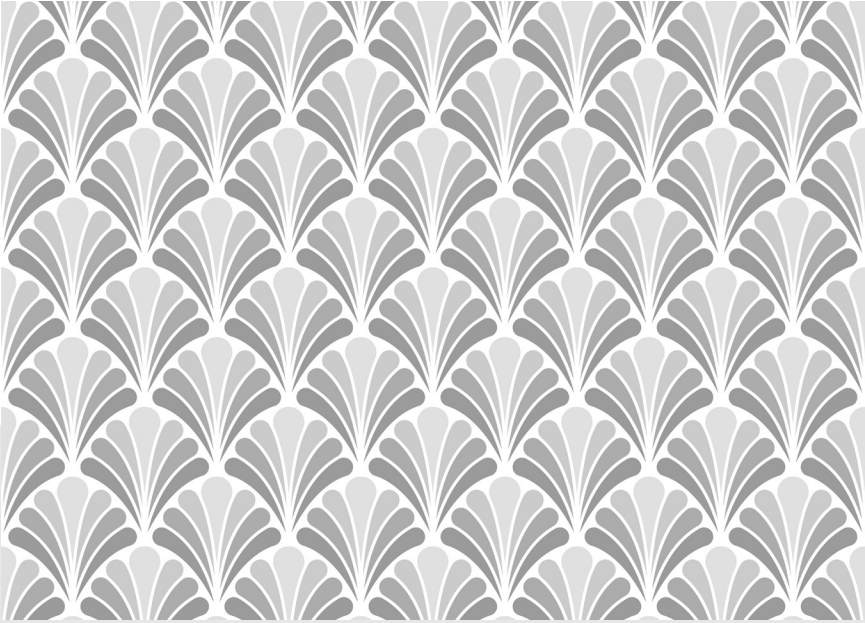
PART 1

# BUILDING A BETTER **YOU**

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## SECTION 1

# WHAT IS THE ENNEAGRAM?



*The nine-point prism of human experience serves as a means of enabling its students to achieve self-mastery and self-acceptance. The Enneagram rewards diligence in achieving healthy personal and professional relationships.*



## READING TIME

As you read Section 1: “What is the Enneagram?” in *Building a Better You*, review, reflect on, and respond to the text by answering the following questions.

### REVIEW, REFLECT, AND RESPOND:

How would you describe the Enneagram to someone else?

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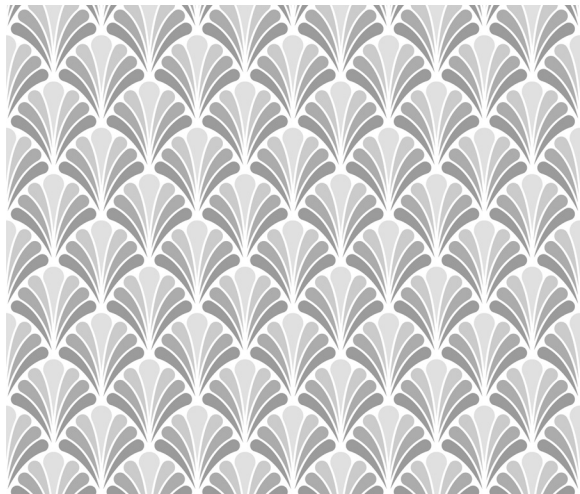
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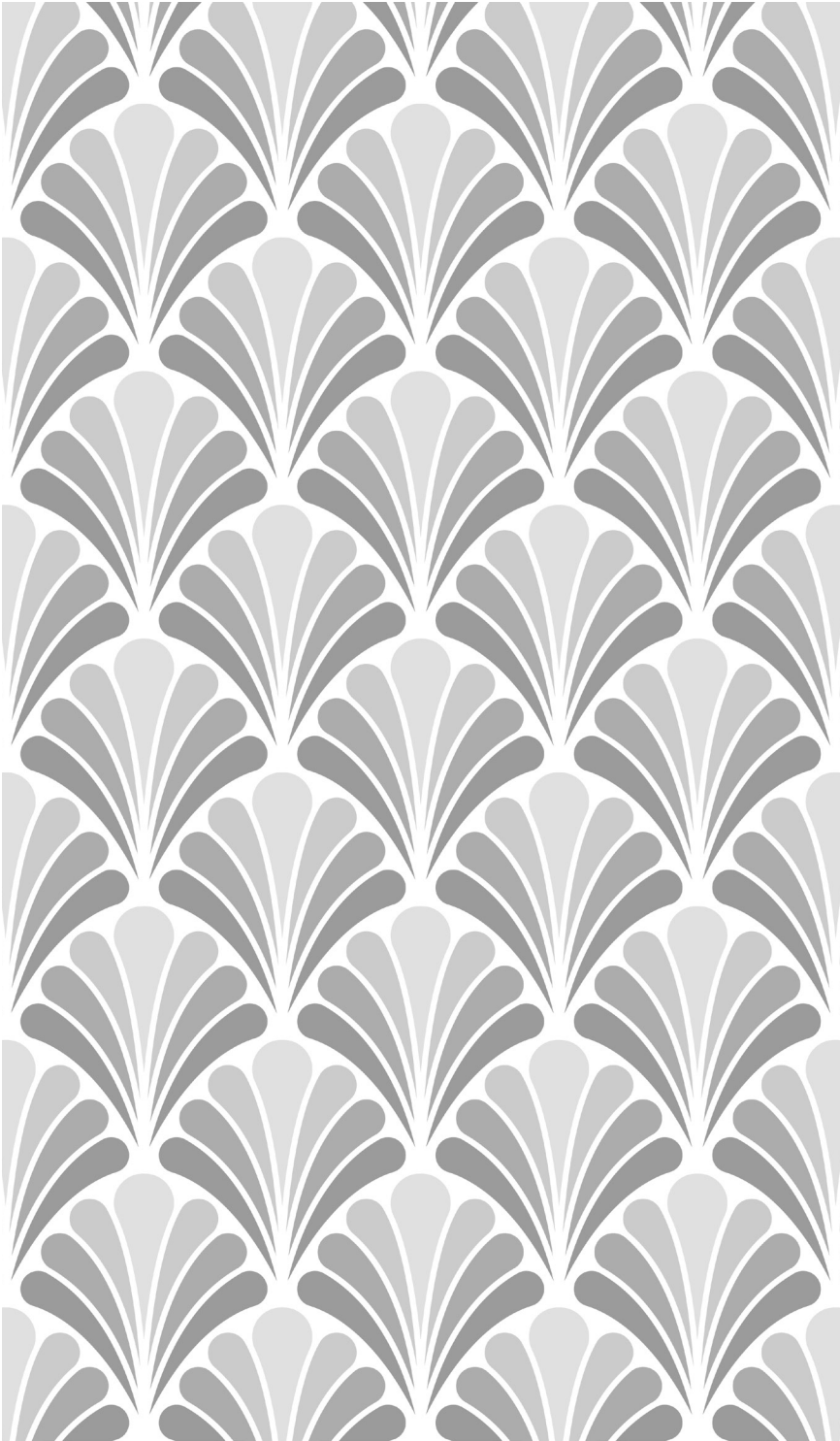
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How well do you think you know yourself? On what do you base your judgment?

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If the Enneagram explains why we act, think, and feel the way we do, how does this help us see and accept ourselves as God does?

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Why is a thorough understanding of your personality style so critical for leadership success?

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# REFLECT ON

Ephesians 4:22-23 (NIV):

*You were taught, with regard to your former way of life, to put off your old self, which is being corrupted by its deceitful desires; to be made new in the attitude of your minds.*

## CONSIDER EPHESIANS 4:22-23, AND ANSWER THE FOLLOWING QUESTIONS:

How are you able to clearly decipher your “old” self from the “new?”

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How do you cope with the internal struggle of abandoning your former way of living?

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What does it mean to you to have a new attitude of the mind?

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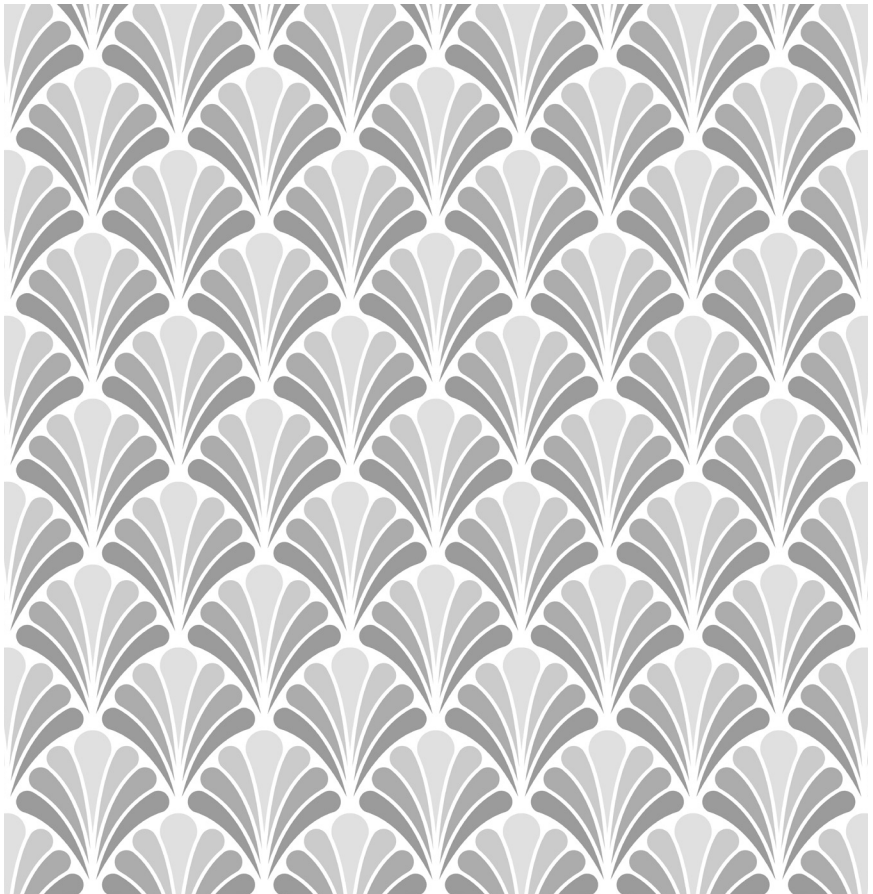
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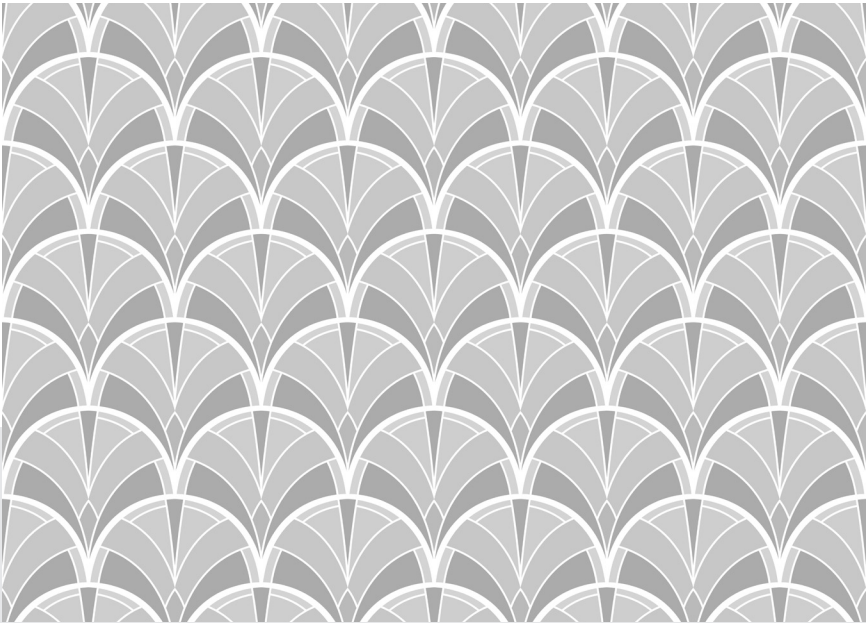
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## SECTION 2

# WHAT'S MY ENNEAGRAM TYPE?



*With God's guidance, you can solve any problem. Unquestioned faithfulness is a significant attribute of God. As God holds Himself accountable to the covenants He makes with humankind, He remains faithful even when we are not. God imparts joy to the human heart, particularly when we obey His will and live in harmony with Him. Reflection upon God's unmerited favor and unfailing love yields unspeakable joy.*

# READING TIME

As you read Section 2: “What’s My Enneagram Type?” in *Building a Better You*, review, reflect on, and respond to the text by answering the following questions.

## REVIEW, REFLECT, AND RESPOND:

Reflect on the nine aspects of God’s character as laid out by Dr. Wagner. How have you experienced these different iterations of God in your life?

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How is your self-perception impacted when you consider that you possess a measure of God's qualities?

