



Breckenridge Institute
HARNESSING THE POWER OF CULTURE™

Personality in Context™

The Breckenridge Enneagram™

Product and Qualifying Program List

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January 20, 2009

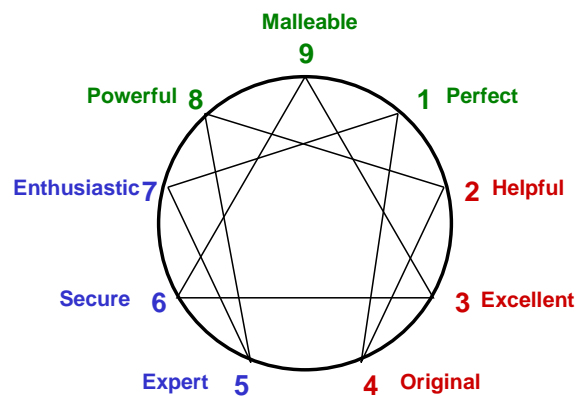
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Breckenridge Enneagram™ Assessments Overview

When we are finally old enough to realize that we *have* a personality it's too late to have a hand in fashioning it. The formation of personality is both: a) an *inside-out* process where innate, inborn tendencies predispose us to actions and interactions with others, and b) an *outside-in* process where people, social structures, and our culture teach us how to see ourselves, others, and the world. The Breckenridge Enneagram™ is a model that can help us see aspects of our personality that other models miss. It can help us truly understand some of our innate tendencies and our adaptive responses.

Breckenridge Enneagram™



History of the Enneagram

The Enneagram is a model of nine personality types that has evolved since the late 1960s. Pronounced “any-a-gram,” the word refers to a nine-pointed diagram enclosed within a circle (“ennea” is Greek for “nine;” “gram” means “drawing”). Enneagram theory started to take shape in the early 1970s due to the influence and scholarship of Claudio Naranjo, a psychiatrist who began attributing psychological principles to the model. Most people writing about or teaching the Enneagram today trace their roots either directly or indirectly to the work of Naranjo. A number of popular authors, such as Don Richard Riso and Russ Hudson, Helen Palmer and David Daniels and others have contributed to the evolution of Enneagram theory, but much of this work has been based on a theoretical foundation of spiritual and metaphysical principles. The Breckenridge Enneagram™ integrates the original work of Claudio Naranjo; Maslow’s psychology and Hierarchy of needs; the See-Do-Get Process®; and a rigorous approach to psychometric analysis and empirical research. The Breckenridge Enneagram™ is set apart from other approaches to the Enneagram by its focus on a naturalistic, scientific view of personality and psychological processes that are linked to modern advances in the neurosciences.

The Institute has developed two new assessment tools based on an Breckenridge Enneagram™ model of personality that are the most reliable and valid on-line Enneagram assessment tools available anywhere. These are the Breckenridge Type Indicator™ (BTI™), and the Breckenridge Relationship Indicator™ (BRI™). The BTI™ and BRI™ are the only Enneagram assessment tools that precisely measure *both* the nine personality types and three instincts (sub-types) in a single instrument, providing new insights into a wide range of cognitive, emotional, sensory, and biological dimensions of personality. Previously, many type professionals have had reservations about using the Enneagram as a personality typology because they have not had a psychometrically validated instrument with reliability and validity equal to (or greater than) the MBTI® tool. The BTI™ and BRI™ are designed to meet these psychometric challenges and will add new dimensionality to four-dichotomy; eight-function; sixteen-type approaches to personality.

Breckenridge Type Indicator™ (BTI™)

The BTI™ is a psychometrically validated assessment tool designed to help identify key elements of managers' and staff members' personality using the nine personality types. The BTI™ can be used for both personal and professional applications, but it is especially effective when used as the basis for coaching, leadership development, or teambuilding exercises. Organizations are collective-cultural entities that are led, managed, and changed one person at a time. Studies have shown that people who possess emotional intelligence and self-knowledge are often twice as successful as those who possess only high levels of intellectual intelligence. A person's level of self-awareness and self-control is an indicator of their openness to feedback, change, and their ability to succeed professionally, especially when under stress. In your *professional* life, a better understanding of your personality using the BTI™ will help identify decision-making bias and predictable errors in judgment in both strategic and tactical issues. When used in your *personal* life, the BTI™ allows you to identify underlying patterns of behavior that frustrate and undermine healthy relationships with friends and family members.

Business Applications - The BTI™ is typically used by proactive managers and staff members who want to take charge of their careers and become even higher-performers. People who get the most value from the BTI™ are those who use it to achieve higher levels of:

- Professional competency in decision-making and problem solving
- Personal competency in processing conflict and communicating more effectively
- Social competency in teamwork and more effective group dynamics

BTI™ Qualifying Program

The qualifying program for the BTI™ combines the convenience of a self-paced web-based learning environment, with one-on-one instruction and mentoring sessions by telephone. The on-line qualifying program includes:

- Interactive web-based modules that cover the history, theory, report structure, APA standards, and the key elements of how to interpret the BTI™
- Four one-on-one telephone mentoring sessions that are focused on how to administer the instrument, interpret the results, and help others verify their personality type.
- Complete the BTI™ and review your results with your instructor.
- Have one colleague complete the BTI™ and work with your instructor to prepare their feedback sessions.
- Complete an on-line exam composed of multiple choice and true-false questions after reviewing the material with your instructor by telephone prior to and after completing the exam.
- On-going access to the Breckenridge Institute® continuing education program and supporting materials.

Completion of the qualifying program will give you access to administering the BTI™ 24X7 anywhere in the world where you have an Internet connection.

