

MADANES INSTITUTE PRESENTS

ASSESSMENT-BASED CERTIFICATION



LEVEL 1 CERTIFICATION

EnneaRoles Practitioner

Workplace & Executive Version

PROGRAM OUTLINE

MADANESASSESSMENTS.COM

The image shows two overlapping document samples. The top one is a 'MADANES' report with a 'STRENGTHS' section containing a diagram of a 3D cylinder and a list of bullet points. The bottom one is a purple 'EnneaRoles PERSONALITY TYPE REPORT' for 'Janet Sample' with a diagram of the Enneagram.

MADANES

STRENGTHS

READY TO GO!

- **Independent Decision-Making:** Efforts to bring with your colleagues and the awareness of a wide array of options and the ability to make decisions and take action on them are your strengths. You are able to see the big picture and make changes. Incorporating your ability to think in a unique way is a strength for you!
- **Adaptability & Resilience:** When things aren't going as planned, you are able to adjust and find a way to move forward. You are able to see the big picture and make changes. Incorporating your ability to think in a unique way is a strength for you!
- **Strategic Thinking:** You are able to see the big picture and make changes. Incorporating your ability to think in a unique way is a strength for you!
- **Strategic Flexibility:** You are able to see the big picture and make changes. Incorporating your ability to think in a unique way is a strength for you!

EnneaRoles
PERSONALITY TYPE REPORT

Janet Sample
10/1/2021

PERSONAL & CONFIDENTIAL

MADANES **IAC** International Association of Certified EnneaRoles Practitioners

★ EXCLUSIVE FEATURE OF THIS EDITION

Closing Masterclass with Cloe Madanes

World-renowned innovator of strategic therapy · Founder, Madanes Institute · Co-creator, Robbins-Madanes Training

A 2-hour live masterclass exclusively for EnneaRoles L1 graduates — delivered personally by Cloe Madanes as the capstone of this program.

P R O G R A M G O A L

What This Certification Delivers

The EnneaRoles Practitioner Certification (Level 1) equips coaches, consultants, HR professionals, and organizational leaders with the essential knowledge and skills to administer, interpret, and deliver professional feedback sessions using the EnneaRoles assessment — ethically, confidently, and with a deep understanding of its psychological and organizational foundations.

Upon graduation, you will hold an official diploma and international certification from Madanes School, along with a professional license as an EnneaRoles Practitioner-Profiler, authorizing you to administer and sell the EnneaRoles assessment to your clients.



The EnneaRoles Personality Type Report

A Professional Formation Unlike Any Other

The EnneaRoles Practitioner Certification is the first program in the world to integrate the Enneagram — the most sophisticated motivational map of the human personality — with the PAEI framework developed by Dr. Ichak Adizes, the leading methodology for organizational health and leadership role analysis. Together, these two maps give coaches, HR professionals, and organizational leaders a precision instrument that no single assessment can match.

This is not a self-guided online course. It is a professional formation program with four integrated learning modalities: asynchronous content modules, live weekly sessions with the program creator, personally mentored practice, and supervised certification. Every element is designed to ensure that graduates emerge not just with knowledge, but with the confidence and competence to deliver professional EnneaRoles sessions to real clients from day one.



Meet the Faculty



Yechezkel Madanes

Program Creator & Lead Instructor

Yechezkel Madanes is a world pioneer in the field of personality assessments and their use in selection and organizational development. He is the founder and CEO of Madanes Assessments and has a 15-year collaboration with Dr. Ichak Adizes and the Adizes Institute of California, where he created and directs the coaching department.

Yechezkel also serves as Research Head of the International Association of Coaching and coaches high-level executives and teams at Fortune 500 companies. He is the author of 8 personality type books on coaching with the Enneagram, translated into 11 languages.



Dr. Cloe Madanes

Closing Masterclass Presenter · Master Trainer & President, Madanes Institute

Cloe Madanes is a world-renowned innovator and teacher of family and strategic therapy, and one of the originators of the strategic approach to psychotherapy. She has authored nine books — already classics in the field — translated into more than 20 languages. She trained over 14,000 life coaches worldwide through the Robbins-Madanes Training Program, co-created with Anthony Robbins.

A sought-after international speaker, she has keynoted for the American Association of Marriage and Family Therapy, the Evolution of Psychotherapy Conference, the Erickson Foundation, and the California Psychological Association. She has been featured in Newsweek, the Washington Post, and Vogue, and has received numerous awards for distinguished contribution to psychology, including an honorary Doctorate of Humane Letters from the University of San Francisco.