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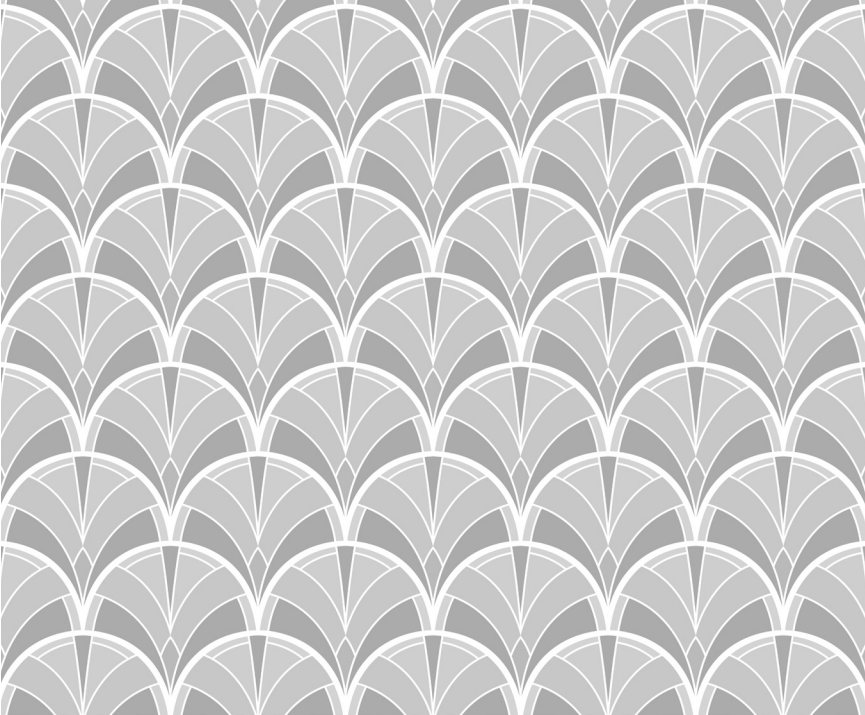
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With which personality types do you most relate? Which details or considerations make you uncomfortable within your personality type(s)? Identify with the description(s) provided.

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Think of the people closest to you. Can you assign personality types to them? How might learning more about these types of people alter your perception of them?

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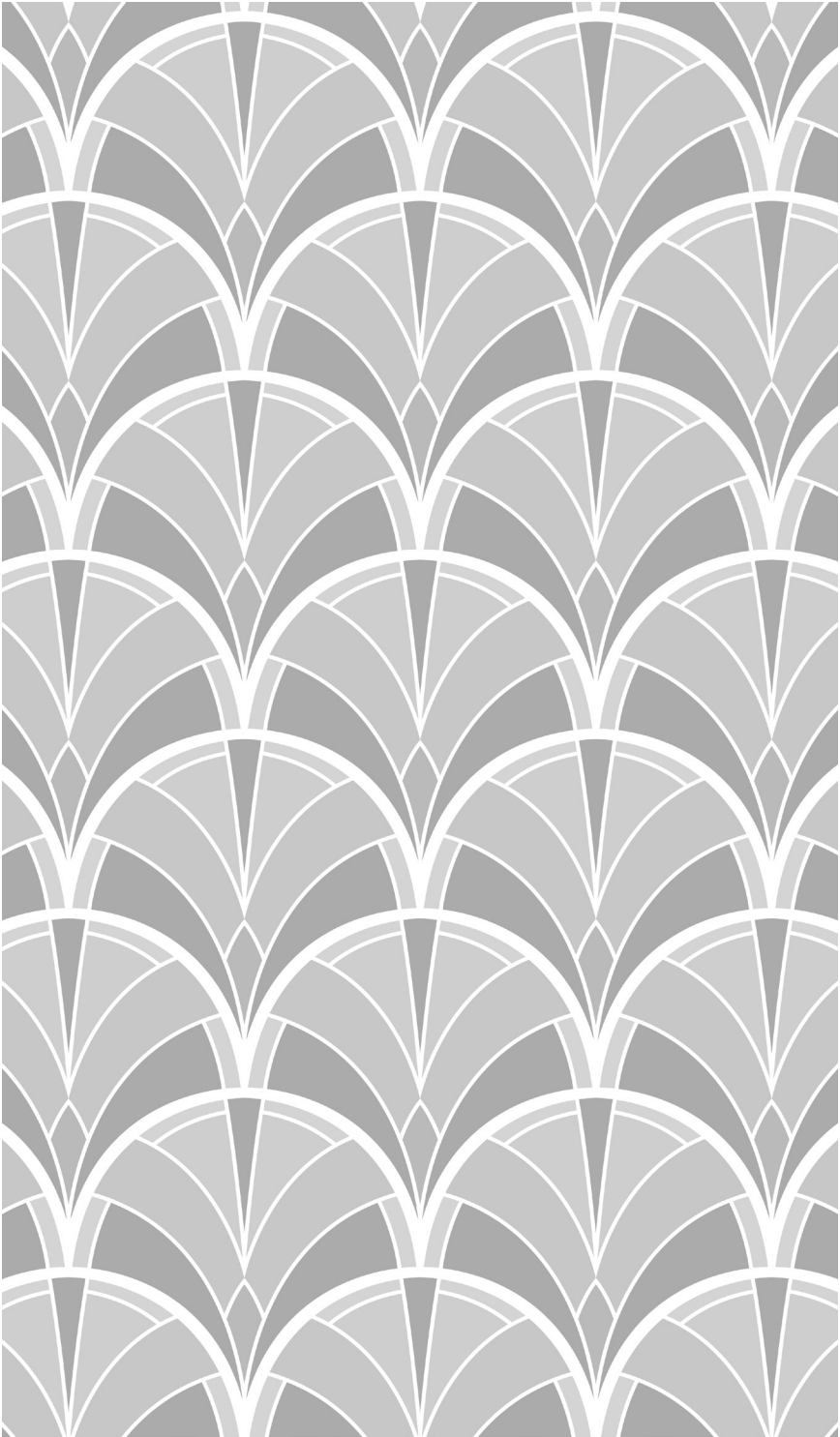
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# REFLECT ON

Psalm 91:1 (KJV):

*He that dwelleth in the secret place of the Most High shall abide under the shadow of the Almighty.*

## CONSIDER PSALM 91:1, AND ANSWER THE FOLLOWING QUESTIONS:

What does it mean to dwell in the secret place?

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How do you understand the concept of abiding under His shadow?

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How does this verse represent the concept of Christ's qualities residing within us?

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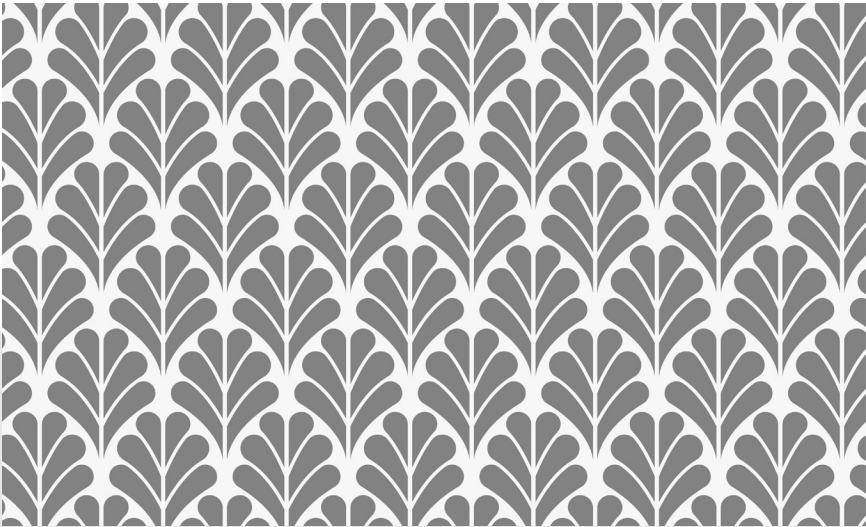
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## SECTION 3

# HEAD, HEART, AND GUT TYPES AND THE ENNEAGRAM



*In-depth self-understanding yields insights into personal strengths, developmental challenges, and motivations. But fueled with a sense of urgency, you may not consider how your actions affect others. Yet personal assessment assists you when situations require consensus. You will become more patient and open-minded because knowing the strengths and limitations of each team member allows everyone to function at a higher level.*



## READING TIME

As you read Section 3: “Head, Heart, and Gut Types and the Enneagram” in *Building a Better You*, review, reflect on, and respond to the text by answering the following questions.

### REVIEW, REFLECT, AND RESPOND:

Are you a head, heart, or gut person? How does this play out in your daily life?

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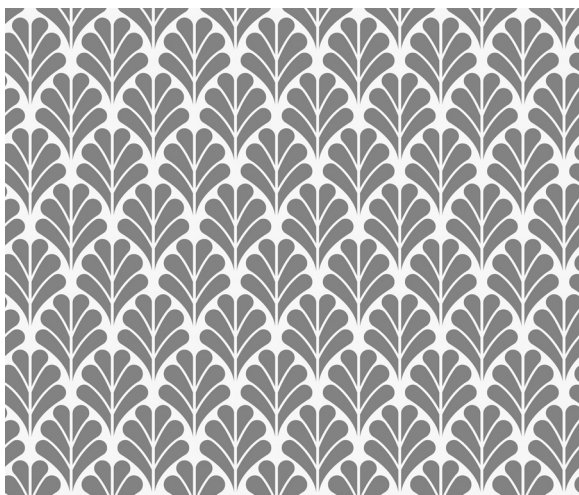
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How adept are you at identifying where other people fall along the spectrum of head, heart, and gut? What makes you believe so? Why might this be an important skill to attain?

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Consider Griffin’s example of telling his congregation that they would, “Take the community for Christ,” and the subsequent feedback. Can you relate to a situation like this? How might things have played out differently had you been aware of the different personality types present and their corresponding needs?

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The renovation project presentation included aspects that appealed to all three personality types, leading to unanimous endorsement. If you are currently preparing a proposal or project, how might you integrate the same tactics to lead to a similar positive outcome?

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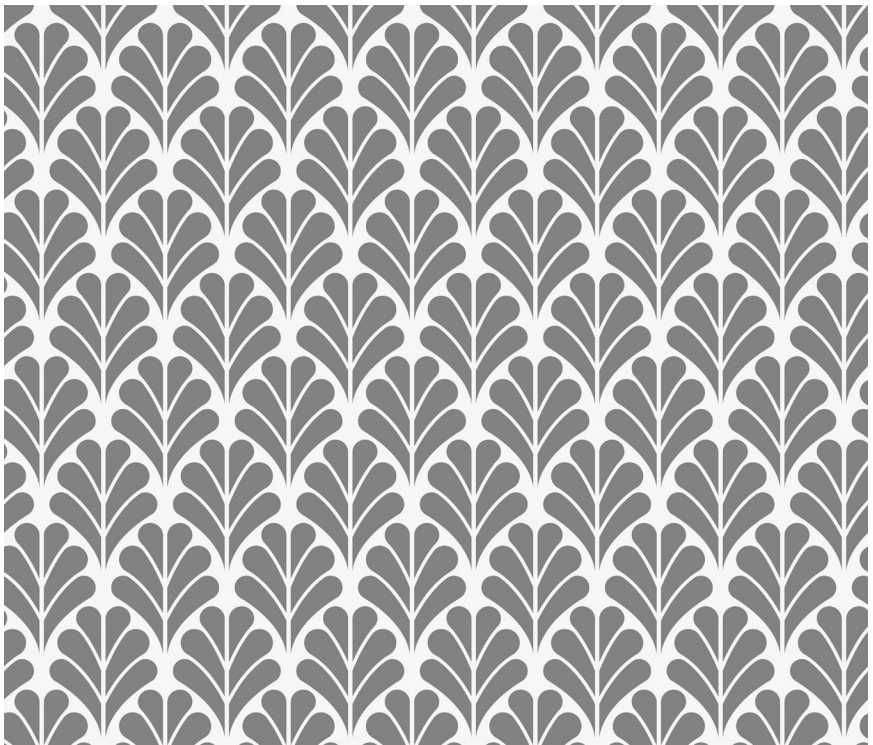
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## REFLECT ON

1 Corinthians 12:12-14 (NIV):

*Just as a body, though one, has many parts, but all its many parts form one body, so it is with Christ. For we were all baptized by one Spirit so as to form one body—whether Jews or Gentiles, slave or free—and we were all given the one Spirit to drink. Even so the body is not made up of one part but of many.*

### CONSIDER 1 CORINTHIANS 12:12-14, AND ANSWER THE FOLLOWING QUESTIONS:

Why is it important to be reminded of the diversity of the body of Christ?

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How do you find comfort when you consider the variety of functions necessary for the body to do what it was created to do?

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How do you think the Enneagram relates to this verse and the church overall?

