



*Greater Self-Awareness.
Better Self-Management.*

Narrative Intelligence Workbook

A Practical Guide to Using Archetypes

by Hile Rutledge and Cindy Atlee



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How to Use This Book

This book is designed for individuals, groups and organizations to use with the archetypes of the PMAI® assessment instrument. <http://www.capt.org/pmai-assessment>. Its purpose is to go beyond descriptions of the different archetypes, or narratives—though descriptions are needed and given. This book emphasizes *practical* and *actionable* next steps that develop both self-awareness and self-management of individuals and groups. This kind of increased self-awareness and skill building are the foundations of narrative intelligence.

Self-Awareness: Discover how your personal narratives both enhance and limit your communication, relationships and your own personal and professional development.

Leadership Development: Leading involves exercising power with other people toward some desired end, and having narrative intelligence allows you to use the power of archetypes to motivate, to anticipate and to move people toward your intended outcome.

Organization Development: Organizations as collectives have stories—archetypal patterns that both enable and inhibit our movement and functioning. Whether you are trying to manage yourself within a team or organization or even change or grow that organization, narrative intelligence is a critical skill.

This book will guide you through insights to action on any (or all) of these levels. Once you determine your attachment to the various archetypes, this work will help you understand the impact these narratives have on your work style and relationships. For any archetype you decide you need more of, this book will provide a series of suggested actions or exercises designed to bring that narrative into place.

What is Narrative Intelligence?

As people, we communicate and interact--and even think and remember--in stories. Whether recounting the long-ago triumph, whispering a tale of horror around the campfire, informing the jury of the real sequence of events and motives, or telling ourselves how the future will unfold, our lives are held, lived and communicated through story.

Carl Jung suggested that archetypes are powerful yet largely unconscious narratives or forms that give our interactions and lives meaning and context, and that these archetypes are truly universal. Carol Pearson and Hugh Marr have defined twelve of these narratives that are commonly experienced and that each play an important role in our personal development. Pearson and Marr's work culminated in a self-assessment, the Pearson-Marr Archetype Indicator® (PMAI®), which allows respondents to identify the archetypes most active and powerful in their lives. For more information about or to take the PMAI, go to www.capt.org.

This book is designed to extend Pearson and Marr's work—allowing the reader not only to take a deeper dive in the narratives (archetypes) that drive them, but also to move to effect—and even control—these forces, eventually leading to the ability to access the narrative energy whenever it's needed. Having this kind of archetypal self-awareness and the ability to self-manage - knowing your own story and being able to more successfully navigate life with it - is narrative intelligence and its development is the goal of this book.

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See & Act Upon

Innocent Archetype –



I N N O C E N T

The Innocent archetype, in its purest form, is the story of the trusting and open child who greets the world with faith and optimism—believing that the world is and will continue to be welcoming and good. In well-developed adults, this narrative helps us maintain the trust we need to see what’s right with the world and what’s right for us, shaping the values and ideals that give our lives meaning and cohesion. The hope and trust of the Innocent story balances the gritty realism and even the cynicism of the Orphan archetype. It is the Innocent archetype that gives all of us, not just doe-eyed children, the energy to look to the future with excitement, invest hope and trust and enter into relationships with the expectation of affection and good treatment.

The positive and/or well developed Innocent story contributes many things to individuals:

- Hope, faith and optimism
- Tendency and ability to believe—even in the midst of pain and disappointment—that a better day awaits and that all will turn out OK
- Idealism and perseverance needed to keep working towards our ideals
- A general trust of authorities’ motives --including organizations, leadership, parents—and an ability to discern which people, institutions and belief systems warrant our trust
- Belief that we will be supported—by others, by a higher power or by our faith in ourselves

The Innocent story contributes positively to groups and organizations as well:

- The Innocent narrative—supporting trust, shared values and faith in both authority and in one another—contributes nicely to team cohesion
- Innocent organizations and teams look and sound quite familial, with workers trusting their colleagues and believing that leadership most often has the workers’ best interests at heart
- Innocent organizations are often highly values-driven, coalescing around belief systems that bring everyone together and may even call them to a higher good

The Innocent archetype can manifest itself negatively or poorly in individuals:

- When the individual's Innocent archetype is *overdone*
 - unduly optimistic and hopeful—seeing silver linings that do not exist on clouds that should be taken as warnings
 - naive and gullible, easily conned or duped
 - unable or unwilling to push back, critique or demand proof—requiring only the belief or faith their own narrative provides
 - need for others to take care of us or of situations when things go badly
 - longing for a perfect world that is never quite attainable
- When the Innocent story is *lacking*, there is an inability to trust, have faith, be optimistic or to see the future as a positive or safe place

The Innocent archetype can manifest negatively or be poorly developed within groups or organizations as well.

