



TSB | TSHWANE
SCHOOL FOR
BUSINESS & SOCIETY
TSHWANE UNIVERSITY OF TECHNOLOGY
EXECUTIVE EDUCATION

9 Lenses of Leadership for Agile Teams



Tshwane University
of Technology
We empower people

20
YEARS
2004-2024



What this programme is about

Teams are fundamental to performance in most organisations today, and yet remain difficult to understand, align and develop. Highly effective teams are made up of individuals with strong self-awareness, who understand and relate to colleagues, have an understanding of group and team dynamics and know how to harness their diverse gifts and strengths. The Enneagram refers to the nine different types or styles, with each representing a worldview that resonates with the way people think, feel and act in relation to the world, others and themselves. It is particularly powerful in its team applications.

The purpose of this 2-day executive development programme is to equip delegates with the essential skills to become more effective in leading teams for high performance and interpersonal effectiveness using the Enneagram individual assessment and Enneagram Team Report. The programme will equip leaders to enhance their self-awareness and emotional competency thereby improving their relationship with colleagues, deepen their understanding of group and team dynamics and how to harness the diverse gifts and strengths of each team member.

Using a team and systems coaching approach, members gain insight into themselves, their team dynamics and learn to discuss team and relationship challenges in an objective way.

This process is both illuminating and fun.





The Enneagram Teams Report

In this workshop, the Enneagram Teams Report is used to strengthen team relationships and performance in the following ways:

CREATE SUSTAINABLE CHANGE

The workshop aims to deepen the team's understanding of themselves and their dynamics, enabling and empowering them to engage in better problem-solving over time. The Team Report encourages teams to explore the 'why' behind behaviours or resistance, allowing for deep, intentional and sustainable changes.

BUILD TRUST

Working with your Enneagram as a team offers opportunities to build deeper levels of psychological safety and trust, enabling a higher quality of collaboration, collective learning and ultimately, performance.

FROM CONFLICT TO COLLABORATION

A great deal of the conflict and friction experienced in teams is a result of misunderstandings or a lack of awareness. Insight is gained into the potential areas of friction in the team and the underlying assumptions; social and conflict styles and enables the team to harness healthy conflict as a driver of performance, not a barrier.

What the Team Report will tell you

- Enneagram Team Style and Values
- Enneagram Style Impact on Relationships
- Unhealthy Team Behaviours
- Development Stages of the team
- Underdeveloped Styles
- Collective Strain Profile
- Team Instincts
- Dynamics between the leader and the team

What you will learn

The learning outcomes of this programme gives participants the theoretical and practical knowledge needed to manage their teams for optimal performance. After completing this programme participants will be able to:

- Apply the insights gained in the Enneagram Teams Report to strengthen team relationships and performance
- Create sustainable personal transformation by increasing the team's understanding of themselves and their dynamics, enabling and empowering them to engage in better problem-solving over time.
- Explore and understand the 'why' behind behaviours or resistance, allowing for deep, intentional and sustainable behavioural changes.
- Explore opportunities to build deeper levels of psychological safety and trust thereby enabling a higher quality of collaboration, collective learning and ultimately, performance.
- Apply different conflict resolution strategies to resolve the conflict and friction experienced in teams is a result of misunderstandings or a lack of awareness.

- Develop insight into the potential areas of friction in the team and the underlying assumptions; social and conflict styles
- Harness healthy conflict as a driver of performance, not a barrier.
- Apply the insights gained in the Team Report to understand their team's social and conflict styles and develop processes to harness healthy conflict as a driver of performance, not a barrier
- Apply the insights gained in the Enneagram Team Report to develop a team improvement Action Plan

Who is this programme for?

This program is tailored for intact teams who are committed to advancing their teamwork and overall performance. It is ideal for any team - be it intact work teams, project teams, or cross-functional groups - seeking to explore the dynamics of their group through the powerful insights of the Enneagram. Whether you're looking to enhance collaboration, navigate challenges, or unlock your team's full potential, The Nine Lenses of Leadership for Agile Teams offers a unique journey toward greater cohesion and success.

It is presented over 2 days on request.

About the Programme Facilitator

DR TESSIE HERBST

Tessie is a registered psychologist currently working at Tshwane University of Technology, where she focuses on Academic Leadership Development in the office of the Deputy Vice-Chancellor: Teaching, Learning, and Technology. She is also involved with the Tshwane School for Business and Society, specializing in executive development. Tessie manages various programs, including the LEAD, Management Development and the Women Leaders Program. With extensive experience in program and intervention design, leadership development, and group dynamics, Tessie's research interests lie in the psychology of leadership and personal and institutional transformation for optimal developmental outcomes. She is an accredited Arbinger Outward Performance facilitator, a trained Organization and Relationship Systems coach, an Integral coach, a BWRT® (level 1) therapist, a LEGO® Serious Play® facilitator, and an accredited Enneagram and Neurozone® High Performance Coach.

Driven by her passion for people and change, Tessie believes that personal transformation is at the heart of organizational transformation. She is the author of "The Dark Side of Leadership" and is frequently invited as a keynote speaker in the field of leadership. As an accomplished author and speaker, she actively contributes to leadership development and has presented papers at numerous national and international conferences.





Get in Touch

For more information please contact the Programme Manager:

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