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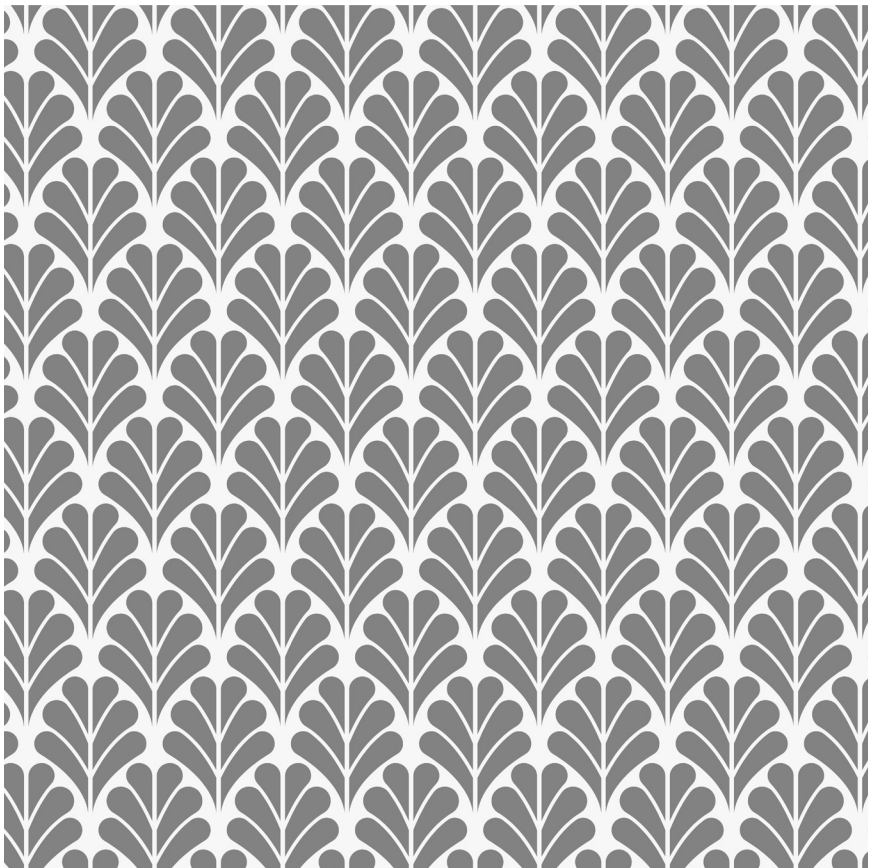
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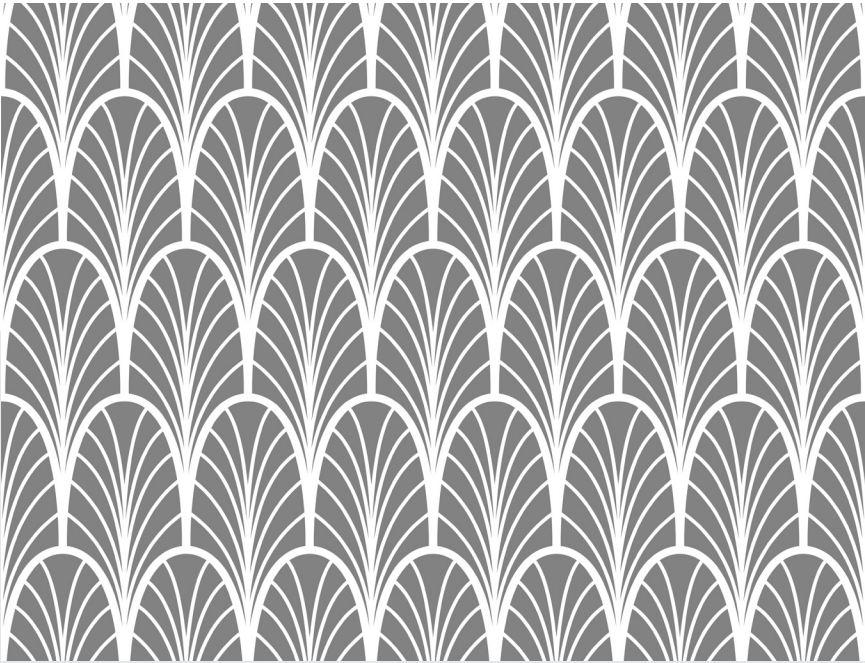
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## SECTION 4

# UNDERSTANDING AND CONTROLLING YOUR EMOTIONS



*When pain becomes greater than our fear of self-mastery, we begin the interior journey. From there commences the internal battle of distinguishing between the person we project to the world and the person we are.*



# READING TIME

As you read Section 4: “Understanding and Controlling Your Emotions” in *Building a Better You*, review, reflect on, and respond to the text by answering the following questions.

## REVIEW, REFLECT, AND RESPOND:

How did self-knowledge and self-awareness impact Pete Carroll’s decisions and subsequent outcomes? With which parts of his story do you identify?

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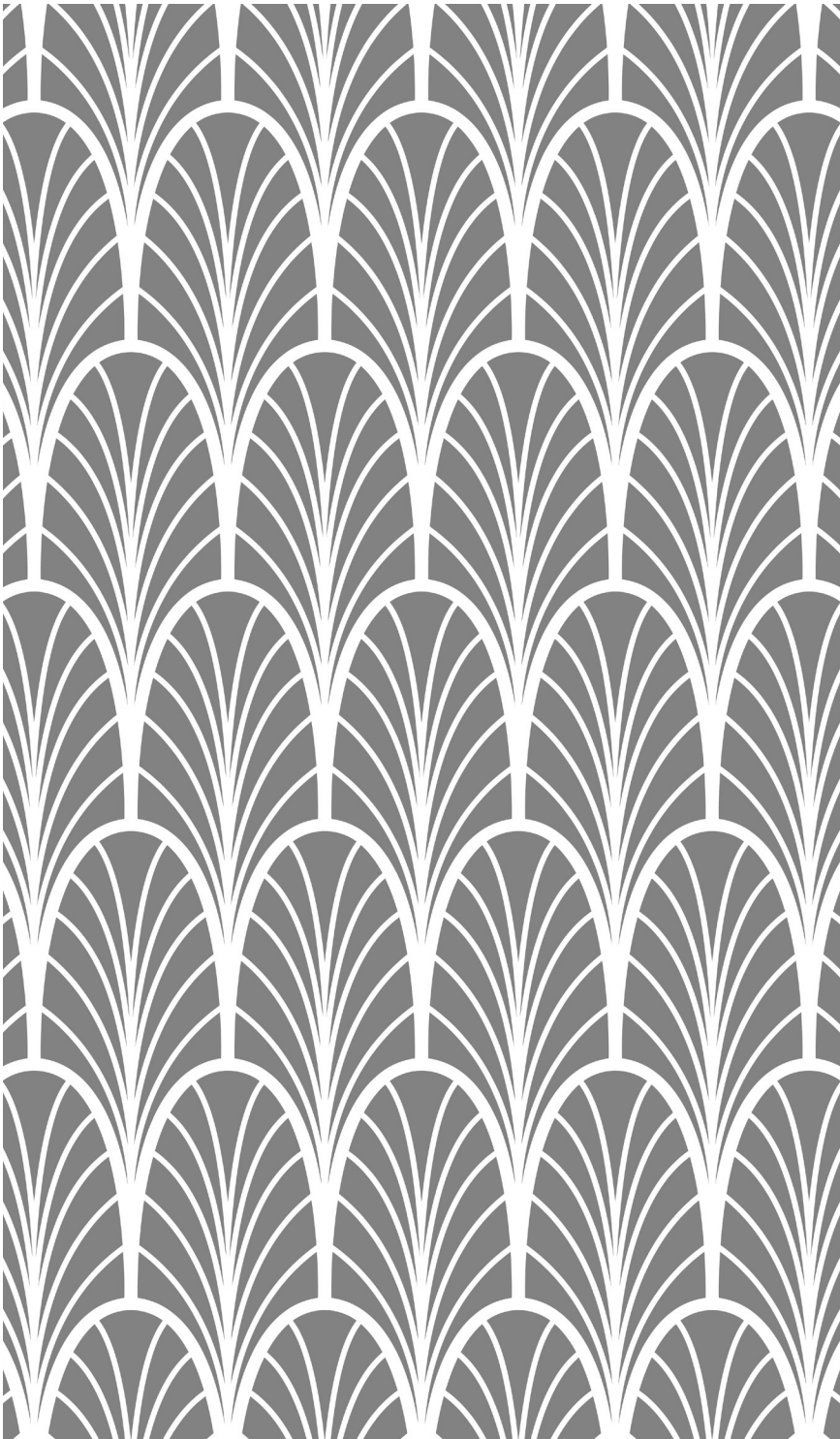
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Are denial and blame inhibiting you from excavating your true self? How can you begin to set those aside for the sake of self-discovery?

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Griffin asks the question, “Am I living my life, and does it align with my highest purpose?” How would you answer that right now?

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Given the considerable challenges you will encounter on the process of self-discovery, how important is it to you to truly know yourself? What is this exercise worth to you?

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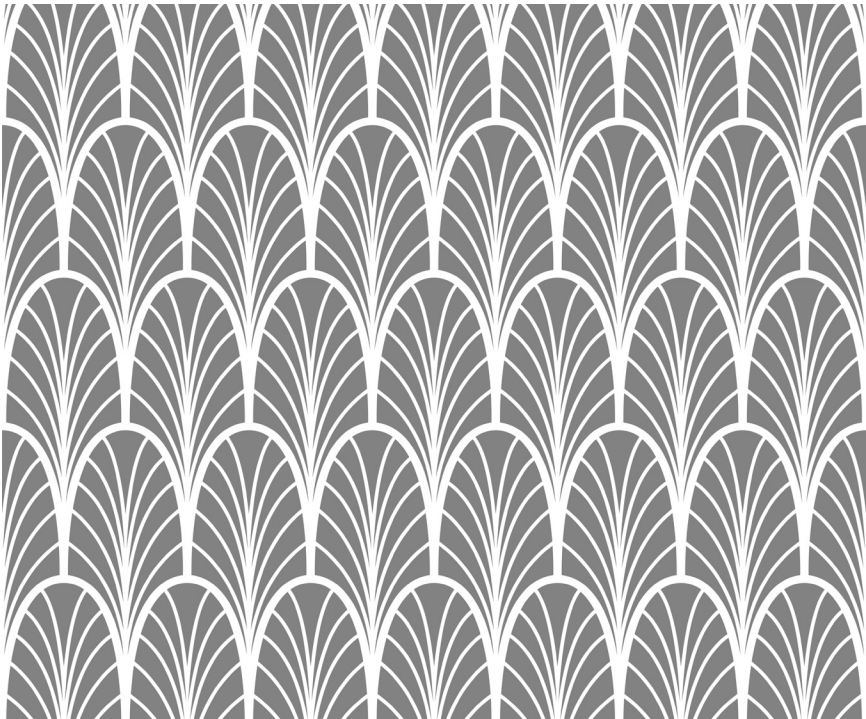
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# REFLECT ON

Proverbs 20:27 (NKJV):

*The spirit of man is the lamp of the Lord,  
Searching all the inner depths of his heart.*

## CONSIDER PROVERBS 20:27, AND ANSWER THE FOLLOWING QUESTIONS:

What is the value in knowing your innermost being?

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What do you think the lamp of the Lord illuminates?

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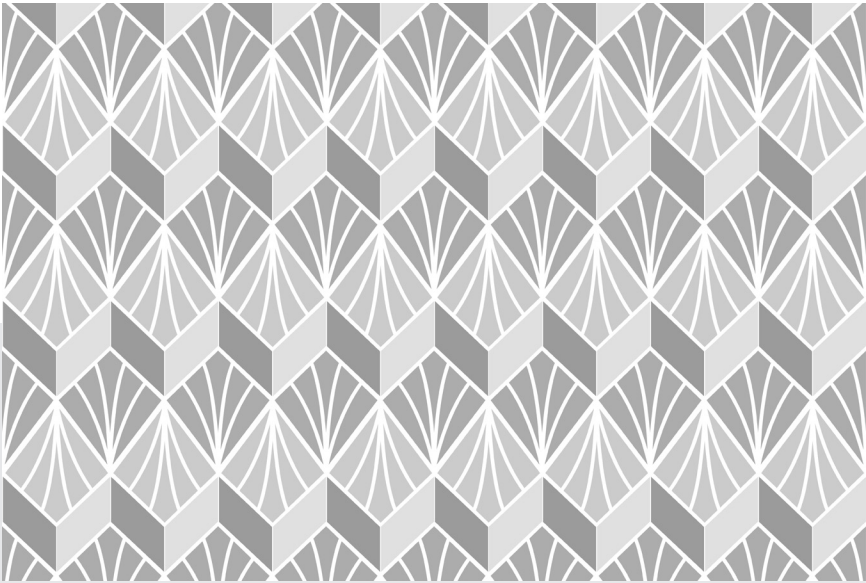
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## SECTION 5

# USING THE ENNEAGRAM TO ADDRESS UNRESOLVED EMOTIONAL ISSUES



*Valuing differences in how people acquire and evaluate information can be a team's major asset. It expands their collective prism in assessing tasks and guards against shortsightedness.*



# READING TIME

As you read Section 5: “Using the Enneagram to Address Unresolved Emotional Issues” in *Building a Better You*, review, reflect on, and respond to the text by answering the following questions.

## REVIEW, REFLECT, AND RESPOND:

Think of someone in your life who annoys you. What do you think could be at the root of this person’s behavior?

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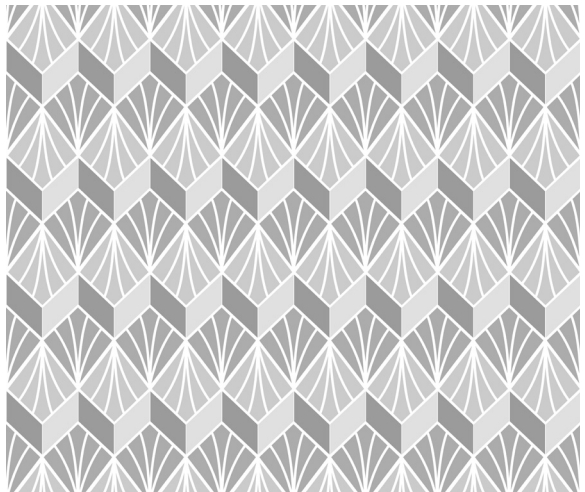
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Why would the resolution of emotional and mental issues be empowering? Have you experienced this? If so, what coping mechanisms are effective for you in times of distress?