At a Glance

Duration	21 hours of training content · 9-week program
Format	Asynchronous online modules (24/7) + live weekly sessions + supervised practice
Language	English
Program Tracks	Standard Certification · Premium Certification with Weekly Individual Mentoring
Pework	Take your own EnneaRoles assessment + receive your personal debrief session (Zoom)
Live Sessions	Weekly Practitioner Circle — every Thursday, live on Zoom
Practice Sessions	2 supervised feedback sessions — Session 1 includes personal mentoring with Yechezkel Madanes
Capstone	Exclusive 2-hour live Masterclass with Cloe Madanes — Founder, Madanes Institute
Certification Exam	Live competency demonstration: a filmed, real debrief session with a real client
Upon Graduation	Official diploma + practitioner license + 3 commercial licenses (value \$600) + Certified Practitioner logo

Who Should Attend

This certification is designed for professionals who work with people and organizations:

- Executive, leadership, and organizational coaches
- HR professionals and Learning & Development specialists

- Organizational development consultants
- Psychologists and therapists working in organizational contexts
- Leaders, managers, and team leads seeking deeper insight into people and role dynamics
- Anyone looking to integrate a rigorous, dual-framework personality assessment into their professional practice

L E A R N I N G E X P E R I E N C E

Four Learning Modalities

The EnneaRoles Practitioner Certification combines four distinct learning experiences — each designed to develop a different dimension of your competence as a practitioner:

1

Asynchronous Modules

9 online modules available 24/7. Video lessons, readings, handouts, and homework assignments. Learn at your own pace, on your schedule.

2

The Practitioner Circle

Weekly live session on Zoom — every Thursday. Conceptual reinforcement, case discussion, and open Q&A with Yechezkel. Open to all students regardless of which module they are in.

3

Supervised Practice

2 real debrief sessions with actual clients, reviewed by a certified EnneaRoles supervisor. This is where theory becomes professional competence.

4

Personal Mentoring (Premium Track)

Weekly 1:1 mentoring sessions with Yechezkel Madanes throughout the program. Your first practice session includes a personal mentoring review — available to all tracks.

The Weekly Practitioner Circle

Every Thursday, Yechezkel Madanes opens a live one-hour session on Zoom for all currently enrolled students — regardless of which module they are in. This is one of the most distinctive features of the EnneaRoles certification.

“

I have been, as an advanced student, present hundreds of times in Ichak Adizes' introductory classes. And I always learn something new — no matter how well I already know the material. That is the same spirit behind the Practitioner Circle.

— Yechezkel Madanes, Program Creator

Structure of Each Session

First 30 minutes

Conceptual Deep Dive — Yechezkel presents a focused review of one core topic from the program: key concepts, nuances, real-world applications, and points that often only "click" when heard in a live context.

Second 30 minutes

Open Q&A and Case Discussion — students bring real cases, questions from their practice sessions, and anything they want to explore. All questions welcome, regardless of module.

The Dojo Principle

The Practitioner Circle is intentionally open to students at all stages. A student in Week 1 and a student about to sit their certification exam can attend the same session — and both will

walk away with something meaningful. The beginner gains orientation and inspiration. The advanced student deepens their understanding by hearing the concepts again, with more experience behind them.

This is the same principle at work in any serious martial arts dojo, or in the way great mentors teach: the topic is constant, but what you hear changes with who you are when you hear it.

P R A C T I T I O N E R C I R C L E C U R R I C U L U M

The 9-Week Rotating Curriculum

The Practitioner Circle follows a 9-week rotating curriculum that mirrors the program's modules. Every 9 weeks, the cycle resets — so a student who joins mid-program will still complete a full rotation before graduating.

WEEK	MODULES	PRACTITIONER CIRCLE
WK 1	The EnneaRoles Dual Model	<i>Why two maps? How the internal and external frameworks integrate.</i>
WK 2	The PAEI Roles — Foundations	<i>The four roles, quadrants, Leader vs. Manager vs. Mismatcher, real-world examples.</i>
WK 3	The 36 PAEI Sub-Competencies	<i>Deep dive into specific competencies. How to read sub-competency results with precision.</i>
WK 4	The Enneagram in Organizations	<i>Why using the Enneagram in organizational contexts differs from personal development use.</i>
WK 5	Strengths, Blind Spots & Derailers	<i>How strengths become limitations. The egoic mechanism in each type.</i>
WK 6	The Feedback Session — Protocol & Practice	<i>The Narrowing technique. Goal-anchoring the debrief. Live Q&A on real practice cases.</i>
WK 7	The Team Report	<i>How to read and present team-level data. Collective PAEI gaps. Leadership style patterns.</i>

WK 8 Organizational Context — The Lifecycle

PAEI roles across lifecycle stages. The case of Steve Jobs & Apple.

