

Q & A



When Working Together Doesn't Work *An Enneagram Guide to Productive Relationships with Coworkers*

March 17, 2026 | \$19.99, 208 pages, paperback | 978-1-5140-1162-1

Nine Personality Types Shaping Workplace Culture

What motivated you to write *When Working Together Doesn't Work*?

Joey Stabile Schewee: In the wake of the Great Resignation, focus on employee culture is at an all-time high. Employers are prioritizing the use of personality typing systems to improve individual awareness and cultivate understanding among employees and teams. Current mainstream systems that type based on behavior fall short of the Enneagram's ability to identify the core motivations that inform behavior. I wanted to write a book that equipped employees at every level of business with the Enneagram as a comprehensive tool for understanding each other in our efforts to work better together. As a solution-driven 8, I wanted to create a handbook that provided practical explanations of this dynamic wisdom for immediate consumption and application.

Describe the Enneagram for someone who is learning about it for the first time.

Joey: The beauty of the Enneagram is its universality. No matter who we are or where we are, we are all making decisions grounded in Doing, Feeling, or Thinking. Enneagram awareness allows for the undeviating reality of our individual "hardwiring" by revealing the interconnectedness of these three intelligence centers and their converging influence on the way we distinctly choose to respond to the world around us. While there are billions of iterations of behavior, all behaviors can be traced to nine ways of seeing. It is a simple wisdom that honors the complexity of human agency.

Could you explain how the Enneagram can work in the workplace?

Joey: We are surrounded by systems that affirm and categorize us based on "what." Enneagram is the only tool that illuminates why." Focusing on what we disagree with or what we don't like about a coworker limits our ability to see a path toward resolution which, in turn, affects morale and overall productivity. Enneagram equips us with the ability to recognize and understand the motivation (why) before reacting to the behavior (what).

What is your approach to the Enneagram in *When Working Together Doesn't Work*?

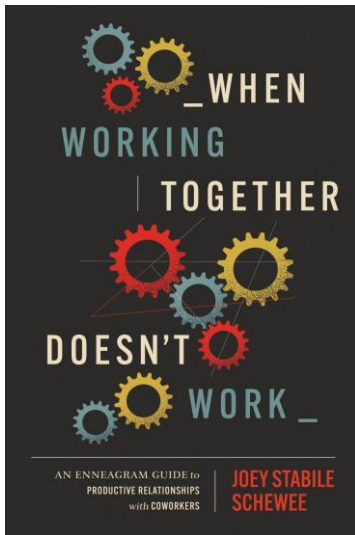
Joey: Through full-time consulting, I have found that the Enneagram's insights into behavior and motivation have the power to alleviate misunderstandings and disconnects in any business or organization. Fostering behavioral consciousness through awareness of motivational differences provides a holistic approach to relating to one another in the workplace. This book illuminates my proven approach to applying Enneagram wisdom at work to significantly reduce the perception of personal slights and pave the way for understanding, trust, and collaboration. I do not teach Enneagram with a spiritual slant and my 1:1 work with thousands of employees and hundreds of teams has led me to advance the traditional Enneagram by introducing the concepts of processing centers, reference points, and focus shifts, all of which will be presented for mass consumption for the first time, with this book.



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Can you provide an example of how you've seen the Enneagram practically improve the climate of a workplace?

Joey: Consider two seasoned CPAs who work for the same accounting firm. Both individuals process with the Thinking center of intelligence (as opposed to Doing or Feeling). Both employees have been promoted to leadership within the firm and share a similar division of responsibilities. While both employees are proficient at their duties as outlined in their analogous job descriptions, each CPA excels in different areas based on unique motivations.

CPA 1 shifts from Thinking to Feeling and is particularly gifted at engaging clients and fellow employees. CPA 2 shifts from Thinking to Doing and embraces complex issues like international tax laws with knowledgeable ease. If CPA 1 takes longer to process returns that are more complex, he more than makes up for it in his client-facing capacity. If CPA 2 is off-putting with a client, she compensates with unparalleled accuracy and efficiency in return processing.

While cursory examination of their behaviors checks the employer box for what a high-functioning CPA should look like on paper, taking a step further to understand their differing motivations shifts the conversation from a one-size-fits-all job description mentality to an approach that benefits the firm as much as it does the individual CPAs. Shuffling job responsibilities so that CPA 1 takes the lead on client calls and employee training rejuvenates CPA 1 who is starting to feel burned out, and it inspires CPA 2 to spend mental energy and time not squandered on clients researching and developing a thorough FAQ on complex topics for firm associates. There is a definable limit, especially in the long-term, to the ROI that employers gain from spending time and money analyzing employee behavior.

What do you hope readers take away from your book?

- What each native intelligence center actually equips us with (the current understanding is flawed)
- Appreciation for the ways that differing access to intelligence centers uniquely informs our decisions, individually and collectively
- Appreciation for the depth of the Enneagram—I am saying things that no one has said and this new understanding honors the traditional Enneagram by advancing it
- Acknowledgment of the inherent gifts that each type brings and awareness of the tenuous nature that exists between perception and reality
- Practical applications of this wisdom for daily use at work and everywhere else



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Joey Stabile Schewee

"As a management consultant and executive coach who has built a practice entirely from employing the Enneagram in professional environments, 70 percent of my clients are long-term. I believe this speaks directly to the limitless application of this tool and the reality that it does not contradict but rather enhances existing systems while bridging generational divides."

Joey Stabile Schewee provides management consulting for businesses through knowledge and application of the Enneagram, a personality typing system that is uniquely based on motivation rather than behavior. Enneagram understanding drastically improves communication in any business environment which, in turn, directly impacts employee satisfaction and overall success.

As an Enneagram 8 who has utilized this impactful tool for more than twenty-five years, Joey's application of understanding the unique motivations that inform human behavior flows through dating and marriage, raising children, and managing employees and work relationships through careers that span the educational and corporate realms. Traveling nationally for the last thirteen years, Joey has found a genuine passion for teaching the Enneagram at all levels, whether it be through public events hosted by nonprofit organizations or as a practical and continuous application in business. Joey is a full-time consultant, sharing the Enneagram with professional environments in a myriad of private sectors including, but not limited to: finance, healthcare, higher education, hospitality, industrial, legal, and nonprofit.

Joey has consulted for companies like:

- Prudential
- Tractor Supply
- Chick-fil-A
- Sargento
- Reliant
- Match
- Baylor University
- And others

Learn more about Joey's company, Working Enneagram Solutions, at WESolutions.life.



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