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Have you ever found yourself aiming for a stereotype? If so, are you aware of the various influences that pressure you to desire that conformity? If not, why do you think others settle for societal expectations? What implications might this generate?

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How easy is it for you to consider the vastly different paradigms through which others perceive life events, relationships, and you? Why is it critically important to understand that everyone's actions and reactions are an amalgamation of a lifetime of perspectives and priorities?

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# REFLECT ON

Psalm 34:18 (NIV):

*The Lord is close to the brokenhearted and saves those who are crushed in spirit.*

## CONSIDER PSALM 34:18, AND ANSWER THE FOLLOWING QUESTIONS:

How do you think God perceives those who are struggling emotionally?

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How is God calling you to deal with others who may be stunted by emotional pain?

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What role has heartbreak played in your development? What issues remain unresolved?

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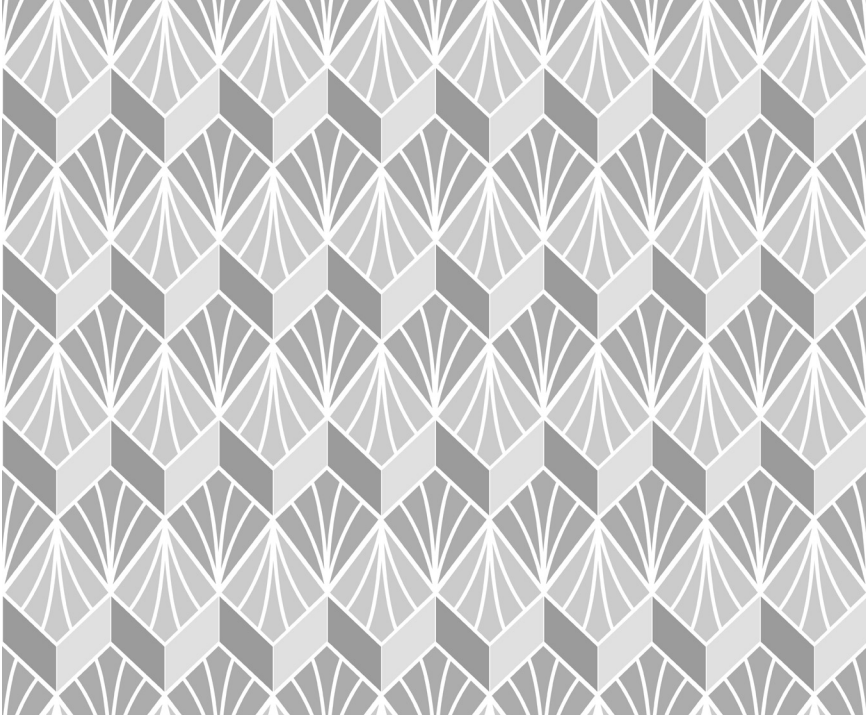
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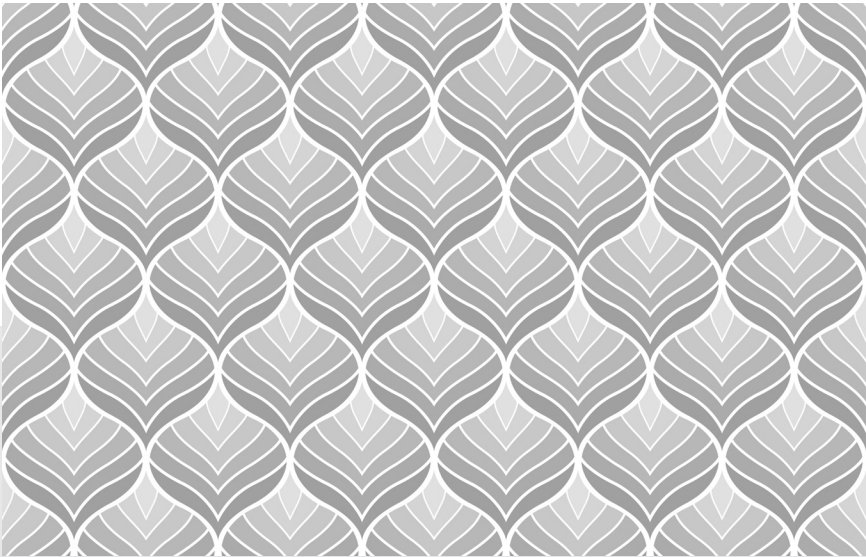
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## SECTION 6

# USING THE ENNEAGRAM TO FIND PURPOSE AND MISSION



*Each human being is made in the image of Almighty God. We are rightly incomparable with each other. A corollary of your unequaled birth is your very personal destiny. Plainly speaking, I hope and pray you will not lose your life in a fruitless quest to be anyone other than who God created you to be.*

## READING TIME

As you read Section 6: “Using the Enneagram to Find Purpose and Mission” in *Building a Better You*, review, reflect on, and respond to the text by answering the following questions.

### REVIEW, REFLECT, AND RESPOND:

How do you relate to the story of the farmer?

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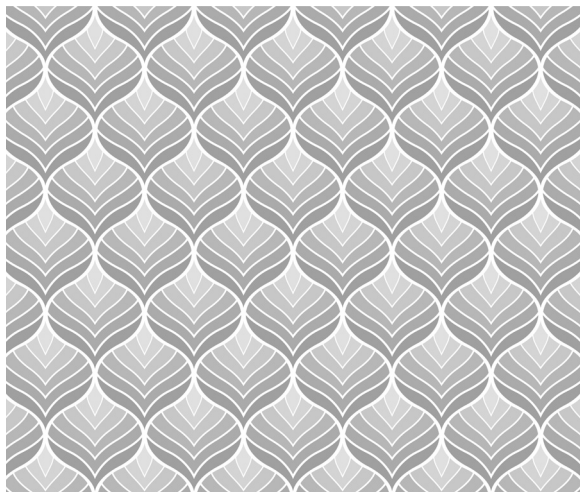
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Are you allowing busyness to overshadow your purpose? How can you relinquish some of your tasks to rediscover your mission?

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How can you integrate scripture reading into your life to help distill the essence of who you are and what you are meant to do?

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Do you believe that God has a masterplan for you? How committed are you to discovering your divine purpose?

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Write your personal mission statement.

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## REFLECT ON

Psalm 138:8 (ESV):

*The Lord will fulfill his purpose for me; your steadfast love, O Lord, endures forever. Do not forsake the work of your hands.*

### CONSIDER PSALM 138:8 AND ANSWER THE FOLLOWING QUESTIONS:

What ways has God revealed His purpose for your life to you?

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What does “steadfast love” mean to you?

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How can you remind yourself that you are His masterpiece?

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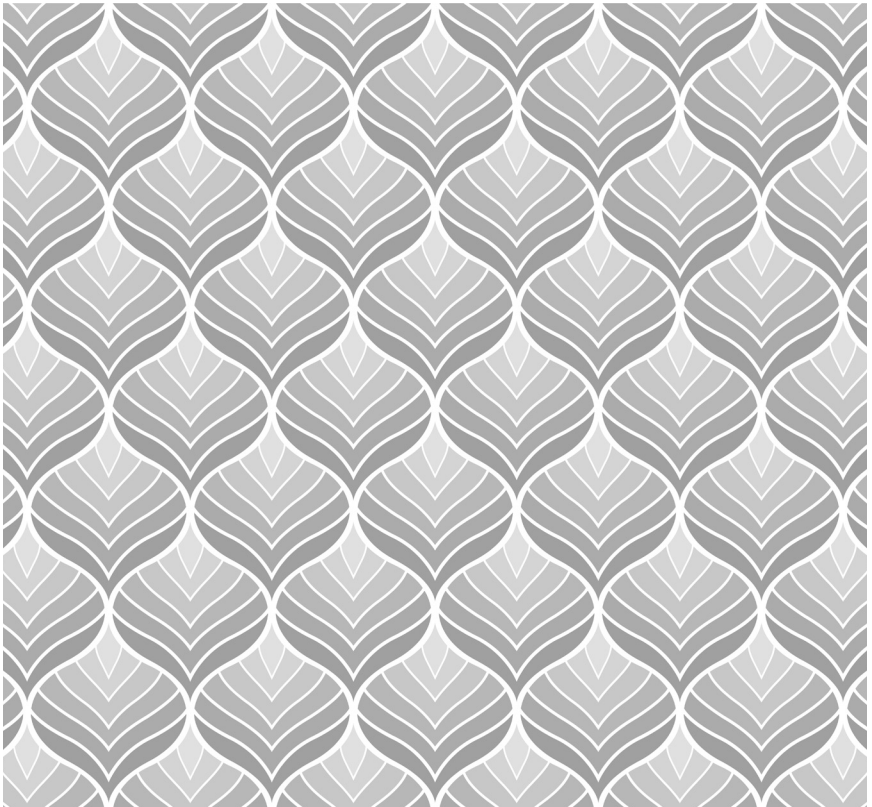
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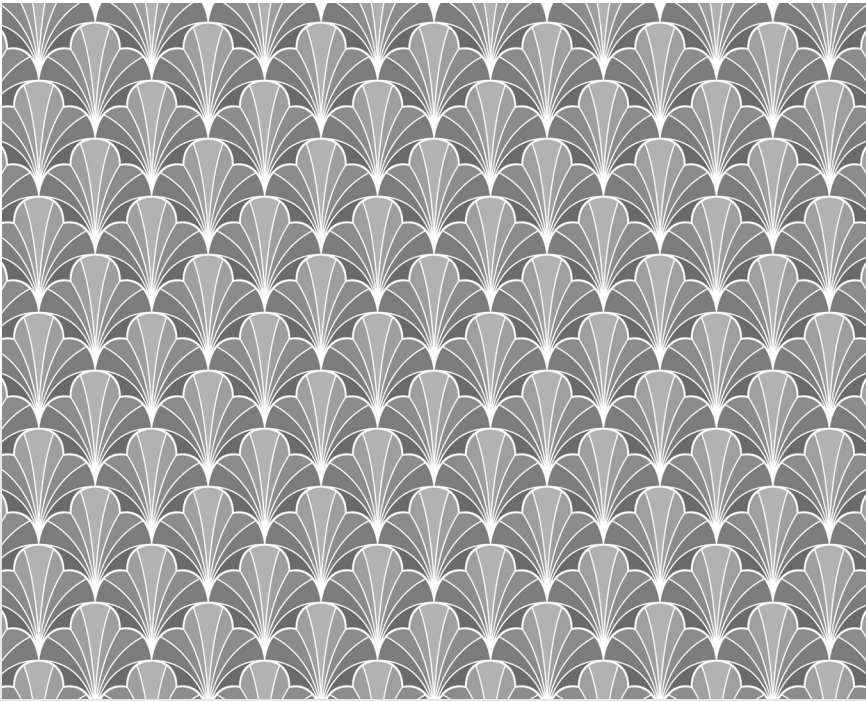
PART 2

# BUILDING A BETTER TEAM

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SECTION 1

# THE ENNEAGRAM TO CURE STAFF INFECTIONS



*As people learn who they are in the deep recesses  
of their character, they contribute significantly  
to the betterment of humankind.*



# READING TIME

As you read Section 1: “The Enneagram to Cure Staff Infections” in *Building a Better You*, review, reflect on, and respond to the text by answering the following questions.

## REVIEW, REFLECT, AND RESPOND:

Have you encountered a staff infection? What was your experience? What was your course of action? Were you pleased with the outcome?

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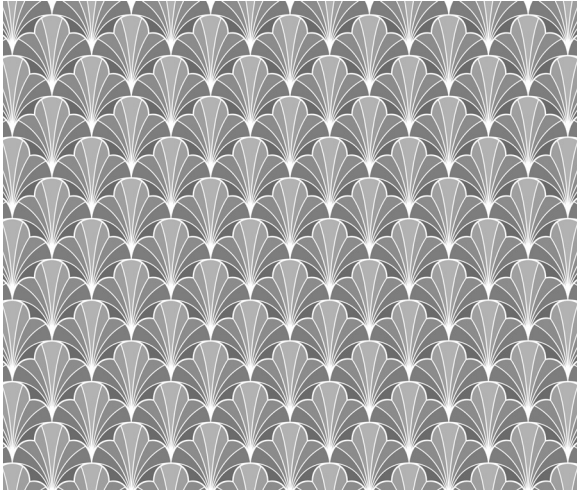
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What other staff infections have you observed that have been handled well or poorly? How did the leadership manage the issue?

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Why is a bacterial staph infection an apt metaphor for a potential organizational breakdown?

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Consider any negativity you need to confront right now. What are the implications if you allow the toxicity to persist?