- When the group's Innocent archetype is too active or *overdone*:
 - Staff or group members blindly follow either leadership, each other or their own ideals; not believing or considering that organizational motives might be impure or the ideals unattainable
 - Teams or organizations seem self-righteous, viewing themselves as beyond reproach or criticism--safe within the goodness and correctness of their path and resistant to needed change
 - Leaders or group members may be unable to acknowledge or respond to real problems inside or outside their organizations
 - Viewpoints which diverge from the Innocent narrative may be ignored and tradition become overly important
- Teams/groups *lacking* any connection to the Innocent story engender little trust and often appear burdened by the heaviness (if not the futility) of their workload and efforts. They may also lack a moral compass or shared value system to guide their group direction, decisions and actions.

The riches of the Innocent archetype are many, and being disconnected from this narrative means going without the benefits this story allows. Actions for *accessing and activating* the Innocent archetype include:

- Think about the benefits that would be attached to the positive outcome—what could get you to work toward this outcome and commit to its possibilities?
- Ask yourself how much of the inner voice telling you, “This won’t work” or “This person is out to get me” is rooted in fear of the new or of repeated bruises or disappointments that may in reality not apply to this situation or these people.
- Remind yourself how great it is to have the support of and connection with someone you know and trust. You could provide that role with/for someone else.
- Remember a time when you were loved, supported and taken care of.

- ❑ Use your knowledge of a topic to help bring about the positive outcome you seek—trust yourself and your own power to create the future you want.
- ❑ List everything that’s right in your life, workplace, relationships, etc. Develop the habit of noticing what’s right every day (start a gratitude journal: list three things that went right today, etc.)
- ❑ Explore your personal values and give detail to the values/beliefs/principles you want to guide your future decisions and behavior.
- ❑ Develop a picture of what you want the world to be like and consider what you can do to contribute to that outcome.
- ❑ Consider what could actually be simple or easy about a problem or situation; OR ask yourself the question “What would make this simpler or easier than it is right now?”

If the Innocent archetype is *dormant or under-used in you*, someone else’s Innocent archetype may well seem overly positive or naïvely out of touch. When the Innocent archetype is active, but is not contributing to the happiness or effectiveness of an individual, group or organization, it is a marginalizing source of blindness and delusion that can enable dependence. This is a narrative that intensely wants to believe in the future and positive outcomes, to trust you and to have that trust and optimism returned.

Meeting this narrative with *skepticism and negativity* contradicts the heart of the Innocent archetype and will often only prompt a more determined adherence to the positive spin, which can then appear even more intensely naïve and blind. The reality, grit and skepticism of arguments will often be seen by the Innocent as overly negative, and the Innocent archetype will filter out much of it, hearing argument only as irritating background noise. Try instead to acknowledge, protect and even connect to the Innocent story in order to harness the considerable energy it holds.

Aligning with an Innocent:

- ❑ Find points of agreement (even if these are minor) and emphasize these as points of commonality—almost a home base—to which you keep returning.
- ❑ Share your own values (even if they’re not perfectly aligned with the other individual or group); Innocents want to know that you also have values and principles.
- ❑ Smile and show happiness as much as you can in the discussion and engagement. Be friendly.
- ❑ Talk about trust and its importance. Let the person or group know you trust him/them or what you need before trust is earned.
- ❑ People who share the Innocent archetype are bound by common ties of inspiration, faith and belief. Speak of these things and find the beliefs and points of inspiration that you sincerely hold in common.

See & Act Upon

Orphan Archetype –

The Orphan archetype is the story of the abandoned or wounded child, or any vulnerable person who's been hurt by people or institutions that should instead be offering support. Faced with the option of dealing with life from a place of isolation and powerlessness—or instead developing the capacity for reaching out to others for help, support and belonging—the Orphan narrative invites us as adults to develop healthy interdependence and to recognize what's fair and right in the world. While the pain and isolation central to this story can balance—if not cancel out—the hope, trust and optimism of the Innocent archetype, it also offers those open to it the cautious opening of someone who has suffered and survived and now looks out on life with a realistic, resilient perspective.

