

The Enneagram in Business Network

Blue Ocean Ethical Guidelines

Blue Ocean Ethics: Individuals who use Blue Ocean guidelines leverage untapped market space, expand existing industry boundaries, and/or move outside existing industry boundaries.

Red Ocean Ethics: Individuals who use Red Ocean guidelines beat the competition using existing rules of competition and trading off between diversification (differentiation) of products, services, and cost.

Ethical Area	Blue Ocean Ethics	Red Ocean Ethics
Professional Self-Presentation	Honest about background and experience; does not mislead explicitly or implicitly	Misrepresents degrees, professional experience, client list and client work
Intellectual Property	Respects others' intellectual property, asks permission to use, honors copyrights, does not plagiarize	Puts own copyright on work of others, removes copyrights, pretends work is original when it is not
Sharing of Information	Willingly shares information with others who can benefit from it; is continuously creating new material so has no need to hoard information	Reluctant to share information, perceives others as "stealing" ideas, puts overly stringent conditions on the use of their material
Competitive Orientation	Does not focus on competition to determine what they should do, competes against self in order to continuously improve work, collaborates in an egalitarian way	Tries to beat the competition by demeaning them to others, uses others' ideas or redoes them and claims ownership, only collaborates with others who want to win at all costs, collaborates by setting self above others
Pricing	Charges fairly and neither overcharges to take advantage of clients nor undercharges to undercut the competition	Uses price gouging and price cutting as a competitive strategy
Financial Values	Money is not a primary motivator, honors financial agreements even as circumstances may change	Money oriented, does not keep verbal and/or written financial agreements
Strategic Orientation	Creates new market space coming from an abundance paradigm	Attempts to gain market share from squeezing out or overshadowing competitors coming from a scarcity paradigm
Psychological Orientation	Takes responsibility for own behavior, takes a problem-solving orientation, moves on after conflict with others	Blames others, feels victimized, engages in various forms of vengeful behavior after conflict with others
Client Orientation	Respects the client relationships of other professionals	Steals clients from other professionals
Interpersonal Orientation	Refrains from gossip or negative comments about colleagues and competitors, engages in self-examination and self-work rather than using others to vent or to harm, expresses concerns directly when concerns arise, acts respectfully toward others even when there are problems	Makes negative remarks about colleagues and competitors with the intent to vent or to harm, does not express concerns directly to those with whom there is an issues, demeans others, creates stories in which others are the perpetrators