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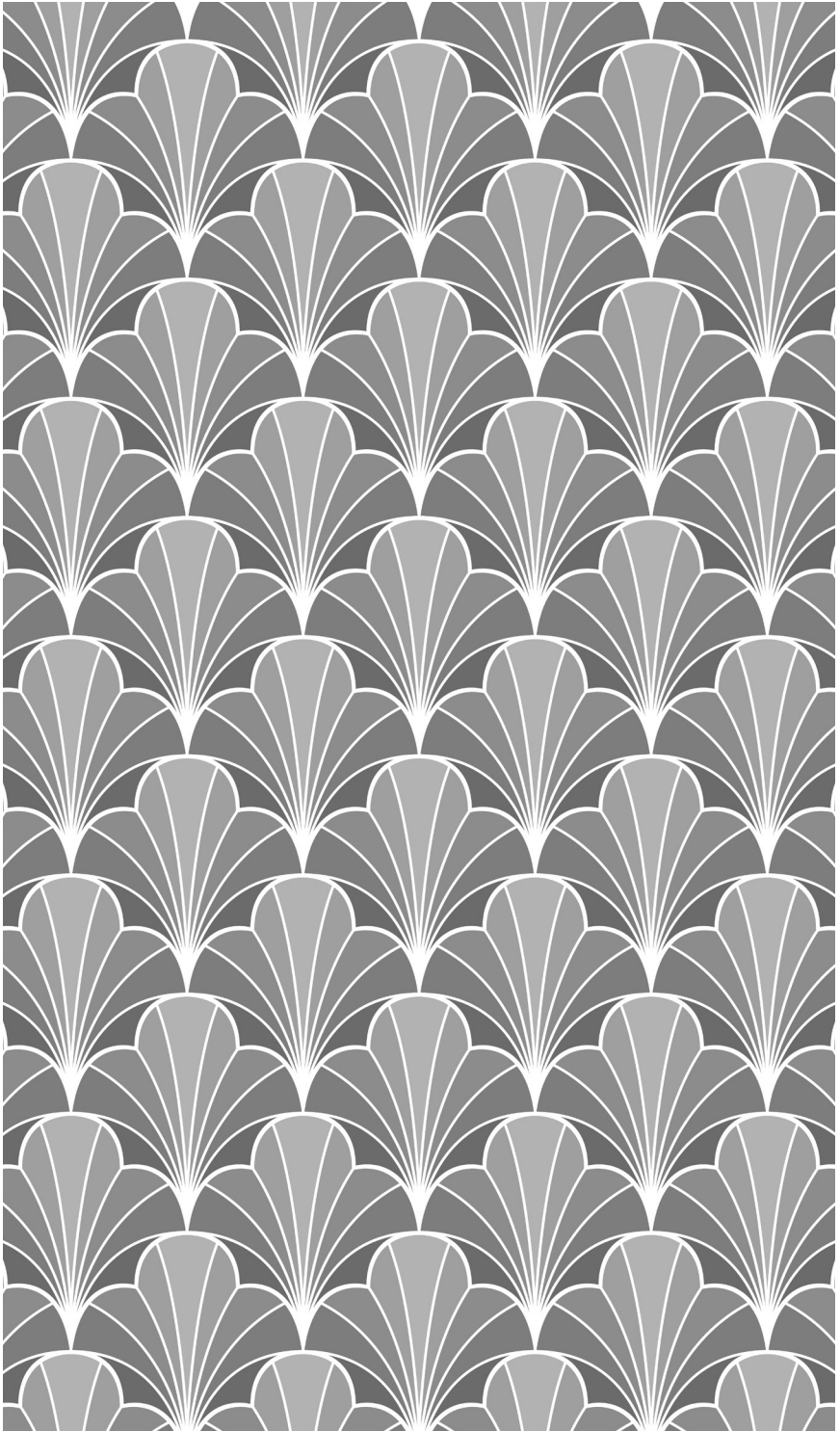
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# REFLECT ON

Romans 15:5-6 (ESV):

*May the God of endurance and encouragement grant you to live in such harmony with one another, in accord with Christ Jesus, that together you may with one voice glorify the God and Father of our Lord Jesus Christ.*

## CONSIDER ROMANS 15:5-6, AND ANSWER THE FOLLOWING QUESTIONS:

Why do you think God desires for us to live in harmony?

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How can you access divine endurance during trying times and while dealing with trying individuals?

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What do you think it means to glorify God with one voice?

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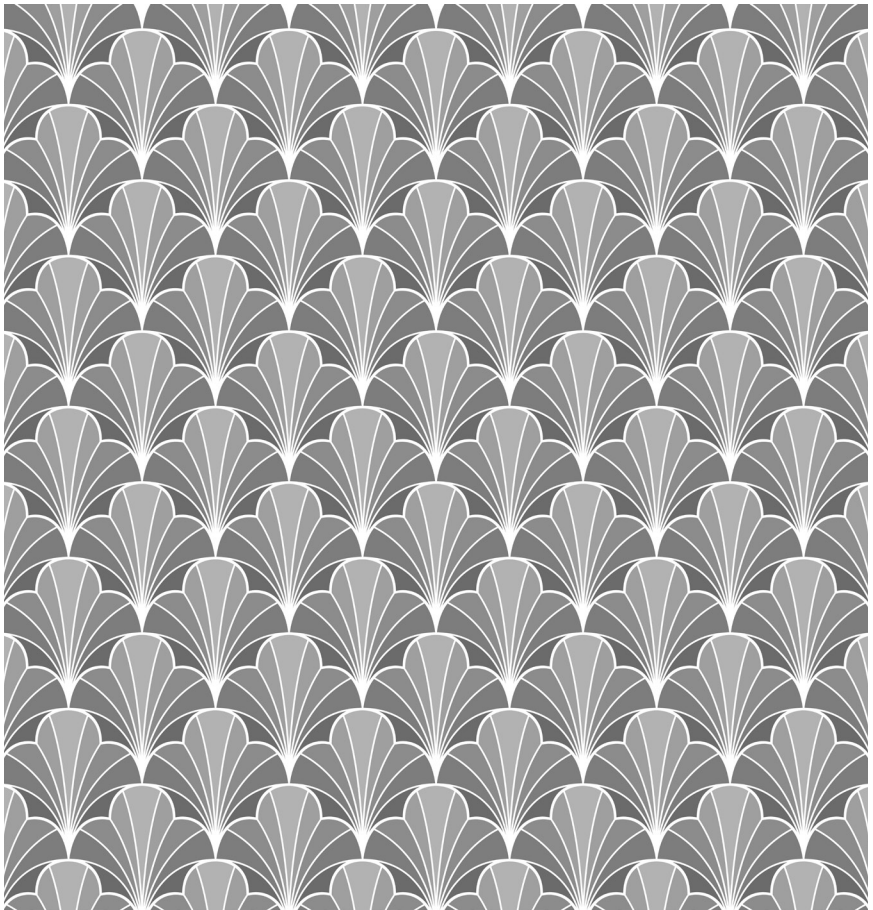
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## SECTION 2

# USING THE ENNEAGRAM TO NAVIGATE CAVE PEOPLE



*If toxic people are left unchecked, they will destroy the unity and oppose the momentum, motivation, and mission of any team.*

## READING TIME

As you read Section 2: “Using the Enneagram to Navigate CAVE People” in *Building a Better You*, review, reflect on, and respond to the text by answering the following questions.

### REVIEW, REFLECT, AND RESPOND:

What has been your experience with CAVE people? How did you recover?

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Do you find yourself wearing an emotional hazmat suit just to survive the day? What tools or skills do you lack to resolve the issues that arise with dissenting people and personalities? How can you equip yourself?

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Contemplate the meaning of ecclesia: a community that definitively and distinctly separates itself from secular society to live in accordance with Christ's and biblical teaching. How does this apply to you and your organization?

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How long can you sustain your current attitude toward the nature of your organization—its level of toxicity or acrimony?

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Differentiate between man and nature's capacity for teamwork. What are the impediments we create that slow progress? What are some ways to overcome these?

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Do you find yourself more frequently focusing on the weeds or the healthy grass? What would it take to make a paradigm shift to begin to maximize positivity and minimize emphasis on the negative?

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## REFLECT ON

Ecclesiastes 4:9-12 (ESV):

*Two are better than one, because they have a good reward for their toil. For if they fall, one will lift up his fellow. But woe to him who is alone when he falls and has not another to lift him up! Again, if two lie together, they keep warm, but how can one keep warm alone? And though a man might prevail against one who is alone, two will withstand him—a threefold cord is not quickly broken.*

### CONSIDER ECCLESIASTES 4:9-12 AND ANSWER THE FOLLOWING QUESTIONS:

Why is it important to have teams in the first place?

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How can you pick up a fellow team member who is falling?

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When have you experienced the support of a team in your life?

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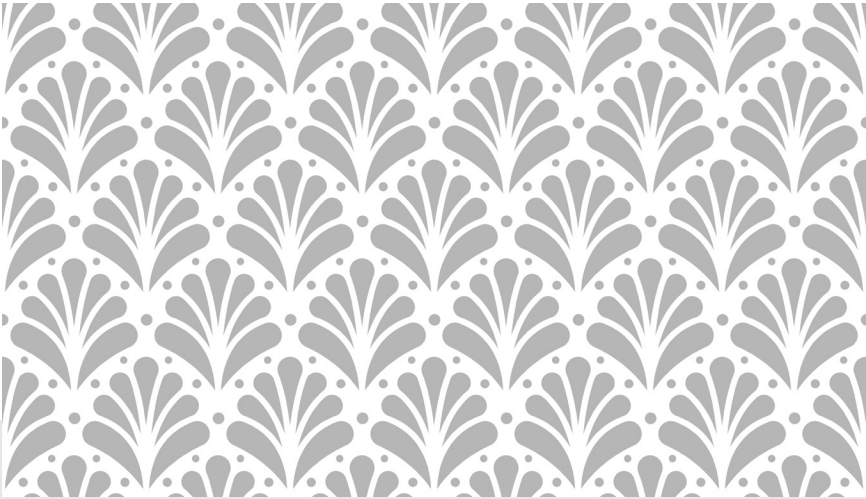
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## SECTION 3

# MISSION AND PURPOSE AND THE ENNEAGRAM



*Even I needed more than my faith in God when my soul was unexpectedly shipwrecked. I needed the help of God, my counselor, and my spiritual spotters. I also had to choose to rely on spiritual and leadership disciplines developed over time that had become a part of my daily routine. In particular, I had to choose to spend time in prayer and meditation, read the Word of God, get filled by the Word, engage in small group fellowship, and be vulnerable to a few trusted leaders and mentors on my good days and even on my most debilitating days.*

## READING TIME

As you read Section 3: “Mission and Purpose and the Enneagram” in *Building a Better You*, review, reflect on, and respond to the text by answering the following questions.

### REVIEW, REFLECT, AND RESPOND:

What is the significance of a mission statement for an organization or congregation? What is yours?

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Do you identify with the author's visit to her mother? How comfortable are you with the notion that your purpose might be offensive to some?

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What is inhibiting you from acquiring the eyes of the soul and delving deep within yourself?

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Why is self-discovery not a selfish act?

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Why is teamwork critical to overall organizational success?

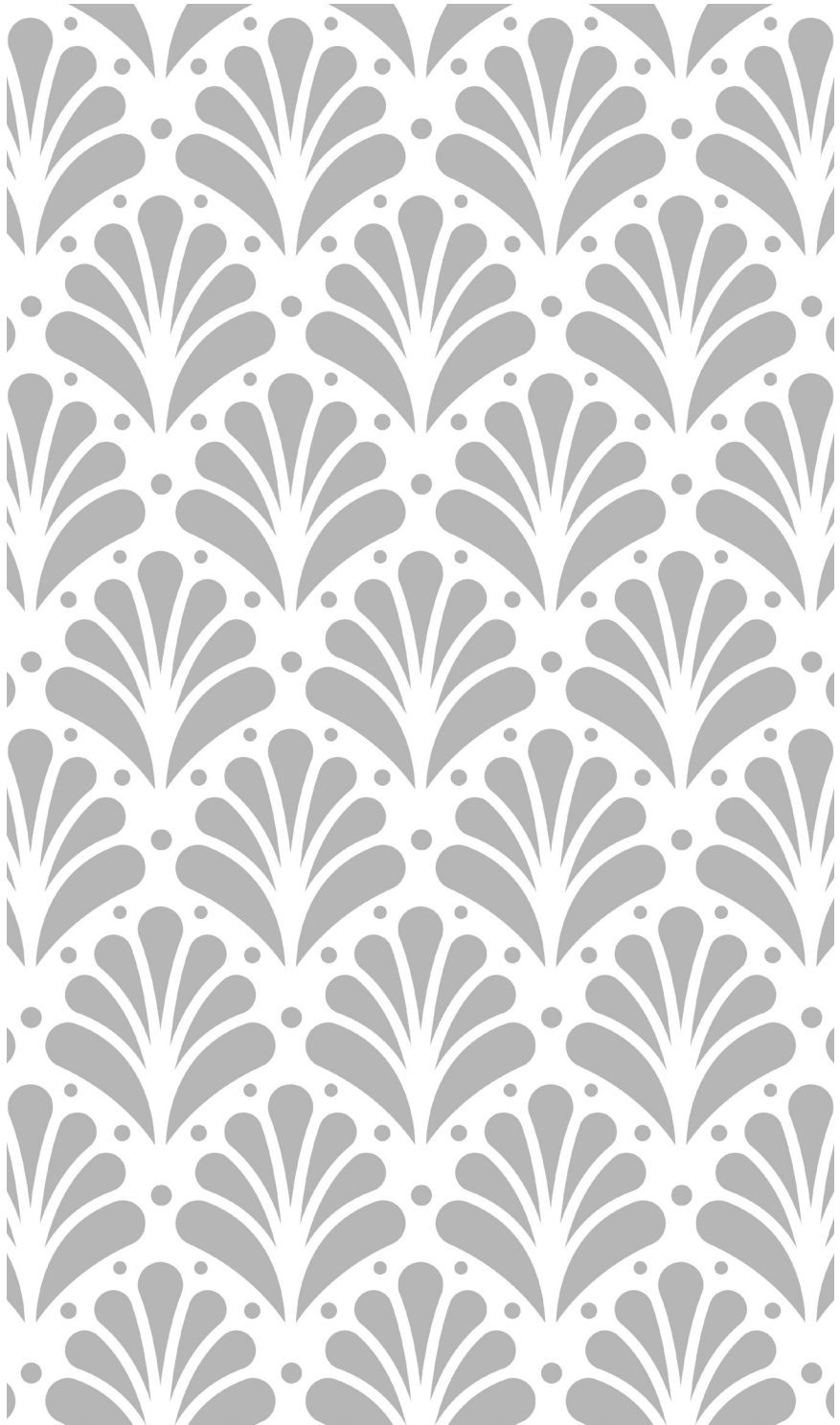
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## REFLECT ON

Hebrews 10:24-25 (NIV):

*And let us consider how we may spur one another on toward love and good deeds, not giving up meeting together, as some are in the habit of doing, but encouraging one another—and all the more as you see the Day approaching.*

### CONSIDER HEBREWS 10:24-25, AND ANSWER THE FOLLOWING QUESTIONS:

How can you spur on others toward good deeds and love?