Tuition for the on-line qualifying course is \$995

For more information or to sign up for our qualifying programs, please contact Elin Larson at elin@breckenridgeinstitute.com.

Breckenridge Relationship Indicator™ (BRI™)

Building, maintaining, and growing effective relationships are key competencies in our personal and professional lives and the BRI™ is a powerful tool for doing this. Studies have shown that 55% of communication is visual (body language), 38% is tone of voice, and only 7% is word choice. These data confirm that people accurately read and respond to the emotional messages we send each other, *not* only the words we use. This holds true in both personal relationships (family and friends), and professional relationships between managers, direct reports, and co-workers. A pattern of interaction between you and others emerges from repetitive problem-solving and discussions about issues that you have in common. These patterns of interaction are powerfully molded by differences and similarities in personality as well as how effectively each person reacts when they are under pressure from the context. Eventually, the patterns take on a life of their own and can be directly observed in day-to-day interactions. In fact, often others can see the destructive or constructive nature of our patterns of interaction much more clearly than we can because the interaction pattern is on autopilot. These are commonly called blind spots, e.g. negative behavior traits that others see in us that we don't see in ourselves.

Over time as patterns of interaction solidify and become unquestioned beliefs and assumptions they form a repository of interactions that is a kind of emotional "scoreboard" upon which we *unconsciously* keep track of the balance between the number of destructive and constructive emotional messages we have received from others. The BRI™ can help to identify and characterize these beliefs and assumptions. Effective relationships at work and at home require an 80-20 ratio of constructive to destructive messages. When this ratio shifts toward the destructive side, our relationships become *spring-loaded* where negative day-to-day interactions build up to the point where people feel that they have to "walk on egg shells" around each other. A destructive balance also makes interactions *toxic* where the chemistry and climate in the relationship becomes unhealthy to one or both of the people. Over time, these destructive interactions undermine trust in both personal and professional relationships.

The BRI™ is an on-line survey based the Breckenridge Enneagram™ model of personality that identifies patterns of interaction that can frustrate and undermine personal and professional relationships. The BRI™ comes in two versions. The *Corporate Version* is used by managers and supervisors to build more effective and productive relationships with their direct reports and co-workers. The *Corporate Couples Version* is used by couples to improve their relationship and achieve a more effective work-life balance. The BRI™ report will reveal many of the root causes of ineffective communication between managers and their direct reports or couples. It will give you practical strategies to evaluate, strengthen, and maintain the significant relationships in your personal and professional life. Both reports are described below.

BRI™ Corporate Version

Understanding, managing and/or working effectively in a work-group of 20 people takes an enormous amount of time and energy because one has to maintain a balance between conflicting or competing interests in a complex system of coalitions of 2s, 3s, and 4s who "see" themselves, others, and the world very differently. For example, in a group of 20 people, a manager has to keep track of nineteen relationships between them and others, plus 171 third-party relationships. The dynamics of these third-party relationships change again when they combine into coalitions of 3s and 4s that may have conflicting or competing interests.

The patterns of interaction in these key work relationships can be your best friend or your worst enemy. They can work *for* you when you and your direct reports affirm each other and build relationships on a foundation of constructive emotional messages. But the pattern of interaction and repository of interaction can also create a self-defeating cycle that causes you and your direct reports to spiral into the same conflict over and over again without knowing why. Like an ocean current that pulls coworkers down into the deep waters of emotions, these patterns of destructive conflict draw people into interactions that frustrate and undermine effective work relationships.

The BRI™ Corporate version report will reveal many of the root causes of ineffective communication between managers and their direct reports. It will give you practical strategies to evaluate, strengthen, and maintain your significant relationships.

Business Applications – Because it evaluates one-on-one relationships, the BRI™ Corporate version is typically used by managers, supervisors to:

- Define Common Purpose and Goals
- Improve Performance and Morale
- Manage Conflict
- Improve Communication
- Increase Creative Problem-Solving
- Coach Direct Reports Within the Context of the Work-Group's Goals

BRI™ Corporate Couples Version

Increasing pressures on today's professionals combined with the frenetic pace of life makes work-life balance in couples and family relationships increasingly difficult to develop and maintain. From the CEO or business owner down to front-line supervisors, frequent job changes; relocations; changes in leadership; merger and acquisitions; increased production quotas and goals; and frequent reorganizations create enormous stress for the people who work in organizations, and for those who oversee the domestic activities of the home. In addition, the positive and negative pressures of our technologically-connected world powerfully shape the culture and climate in families.

The Breckenridge Relationship Indicator™ (BRI™) is a unique approach to improving relationships that is *not* just another quick fix. Based on scientific research into what makes relationships work effectively, the BRI™ reveals the hidden laws of relationships. The BRI™ couples report will reveal many of the root causes of frequent disagreements and ineffective communication that can undermine self-esteem, create conflict about differences in lifestyle, and foster attitudes that create enormous challenges for today's couples. The BRI™ will give you practical strategies to evaluate, strengthen, and maintain your marriage and other significant relationships.

Applications – The BRI™ Corporate Couples version is typically used by couples to:

- Define Common Purpose and Goals in the Relationship
- Manage Conflict with Your Partner and Children
- Improve Communication with Your Partner and Children
- Increase Creative Problem-Solving
- Build Deeper Understanding about How to More Effectively Meet Others' Preferences and Needs

BRI™ Qualification Requirements

Completion of the BTI™ qualifying program also gives you access to the Breckenridge Relationship Indicator™ (BRI™) so you can administer it 24X7 anywhere in the world where you have an Internet connection.

For more information or to sign up for our qualifying programs, please contact Elin Larson at elin@breckenridgeinstitute.com.