WK 9 Practitioner Edge Cases & FAQ

Ties in PAEI results. Misidentifications. Difficult debrief situations.

HOW IT WORKS

The Certification Process

1

Phase 1 — Pre-Course

Register → Take your own EnneaRoles assessment → Receive your personal debrief session via Zoom → Download program materials and access the platform.

2

Phase 2 — Training

Complete the 9 online modules at your own pace → Attend the weekly Practitioner Circle sessions → Deliver your 2 supervised practice debrief sessions.

3

Phase 3 — Certification

Submit filmed Practice Session 2 (your certification exam) → Receive evaluation and feedback → Upon approval, receive your official Madanes School diploma, international practitioner license, and access to the Certified Practitioners Platform.

Pework Note

Taking the EnneaRoles assessment and receiving your own debrief session before beginning the modules is both a learning requirement and an ethical standard. You must experience the assessment as a client before you deliver it to others.

A Different Kind of Exam

“

We don't ask if you know how to do it — we watch you do it.

— Yechezkel Madanes

The EnneaRoles certification exam is not a multiple-choice test. It is not open-book. It is not a theory assessment.

Your final exam is a real debrief session — delivered by you, with a real client, filmed with their consent, and evaluated by a certified EnneaRoles expert. If the session meets the professional standard, you receive your certification. If it needs work, you receive specific feedback and the opportunity to resubmit.

This is competency-based assessment — the same standard used in the most rigorous professional training programs in medicine, law, and advanced coaching. It exists because the goal of this certification is not a certificate on your wall. It is a practitioner who can walk into a session with a real client and deliver with confidence, precision, and care from day one.

How the Exam Works — Step by Step

1

You receive 2 practice licenses upon enrollment

From Module 6 onward, you invite two people of your choice to take the EnneaRoles assessment. Two real reports are generated — these are the cases you will work with for both practice sessions.

2

Practice Session 1 — Mentored by Yechezkel Madanes

You choose one of your two reports. Yechezkel accompanies you through the complete debrief of that real case — step by step. He observes your approach, answers your questions, and provides personalized scaffolding and feedback.

3

Practice Session 2 — Your Certification Exam

Using your second practice license, you deliver a complete debrief session independently — no guidance, no assistance. The session is filmed with your client's consent and submitted for evaluation.

4

Evaluation & Certification

Your filmed session is reviewed by a certified EnneaRoles evaluator. If it meets the professional standard, you receive your official certification. If specific areas need strengthening, you receive detailed feedback and the opportunity to resubmit.

Learning Modules

PREWORK · Estimated time: 1–2 hours

Register and access the platform · Take your own EnneaRoles assessment · Receive your personal debrief session (Zoom) · Download program materials and manual

Learning Outcome: You will be able to discuss your first-hand experience of the EnneaRoles assessment from the perspective of a client — the essential foundation for empathetic, credible feedback delivery. This is a mandatory ethical requirement for certification.

MODULE 01 The EnneaRoles Framework — Introduction & Overview

Estimated time: 2–3 hours

T o p i c s c o v e r e d

- Welcome and program orientation
- What is the EnneaRoles? The dual-map concept explained
- Why one-size-fits-all approaches to leadership don't work
- History and development of EnneaRoles at Madanes School
- How EnneaRoles compares to other major assessments (MBTI, Hogan, CliftonStrengths, Belbin, LCP)

L e a r n i n g O u t c o m e s

- ✓ Explain what EnneaRoles is and why the dual-map approach is uniquely powerful
- ✓ Articulate how EnneaRoles differs from and complements other major assessments
- ✓ Describe the structure and flow of the full certification program

MODULE 02 The External Map — The PAEI Roles (Part I: Foundations)

Estimated time: 3–4 hours

T o p i c s c o v e r e d

- Introduction to the four PAEI roles and their contribution to organizational health
- The PAEI quadrants: Producing, Administrating, Entrepreneuring, Integrating

- Real-world example: Amazon and the four roles in action
- Leader vs. Manager vs. Mismatcher: what the assessment reveals
- PAEI conflicts: what happens when roles clash
- Leadership styles: PaEI, pAel, paEI — reading the code

Learning Outcomes

- ✓ Describe each of the four PAEI roles and their organizational function
- ✓ Identify PAEI personality codes and what they reveal about leadership style
- ✓ Explain why no single individual can or should fully cover all four roles
- ✓ Distinguish between leaders, managers, and mismatchers using the PAEI lens

MODULE 03 The External Map — The 36 PAEI Sub-Competencies (Part II)