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Why do you think the Bible encourages us to meet together?

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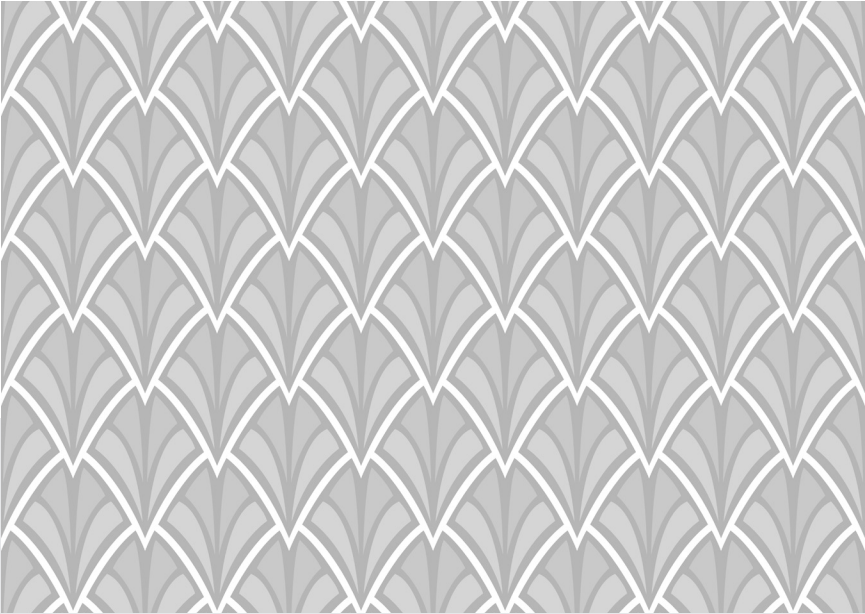
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## SECTION 4

# TEAMWORK AND THE ENNEAGRAM



*Teamwork encapsulates the principles we share and the motivations that drive us. It defines the roles we occupy in conjunction with other team members. It juxtaposes our responsibilities and convictions. Thus, referring to teamwork should not be a vain and useless rhetorical ploy by managers.*

# READING TIME

As you read  
Section 4:  
“Teamwork and  
the Enneagram”  
in *Building  
a Better You*,  
review, reflect  
on, and respond  
to the text by  
answering  
the following  
questions.

## REVIEW, REFLECT, AND RESPOND:

What is the significance of teamwork in your  
life and workspace?

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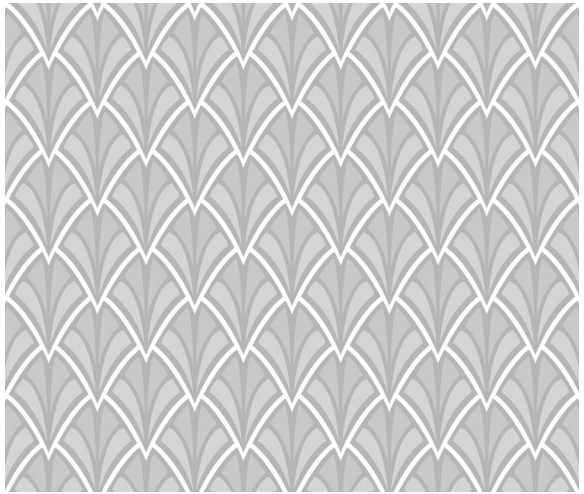
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What can you learn from the redwood trees and their interlocking system of roots?

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How are you contributing to your team's growth and stability?

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In what ways can you manage the necessary demolition and inconvenience that renovation and renewal require?

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# REFLECT ON

Hebrews 11:1 (KJV):

*[Faith is] “the substance of things hoped for, the evidence of things not seen.”*

## CONSIDER HEBREWS 11:1 AND ANSWER THE FOLLOWING QUESTIONS:

Why is visualization a helpful tool in challenging times?

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How would you walk someone else through the process of visualization?

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When has your faith been stretched thin, yet God proved true?  
How can you draw on those memories in times of doubt?

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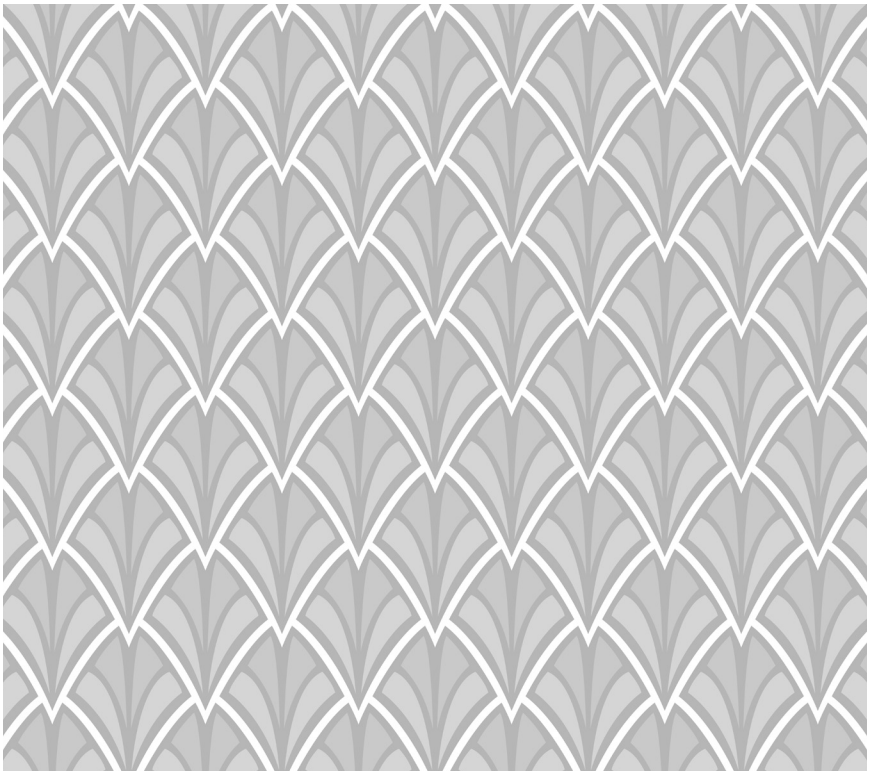
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SECTION 5

# PURPOSE AND THE ENNEAGRAM



*To be fit is to live a purposeful life  
with gratitude, joy, and wholeness.*



# READING TIME

As you read Section 5: “Purpose and the Enneagram” in *Building a Better You*, review, reflect on, and respond to the text by answering the following questions.

## REVIEW, REFLECT, AND RESPOND

Do you find yourself questioning whether you possess all of the qualities the Enneagram shows? Where does this train of thought take you?

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What coping mechanisms have you developed over the years that have limited your mindfulness or not allowed you to grow?

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How can you break free from the routines and boxes that constrict your daily life?

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What do you feel you need, so you can drop your mask, abandon reliance on external validation, and live fully into abundance?

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# REFLECT ON

Genesis 1:26 (NIV):

*Then God said, "Let us make mankind in our image, in our likeness, so that they may rule over the fish in the sea and the birds in the sky, over the livestock and all the wild animals, and over all the creatures that move along the ground."*

## CONSIDER GENESIS 1:26, AND ANSWER THE FOLLOWING QUESTIONS:

How does your perception of others change when you remember that they too are made in the image of God?

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How can you remind yourself that you possess the divine qualities of God?

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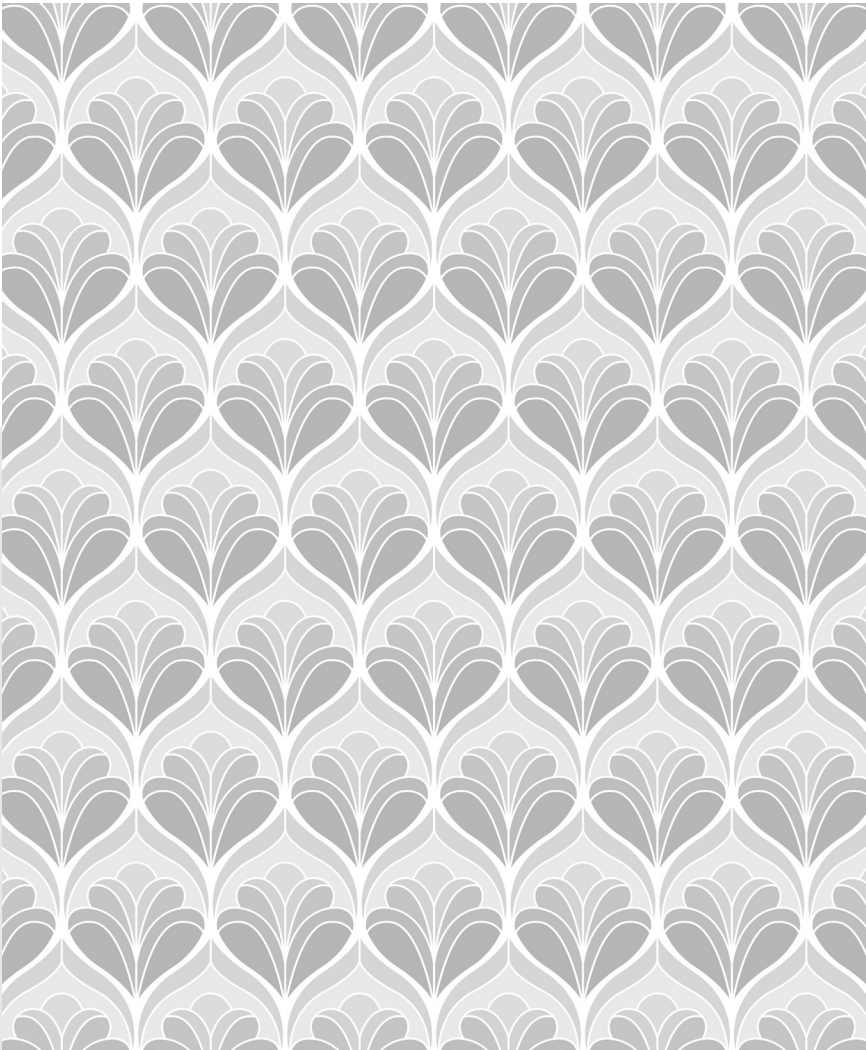
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SECTION 6

# LEADERSHIP AND THE ENNEAGRAM



## READING TIME

As you read Section 6: “Leadership and the Enneagram” in *Building a Better You*, review, reflect on, and respond to the text by answering the following questions.

### REVIEW, REFLECT, AND RESPOND:

What strikes you about Phil Jackson’s leadership capabilities?

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Why is team composition so vitally important?

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What are factors to consider as you build your dream team?

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How have you navigated finding or removing team members in the past? What lessons did you learn from those experiences that can inform your decision making today?

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# REFLECT ON

Acts 20:28 (NIV):

*Pay careful attention to yourselves and to all the flock, in which the Holy Spirit has made you overseers, to care for the church of God, which he obtained with his own blood.*

## CONSIDER ACTS 20:28, AND ANSWER THE FOLLOWING QUESTIONS:

What does the Bible require of leaders?

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Why is it necessary to be aware of all the members of your flock (team)?

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How can you reflect Christ in your leadership style?

