



The How and Why: Taking Care of Business with the Enneagram: A Practical Organization Development Framework to Drive more Effective, Efficient, and Sustainable Business Results and Relationships

By Ph.D., R. Karl Hebenstreit



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The ability to take on another person’s point of view is a vital part of getting anything done successfully, and the Enneagram offers a unique and effective route to open people up to other ways of thinking.

In *The How and Why: Taking Care of Business with the Enneagram*, author R. Karl Hebenstreit, PhD, provides a thorough overview of Organization Development tools and frameworks traditionally associated with solving typical business challenges—infusing and enhancing them with insight from the Enneagram.

Pulling from over twenty years of Human Resources and Organization Development experience, Hebenstreit provides a practical guide to applying the Enneagram to a variety of business challenges and initiatives.

Easy to understand and designed to be put to immediate use, chapters such as “Recruitment, Engagement, and Retention,” “Strategic Planning,” “Influence,” and “Executive Coaching and Development” blend the insights of the Enneagram model with existing Organization Development best practices to help create more robust solutions.

This extraordinary resource integrates the great efforts and thought happening around the globe to advance insight and understanding in both ourselves and our organizations.



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Editorial Review

About the Author

R. Karl Hebenstreit, PhD has over twenty years of expertise in organization, leadership, and workforce development; training; talent acquisition and staffing; and career and change management in numerous industries and sectors.

He received his PhD in Organizational Psychology from California School of Professional Psychology, his Master's in Human Resource Management from Rutgers Graduate School of Management and Labor Relations, his Bachelor's in Psychology, French, and Political Science from Rutgers College, and his ICF coaching certification from Fielding Graduate University.

His work experience has been amassed at Merck, Bellcore, AT&T, Lee Hecht Harrison, Cushman & Wakefield, Kaiser Permanente, EMC², and Bio-Rad Laboratories. In addition, he has helped high-profile clients at Cisco, Sony Playstation, and United Airlines achieve their potential for success through strategic planning, professional growth, team development, and interpersonal effectiveness enhancement.

In his spare time, he enjoys exercise, singing, concerts, theater events, photography, travel, continuous learning, and speaking on leveraging the Enneagram to increase personal, leadership, team, and business effectiveness.

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