Estimated time: 3–4 hours

Topics covered

- The 9 sub-competencies of (P) Producing: Results-Oriented, Focus, Grit, Resilience, Speed, Practical, Get Things Done, Consistency, Risk-Taking
- The 9 sub-competencies of (A) Administrating: Efficiency, Order/Rules, Supervision, Punctuality, Financial Discipline, Attention to Detail, Planner, Systematic Approach, Self Structure-Builder
- The 9 sub-competencies of (E) Entrepreneuring: Big Picture, Creativity, Long-Term Oriented, Opportunity Finder, Entrepreneurial, Adaptability, Idea Generator, Learner, Independent
- The 9 sub-competencies of (I) Integrating: Self-Awareness, Growth Mindset, Motivation/Passion, Listener, Empathy, Assertive Communication, Teamwork, Conflict-Solver, Talent Finder

Learning Outcomes

- ✓ Name and describe all 36 PAEI sub-competencies across the four dimensions
- ✓ Identify which sub-competencies are most critical for a given role or job requirement
- ✓ Read sub-competency results in an EnneaRoles report with precision and confidence
- ✓ Identify classic synergies and imbalances in a sub-competency profile

MODULE 04 Practicum — Film Analysis (Case Study)

Estimated time: 1–2 hours

Topics covered

- Film analysis: a live PAEI and Enneagram case
- Identifying PAEI role dominance and gaps through observable behavior

- Applying the Enneagram lens to a real leadership story
- Practicum discussion and homework

Learning Outcomes

- ✓ Apply the PAEI framework to analyze real leadership behavior
- ✓ Begin connecting Enneagram dynamics to observable organizational outcomes
- ✓ Develop the analytical eye required for professional assessment interpretation

MODULE 05 The Internal Map — The Enneagram (4 parts)

Estimated time: 6–8 hours

Topics covered

- The Enneagram as a dynamic system — not a static label
- External behavior vs. internal motivations: why this distinction matters
- Not 'weaknesses' — overuse of strengths: the core Enneagram insight
- All 9 types in depth: The Perfectionist (1), The Helper (2), The Achiever (3), The Individualist (4), The Researcher (5), The Loyal-Skeptic (6), The Enthusiast (7), The Commander (8), The Peacemaker (9)
- The 18 wings: how adjacent types influence the dominant type
- Directions of Integration and Disintegration for each type
- The Triads (Centers of Intelligence): Head, Heart, and Body types

Learning Outcomes

- ✓ Accurately describe the motivational architecture of all nine Enneagram types
- ✓ Identify the health spectrum — strengths, how they become limitations, and the egoic mechanism — for each type
- ✓ Explain the significance of wings, integration/disintegration directions, and triads
- ✓ Apply Enneagram dynamics to understanding behavior in organizational and leadership contexts

MODULE 06 The Assessment & Its Interpretation

Estimated time: 3–4 hours

Topics covered

- How to prepare for the debrief session
- Script for presenting the EnneaRoles methodology to clients
- Shadowing patterns — basic and advanced archetypes: what they reveal
- Determined Type vs. Verified Type: understanding the difference
- Ties in results: meaning and how to navigate these cases

→ The Coach Report and the Express Report: when to use each

Learning Outcomes

- ✓ Navigate and interpret all sections of the individual EnneaRoles report
- ✓ Identify and explain basic and advanced shadowing patterns
- ✓ Present strengths and limitations constructively and with professional credibility
- ✓ Navigate ties and ambiguous results confidently
- ✓ Select and apply the appropriate report format for each client context

MODULE 07 The Feedback Session — Protocol & Technique

Estimated time: 3–4 hours + Practice Assignments

Topics covered

- Pre-work: how to prepare for the debrief session
- The Narrowing Technique: how to guide the client to verified type
- Debrief of the Internal Map: Enneagram type and strengths
- Goal-anchoring the debrief: starting with 'What do you need to achieve this year?'
- Connecting the profile to the client's specific role demands
- Executive-level feedback strategies

Learning Outcomes

- ✓ Structure and facilitate a complete individual EnneaRoles debrief session from opening to close
- ✓ Apply the Narrowing Technique to guide a client toward their verified Enneagram type
- ✓ Present both the Internal and External maps in a coherent, integrated narrative
- ✓ Connect the client's profile directly to their role requirements and annual goals

MODULE 08 The Team Report & Organizational Lifecycle

Estimated time: 3–4 hours + Practice Assignment

Topics covered

- The Team Report — introduction and structure
- Section: General configuration of roles and sub-competencies
- Section: Comparing the team's PAEI and Enneagram graphs
- Section: Team strengths, complementary needs, and deficits
- Organizational Lifecycle — introduction
- Case study: Steve Jobs & Apple