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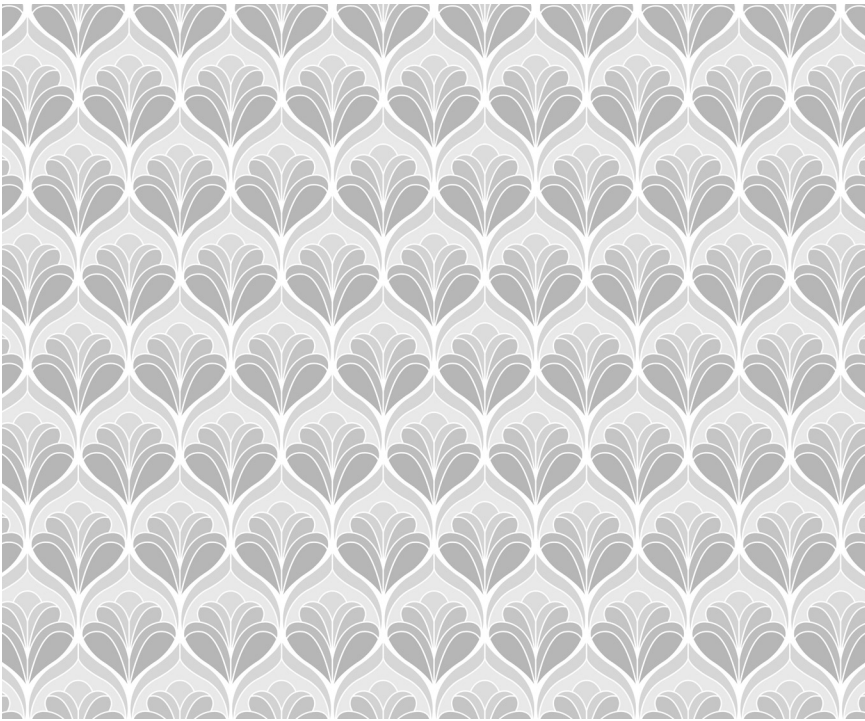
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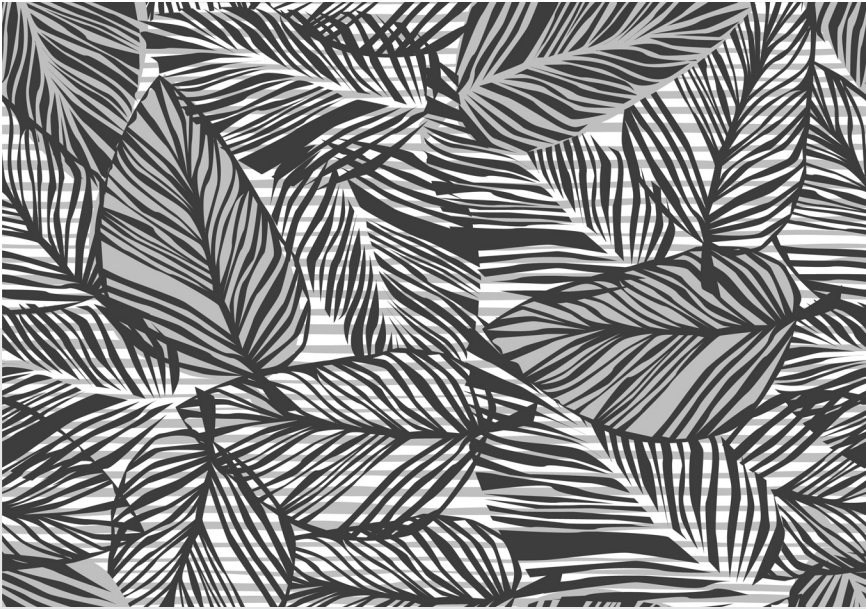


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## SECTION 7

# UNDERSTANDING YOUR TEAM OR ORGANIZATION'S CULTURE



*Building and maintaining a dynamic and vibrant culture requires leaders to devote time, energy, and labor to achieve an ever-growing community.*

# READING TIME

As you read  
Section 7:  
“Understanding  
Your Team or  
Organization’s  
Culture” in  
*Building a  
Better You*,  
review, reflect  
on, and respond  
to the text by  
answering  
the following  
questions.

## REVIEW, REFLECT, AND RESPOND:

How can fear and culture potentially interact to stunt progress within an organization?

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What are the most significant contributing factors to your organization's culture? What are the hallmarks? What sets you apart?

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What are the potential benefits of the “who we are” “who we are not” self-assessment?

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What roles do communication and information exchange play in cultural development and growth?

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# REFLECT ON

Psalm 22:27 (NIV):

*All the ends of the earth will remember and turn to the Lord,  
And all the families of the nations will worship before You.*

## CONSIDER PSALM 22:27, AND ANSWER THE FOLLOWING QUESTIONS:

How easy is it to forget that God is a God for all people around the world?

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What would it look like for all nations to worship God?

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How can you be more sensitive to other cultures and diverse ways of living and communicating?

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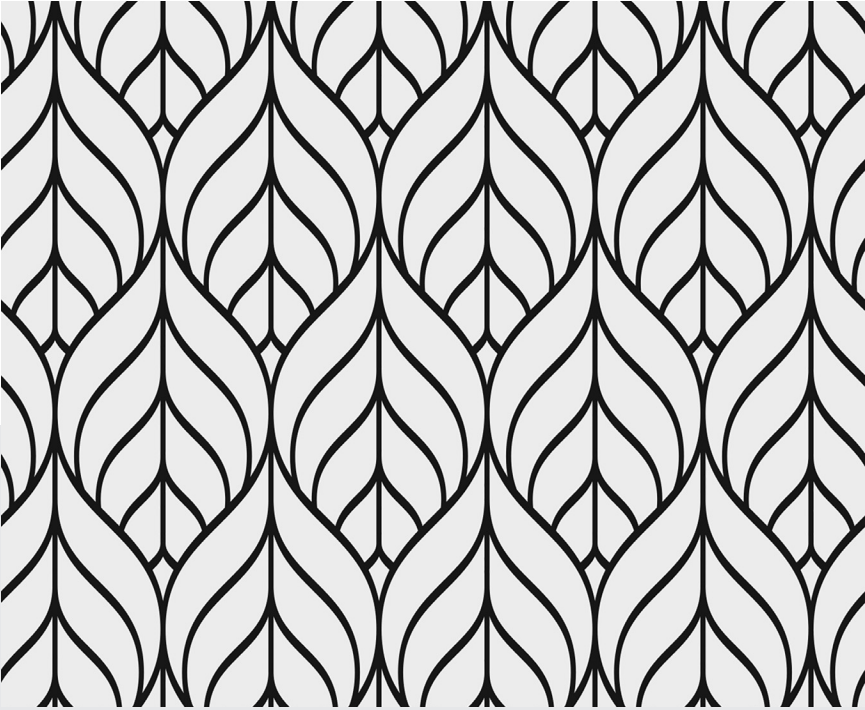
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## SECTION 8

# APPLYING THE ENNEAGRAM TO YOUR LIFE



*The search for self liberates you from the daily drudgery of hoping a stereotype adequately represents you. The Enneagram gifts you with intentionality to accept who you are.*

# READING TIME

As you read Section 8: “Applying the Enneagram to Your Life” in *Building a Better You*, review, reflect on, and respond to the text by answering the following questions.

## REVIEW, REFLECT, AND RESPOND:

How do you foresee yourself integrating the Enneagram into your life?

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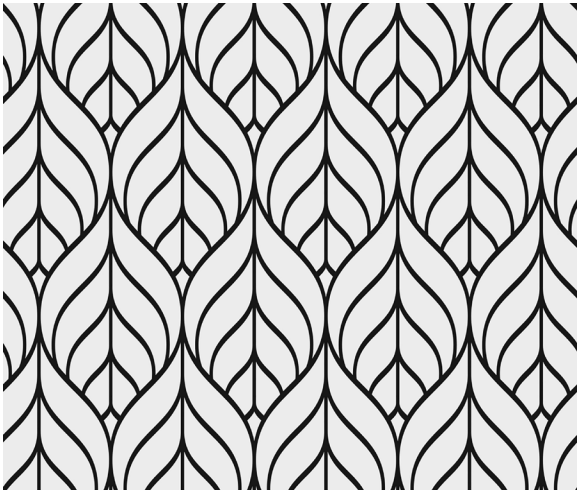
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What gifts has God given you to use for His honor and glory?

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Look into the mirror of your Enneagram. What do you see? Are you pleased with what you see?

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## REFLECT ON

Psalm 139:13-14 (NIV):

*For you created my inmost being, you knit me together in my mother's womb. I praise you because I am fearfully and wonderfully made; your works are wonderful, I know that full well.*

### CONSIDER PSALM 139:13-14, AND ANSWER THE FOLLOWING QUESTIONS:

Why is self-acceptance critical to spiritual development?

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How can you help others embrace the fullness of their divine natures?

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Pray to God, thanking Him for five specific attributes He gave to you when He formed you.

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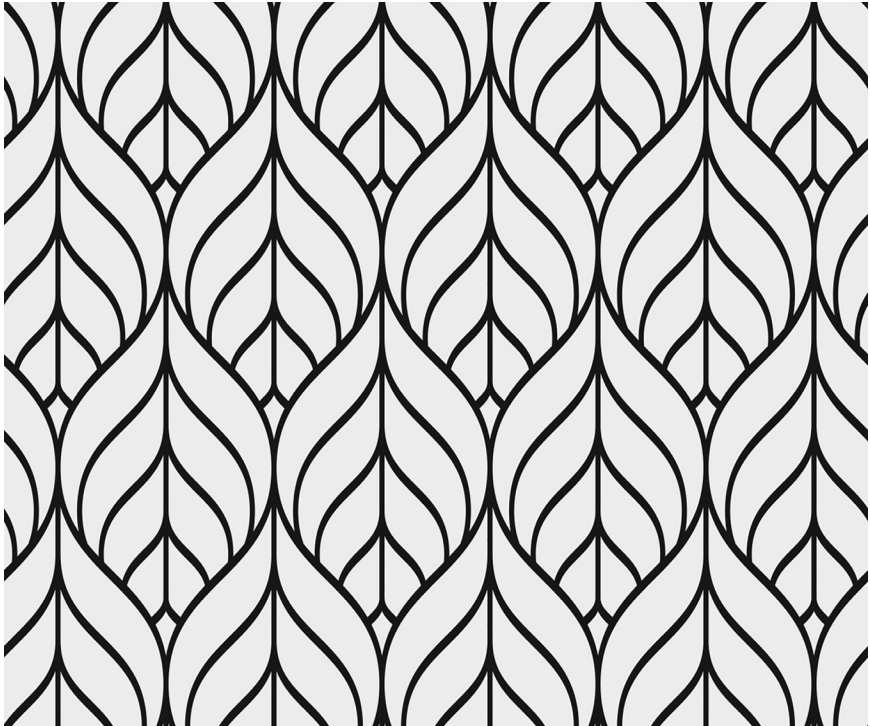
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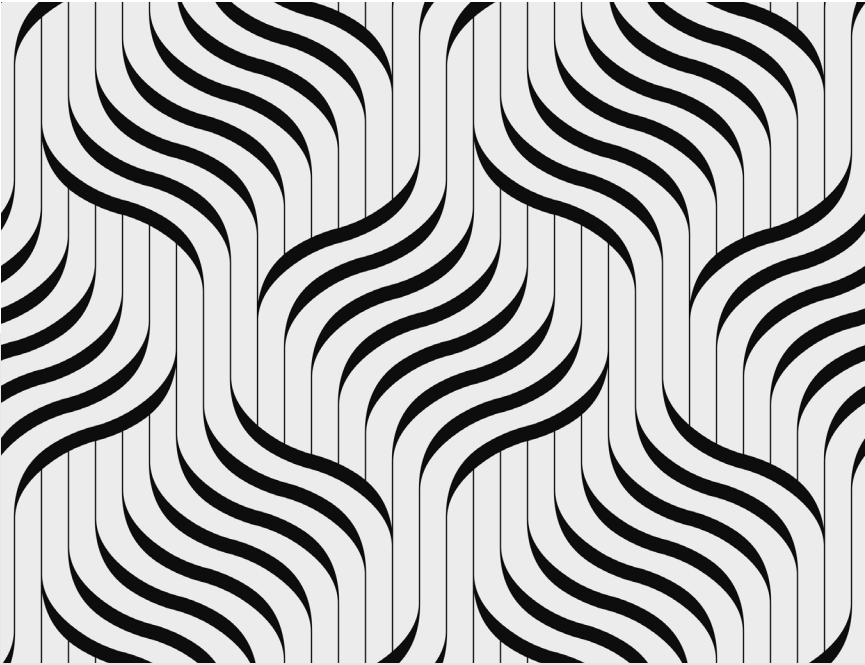
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## SECTION 9

# NUMBERS AND WINGS—A DIAGRAM OF THE ENNEAGRAM



*As you read Section 9: “Numbers and Wings—A Diagram of the Enneagram” in Building a Better You, review, reflect on, and respond to the text by answering the following questions.*





How has isolation undermined your development along the way?

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Reflect on Winnicott's relationship and subsequent periods of productivity and creativity. How does this relate to you?

