

## Why Personality Matters in the Workplace

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### Workplace Roles

There are 3 major components to the work role: *Technical*, *Conceptual* and *Human*. *Technical* work concerns technology and equipment. *Conceptual* work concerns design, planning and strategies. *Human* work concerns the management of the human beings involved in both the above.

In the early days of the industrial revolution of the 19<sup>th</sup> century, *Technical* and *Conceptual* work held primacy of place. Humans were regarded as machinery components, there to carry out tasks, with little appreciation of them as any more than cogs in wheels or resources ripe for exploitation.

The advance of Capitalism in the 20<sup>th</sup> century saw the industrial revolution reach its zenith, the advent the technological revolution and the dawn of the information revolution. Studies of humans in the workplace, coupled with advances in psychology, prompted a growing appreciation of how the *Human* element is a primary relevant factor in outcomes achieved.

Factors such as employee engagement, commitment, job satisfaction and job retention are now subjects of interest and study for organisational and social psychologists, economists, and political scientists. Organisations are keen to discover how human behaviour impacts the bottom line.

The imperative to know more about and better manage people is increased by recent changes in workplaces, including employment contracts, increased stress, problems of job retention, as well as advances in information technology, social change and expanding global markets.

It is crucial that all business leaders, managers and other key personnel in workplaces understand and manage their staff well. Staff who are understood, appreciated and valued are happier, more likely to stay, give of their best and contribute to their workplace positively, than those who are not.

### Workplace Improvement

One effective way to improve relations, morale and efficiency among staff is to promote a sense of *Personal Identity* in the workplace. To validate people for their individual qualities and contributions sends a powerful message that you are worthwhile and we appreciate you. Recognising, valuing, and utilising *behavioural styles* and *personality patterns* is an elegant and effective way to do this.

Psychology has produced copious models of personality traits and behaviours. In particular, the **Enneagram** model has merit in that it perceptively describes behaviour patterns among types, and provides practical strategies for bringing out the best in each type. The Enneagram model is unique in its uncannily accurate perception of human nature.

Well constructed *Enneagram programs* are exceptional resources for managers, leaders and human resource personnel to help them better understand and manage their staff. Program participants improve in self-awareness and self-understanding. At the same time, they learn more about others with whom they work and interact. Communication and output invariably increases.

While giving individuals a positive sense of their identity, the Enneagram also views the workplace holistically. Each person is an integral part of a dynamic group. Enabling individuals to develop their unique gifts by undertaking Enneagram training benefits the individuals themselves and their whole workplace. *Please contact me to know more.*

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