Learning Outcomes

- ✓ Navigate and interpret all sections of the EnneaRoles Team Report
- ✓ Identify team-level PAEI gaps, strengths, and complementary needs
- ✓ Explain the Adizes organizational lifecycle and its relevance to role requirements
- ✓ Identify when a performance issue is organizational rather than individual

MODULE 09 Practitioner FAQ, Platform & Practice Setup

Estimated time: 2–3 hours

Topics covered

- Frequently asked questions of the EnneaRoles Practitioner
- Practitioner vs. Coach vs. Consultant: understanding the differences
- Competency mapping: how to apply EnneaRoles to role requirements
- The Practitioners Platform: how to manage clients, users, and assessments
- Marketing Kit: the Selection Proposal and the Coaching Proposal
- Pathways to advanced certification: Master Coach in Organizational Enneagram

Learning Outcomes

- ✓ Confidently answer the most common questions clients and organizations ask about EnneaRoles
- ✓ Operate the EnneaRoles Practitioners Platform independently
- ✓ Use the Marketing Kit to position and propose EnneaRoles engagements to clients
- ✓ Identify your growth pathway within the EnneaRoles ecosystem

Exclusive Closing Masterclass with Cloe Madanes

2 hours · Live on Zoom · Available exclusively to graduates of this edition



What the Masterclass Covers

The intersection of strategic therapy and organizational coaching — what practitioners can learn from the world of psychotherapy

How personality architecture shapes behavior and relational systems at the individual, team, and organizational level

Advanced perspectives on human change: when and how people truly transform

The strategic intervention approach and its applications in coaching and leadership development

Live Q&A with Cloe Madanes — direct dialogue with one of the world's leading figures in human development

The EnneaRoles framework bridges psychology and organizational management. Cloe Madanes represents the highest level of that psychological tradition. Her presence as the closing voice of this program is not incidental — it is a statement about the depth and seriousness of the formation you have completed.

Sample 9-Week Schedule

The program requires approximately 21 hours of module content, plus practice sessions and Practitioner Circle attendance. The schedule below is a recommended guide — modules are available 24/7 and you may complete them at your own pace within your 150-day access window.

WEEK	MODULES	PRACTITIONER CIRCLE
Pework + Wk 1	Pework: Take assessment + receive personal debrief Module 1: The EnneaRoles Framework (2–3 hrs)	<i>Week 1 — The EnneaRoles Dual Model</i>
Week 2	Module 2: The External Map — PAEI Roles Part I (3–4 hrs)	<i>Week 2 — The PAEI Roles: Foundations</i>
Week 3	Module 3: The 36 PAEI Sub-Competencies Part II (3–4 hrs)	<i>Week 3 — The 36 PAEI Sub-Competencies</i>
Week 4	Module 4: Practicum — Film analysis (1–2 hrs) Module 5 Part 1: The Enneagram — Introduction + Types 1–3	<i>Week 4 — The Enneagram in Organizations</i>
Week 5	Module 5 Part 2: Enneagram Types 4–7 Module 5 Part 3: Types 8–9 + Wings + Triads	<i>Week 5 — Strengths, Blind Spots & Derailers</i>
Week 6	Module 6: The Assessment & Its Interpretation (3–4 hrs) Schedule Practice Session 1	<i>Week 6 — The Feedback Session: Protocol & Practice</i>
Week 7	Module 7: The Feedback Session (3–4 hrs) Practice Session 1 (Mentored) — with Yechezkel Madanes	<i>Week 7 — The Team Report</i>
Week 8	Module 8: Team Report + Organizational Lifecycle (3–4 hrs) Practice Session 2 (Supervised)	<i>Week 8 — Organizational Context & Lifecycle</i>
Week 9	Module 9: FAQ, Platform & Practice Setup (2–3 hrs) Certification Exam	<i>Week 9 — Practitioner Edge Cases & FAQ</i>

Upon Graduation

Your Official EnneaRoles Practitioner Package

- Official Madanes Assessments diploma and international practitioner license
- EnneaRoles Certified Practitioner logo for professional use
- 3 full commercial assessment licenses (value \$600)
- 2 practice licenses for use during the program
- Access to the Certified Practitioners Platform
- Credits toward EnneaRoles Master Practitioner (Level 2) and Master Coach in Organizational Enneagram Certification (Level 3)

*The goal of this program is not a certificate on your wall.
It is a practitioner ready to walk into a session with a real client on day one.*

M A D A N E S A S S E S S M E N T S

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