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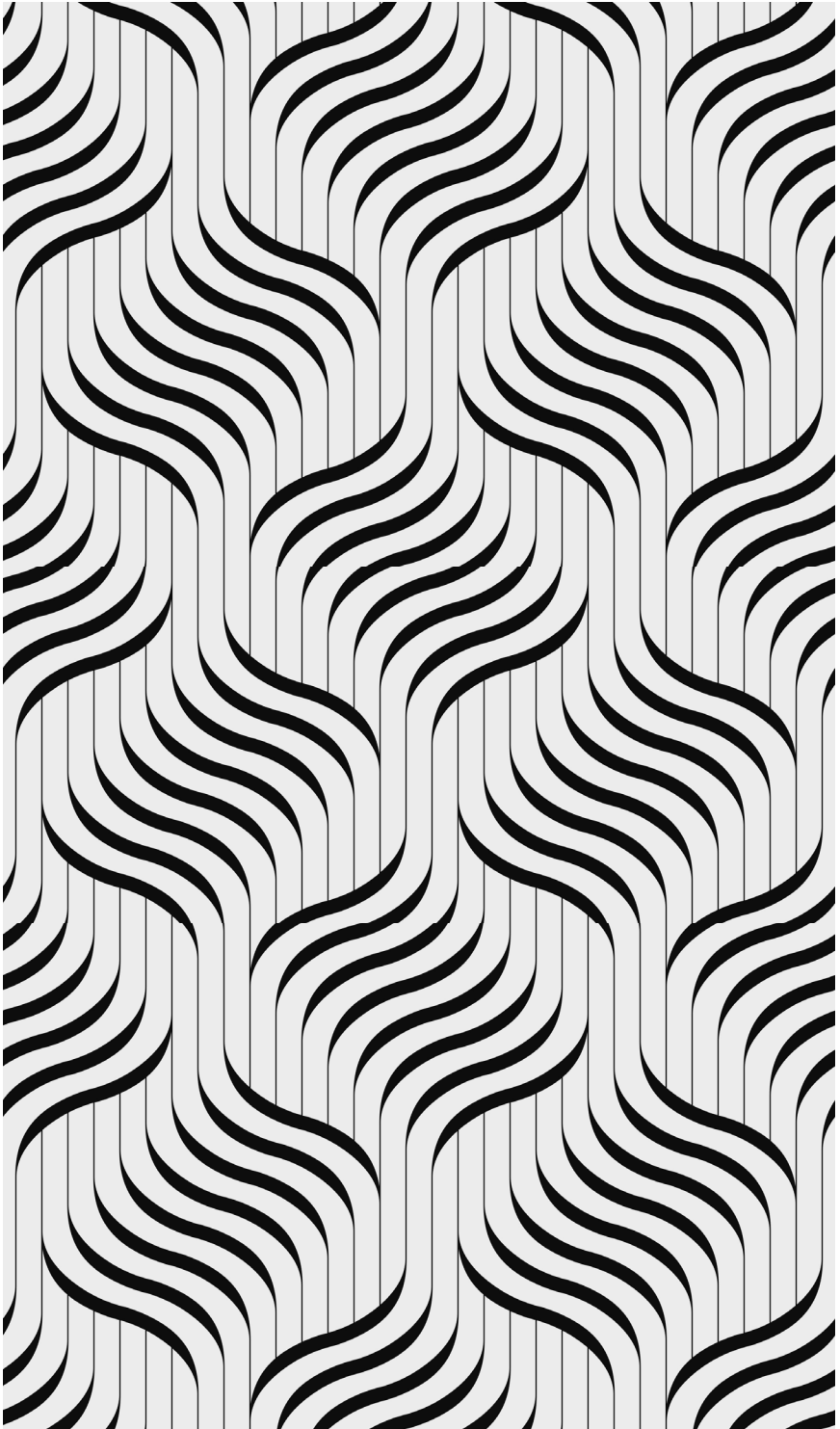
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# REFLECT ON

Philippians 2:5 (NIV):

*In your relationships with one another, have  
the same mindset as Christ Jesus ...*

## CONSIDER PHILIPPIANS 2:5, AND ANSWER THE FOLLOWING QUESTIONS:

What are the dangers of isolation?

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Why do you think the Lord values positive relationships?

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How can you demonstrate the mindset of Christ towards others?

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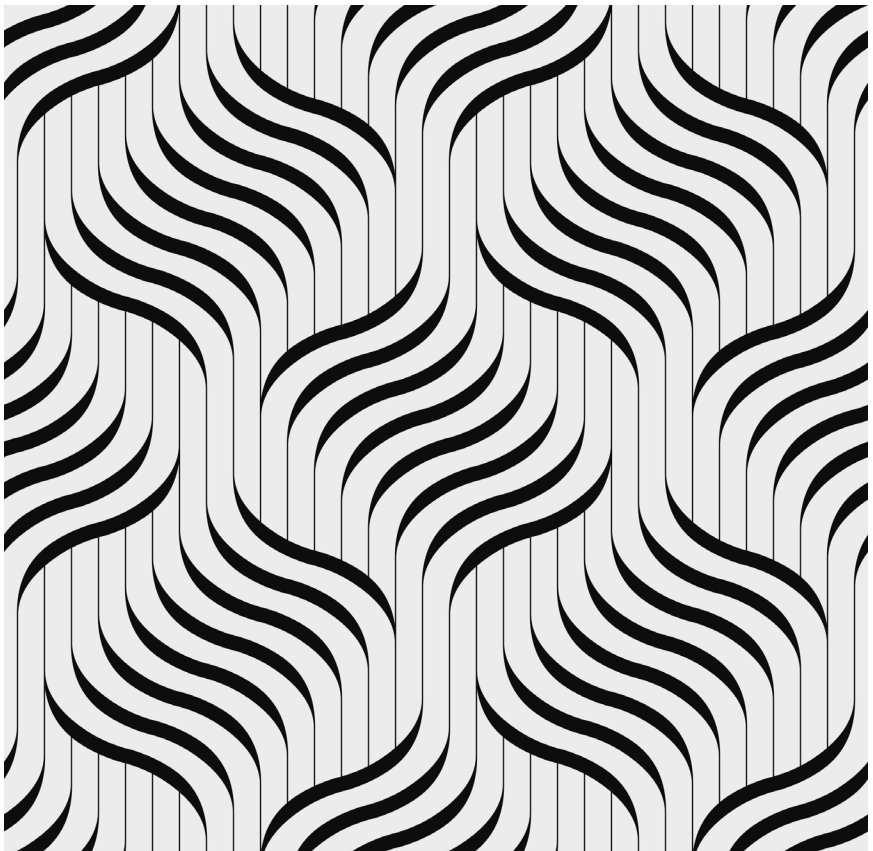
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## SECTION 10

# A PASTORAL & CONGREGATIONAL CASE STUDY



*Often, leaders and members of organizations accept conflict rather than transform it. Usually, people who resign themselves to the turmoil are clueless as to the methods and means for improvement. These people often sabotage and undermine any efforts to change any organization.*

## READING TIME

As you read Section 10: “A Pastoral & Congregational Case Study” in *Building a Better You*, review, reflect on, and respond to the text by answering the following questions.

### REVIEW, REFLECT, AND RESPOND:

What issues did the Full of Love Church encounter that you have also dealt with within your organization?

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Identify the various factors that contributed to the Church's stagnation.

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How did Pastor DeWrite's process of self-discovery contribute to the church's overall healing?

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What can you apply from this case study to your organization's current challenges and need for growth?

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# REFLECT ON

Proverbs 11:12 (NIV):

*When pride comes, then comes disgrace,  
but with the humble is wisdom.*

## CONSIDER PROVERBS 11:12, AND ANSWER THE FOLLOWING QUESTIONS:

How did humility play a critical role in the breakthrough this church needed?

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How challenging is it for you to admit when you are in the wrong?

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Who do you need to apologize to today in order to break a stalemate and move towards progress? What steps do you need to take to move in that direction?

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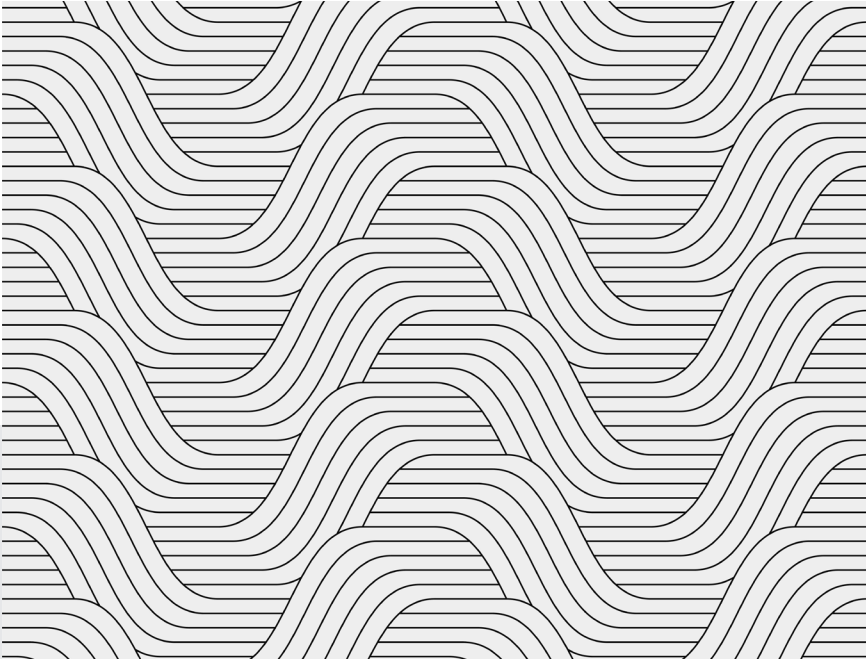


PART 3

# CONCLUDING WORDS OF ENCOURAGEMENT

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# CONCLUDING WORDS OF ENCOURAGEMENT



*The Enneagram is a lifelong spiritual toolbox containing everything you need to embrace daily challenges and adjust internally as you progress toward perfect self-expression.*

# READING TIME

As you read  
Part 3:  
“Concluding  
Words of  
Encouragement”  
in *Building  
a Better You*,  
review, reflect  
on, and respond  
to the text by  
answering  
the following  
questions.

## REVIEW, REFLECT, AND RESPOND:

What are your top three takeaways from this book?

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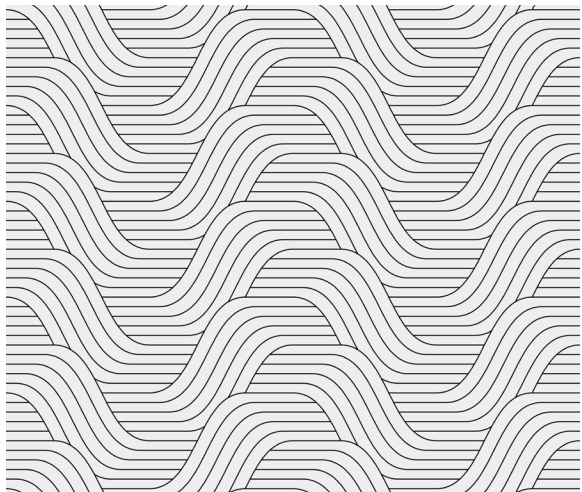
3) \_\_\_\_\_

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How do you plan to incorporate the Enneagram into your continual work of self-discovery?

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How do you plan to apply the wisdom you have gained through this book into your organization or congregation?

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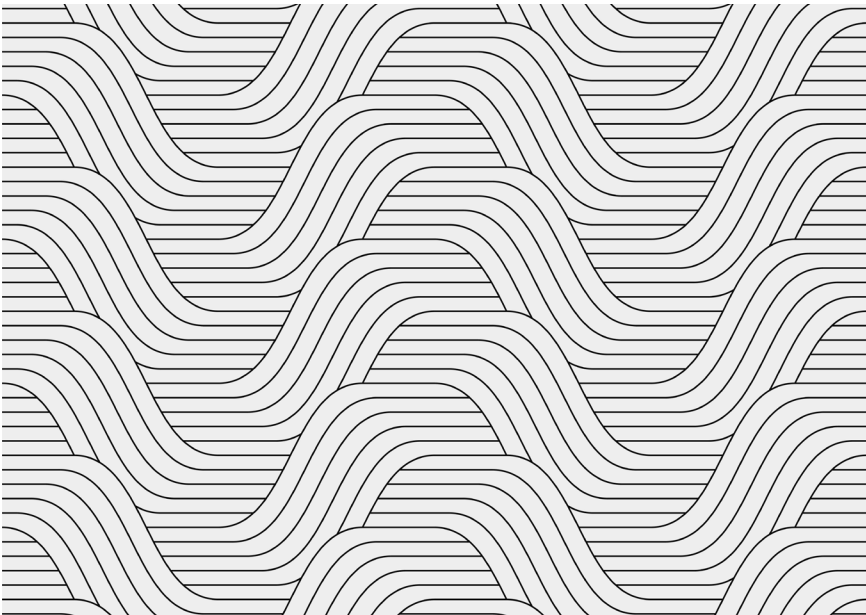
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# REFLECT ON

Matthew 21:22 (NIV):

*And whatever you ask in prayer, you will receive, if you have faith.*

## CONSIDER MATTHEW 21:22, AND ANSWER THE FOLLOWING QUESTIONS:

Why is faith critical to implementing the lessons learned from the Enneagram?

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How can you incorporate a daily routine of prayer in your life for the progress of your organization?

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Do you believe God has a greater purpose for you and your organization? Take time to pray right now for Him to reveal His plan for you and to make clear the steps you need to take in humility to walk within it.

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