

ANNUAL MEETING
Charleston, West Virginia – January 2009
 From the Doctor of Ministry Thesis (Pages 53-54)
 by The Rev. Dr. William Carl Thomas

- 1** As I entered St. Matthews Episcopal Church to begin the 2009 Annual Meeting, I saw Senior Warden in her front row pew. I knew the new vestry would deny reelection of this matriarch whose controlling worldview was formed during the Great Depression as support was assured for a man thirty years her junior.
- 2** The pain of the conflict I endured with her over the previous year overwhelmed me. After the opening prayer, she attempted to call the new vestry into session at the conclusion of the Annual Meeting.
- 3** As the psalm was being sung, I, dressed in my chasuble, moved out of my seat from within the chancel. The urge to confront her was so strong that I walked through the open gate at the communion rail to where she was sitting.
- 4** My anxiety became public as I entered the laity's space in the nave. While this action unmasked a tension unknown to most of the congregation, I let anxiety dictate my behavior.

Self-Reflection Frame From My Balcony Perspective

Capacity c\Challenge: Overcome seeing what I wanted to see in the call process (a resource rich parish compared to my pervious smaller parish); Recognize how my response to my anxiety produced deeply ingrained response based on emotion (such as anger at being discounted). (From page 23)

Governing Value/Guiding Principle: None. Acted without thinking.

Scale based on impact of root anxiety trigger (perfectionism of ACOA):

Lowest Anxiety 1 2 3 4 5 6 7 8 9 **10** Highest Anxiety

Scale based on ability to lead by giving space:

Most Space 1 2 3 4 5 6 7 8 9 **10** Least Space

Learning: This action prompted a *came to himself moment* as I realized the impact of what I did as I returned to my seat. As worship led into the business meeting, I moved through emotion into reflection. My now quiet demeanor gave space for the business meeting to focus on healthy, growth-oriented topics that could have been compromised had I remained highly anxious in a public manner.

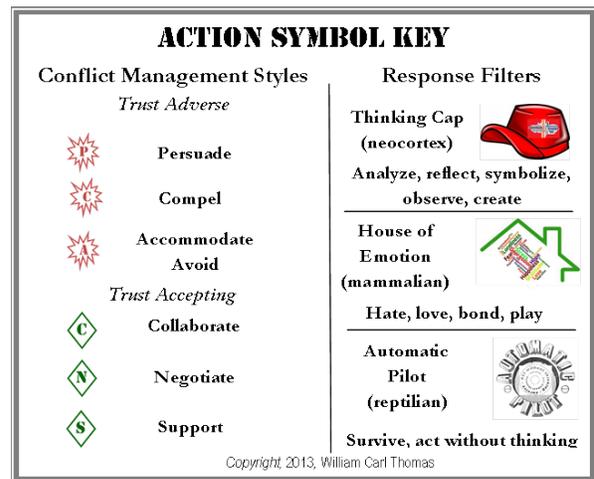
Conflict Management Styles (based on the work of Speed B. Leas)

Trust Adverse Styles

Persuade – The persuader does not seek to listen but knows what needs to be accomplished. The target of the persuader is expected to change. Ineffective when low levels of trust exist.

Compel – Also understood as Forcing. Sometimes necessary but long term effect on healthy relationships is caustic.

Avoid/Accommodate – Also understood as Ignoring or Fleeing. The status quo remains and the conflict situation doesn't change. Avoiders give in to conflict.



Trust Accepting Styles

Collaborate – Collaboration is possible when a high level of trust exists. The possibility of problem solving unfolds in this expression of the best outcome of interpersonal adaptive practice.

Negotiate – Also understood as Bargaining. Lower expectations from conflict resolution make negotiation different while similar to collaboration. The goal is not mutual fulfillment of groups or persons in conflict but rather getting some needs that might satisfy met.

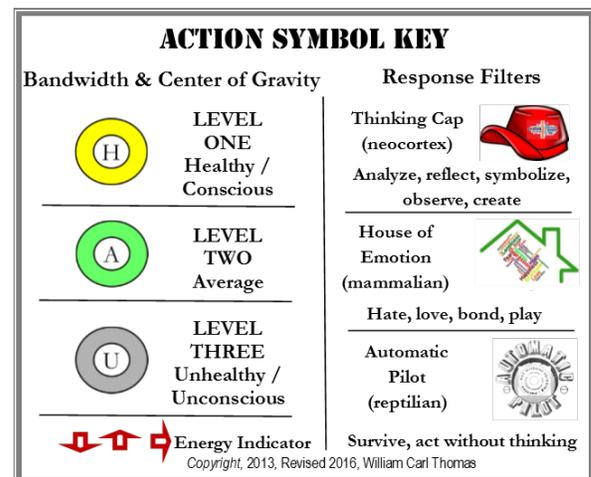
Support – Encouraging the other party in the conflict situation is the primary method of empowering the other party to do the work necessary to resolve the situation.

Response Filters are descriptions of the actions taken when stimuli access the somewhat connected reptilian and mammalian brain functions, or the more independent neocortex area of the brain (drawing from the work of Peter MacLean via Steinke).

Automatic Pilot (Reptilian) – Survival, reactive, no thinking, instinctive, regulates ongoing functions such as breathing and blood flow.

House of Emotion (Mammalian) – Emotions, love, sorrow, rejoicing, hate, nurturing, bonding, play; mediates pleasure-pain, flight-fight, tension-relaxation.

Thinking Cap (Neocortex) – Reflective, analyze, intentional, observe, creative, symbolize.



CHALLENGER

COMMANDER

Riso & Hudson

Howell

TYPE EIGHT

Healthy

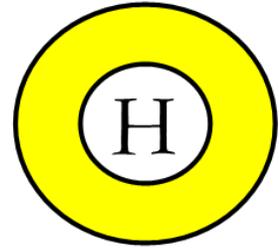
Average

Unhealthy

Level 1



Action-Oriented,
Compassionate Hero,
Involved, Altruistic
Commander,
Powerful,
Servant Leader



Level 2



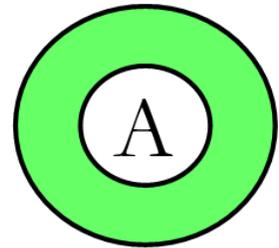
Level 3



Level 4



Enterprising,
Intimidating CEO,
Justice-Seeking
Dominator, Strong,
Confrontational
Adversary



Level 5



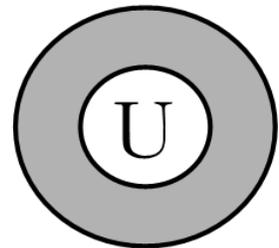
Level 6



Level 7



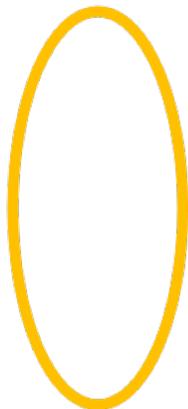
Tyrannical Ruler,
Isolated Ego Maniac
Cruel Oppressor



Level 8



Level 9



Bandwidth and Center of Gravity

Sources: Adapted from Don Richard Riso and Russ Hudson, "The Structure of Levels," in *The Wisdom of the Enneagram* (New York, Bantam Books, 1999) and Joseph Benton Howell, "Three Levels of Functioning within Each Type," in *Becoming Conscious: The Enneagram's Forgotten Passageway* (Bloomington IN, Balboa Press, 2014)