The positive and/or well developed Orphan story contributes many things to individuals:

- Realistic and practical caution
- Tendency and ability to learn from past disappointments and painful experiences, without being jaded by them
- Empathy, readily applying what they've learned from their own troubles to the experiences of others
- Real discernment about what's fair, right and just in the world

The Orphan story contributes positively to groups and organizations as well:

- The Orphan narrative allows group cohesion by assuming there is both safety and comfort in hanging together
- Practical problem solving, combining realistic perspectives with the group's capacity for coming together when issues or challenges surface
- The people in an Orphan culture tend to stand by each other, their customers or anyone in their charge, pitching in when needed and doing their fair share for the group or those who depend on them
- People in Orphan organizations are generally unpretentious and hardworking, motivating each other to do their best (although effort is as likely to be rewarded as actual success)

The negative and/or poorly developed Orphan story also plays in individuals.

- When the Orphan narrative is overdone, a person may become:
 - cynical and fearful, with a persistent belief that things will not work out
 - a chronic complainer slipping into and staying in victim and/or victimizer roles, both being logical constructs within the Orphan narrative
 - conforming excessively to group norms or to the expectations of others
- When the Orphan archetype is lacking there can be an inability to connect with other's suffering, hear their complaints or guard against danger and disappointment

The Orphan archetype can manifest negatively or be poorly developed within groups or organizations as well.

- When the Orphan archetype is overdone on the group level:
 - Staff or group members wallow in suffering and discomfort, assuming that suffering is the natural way of things
 - Teams or organizations view themselves as damaged victims, believing victimhood is acceptable or even necessary
 - Teams develop an "us vs. them" mentality that keeps them pitted against a real or imagined oppressor (often management or other groups)
 - The playing field becomes so level that no one can be recognized for having unique or special gifts
- When the Orphan archetype is lacking, the group will not hear or even tolerate complaining, and won't consider whether people are being treated fairly. There will be no social/interpersonal template for dissatisfaction, disappointment or worry/concern about the future, organizational motives or leadership decisions.

The riches of the Orphan archetype are many, and being disconnected from this narrative means going without the benefits the story allows. Actions someone might take to access or activate the Orphan archetype include:

- Think about the strength and camaraderie you draw from those who have been through the same fires and tribulations you have suffered.
- Ask yourself how much of the inner voice telling you, "Everything will be OK" is rooted in fear of reality or is simply wishful thinking; think through the realistic options available to you.
- Think about how things could not work out and the impact this set-back would have (and how you might respond most productively if that happens).
- Remember a time when you were abandoned, dumped and/or disappointed.
- Remember a time when your expressed fear, complaint or grievance was ignored, denied or brushed aside with a sunny contradiction or an empty promise—these feelings may well be behind the complaints and fear of the colleague/person you find irritating.

- List the people or organizations whose support you can count on most, and try someone different the next time you're tempted to go it completely alone.

When the Orphan archetype is active, but is not contributing to the happiness or effectiveness of an individual, group or organization, it is a force of negative energy, complaint and cynicism. The best approach to this energy is not to argue with the Orphan archetype--an effective goal is to connect with the person or group's Orphan archetype so that you can then harness its energy.

If the Orphan archetype is dormant or under-used in you, someone else's Orphan archetype may well seem overly negative and gloomy. However, since the Orphan story draws energy from conflict and opposition, arguing that all is actually well or that the sun will come out tomorrow—while perhaps well-intentioned—denies the truth and power of the Orphan's story. This argumentation tends to entrench the Orphan in their narrative of burden and abandonment rather than bring about positive change. Try instead to harness the considerable energy of the Orphan story by connecting to its considerable energy.

Aligning with an Orphan:

- Listen to concerns and complaints without trying to argue or convince the person he/she is wrong.
- Hear and show you understand the complaint and the fear. To the extent you can, feel it and even agree with it.
- Listen and repeat back what you hear of the other person's story using *their* words; not by paraphrasing.
- The word "but" only serves to entrench the other person in an argument or discussion. In phrases like "I know you're worried, but..." or "I know you've been hurt before, but I know . . .", substitute the word *and* for *but* ("I know you're worried, and. . .")
- Tap into the energy of group reliance and cohesion—use the fear, pain and realistic danger to bond people together.
- Help the group or individual shift their focus from complaining to forming a picture of a fair, right or just solution; then, brainstorm ways to constructively solve the problem.
- Look for ways to invite others to join the group.
- Join the group yourself by sharing in the burden and hardships of its members.

See & Act Upon

Warrior Archetype –

The Warrior archetype is the story of the challenge to be met, the dragon to be slain, the opponent to be bested. It is the Warrior's story that pushes us to be stronger, to achieve, to endure and to win. The Warrior's story defines itself in opposition to another (a person, a cause, a challenge). While a Warrior needs a dragon to fight, that opponent's face ultimately offers a way to develop change in the world as we develop.



When we've integrated the Warrior archetype well, it helps us fight not just for ourselves or for the sake of winning, but rather for our principles and for something larger than ourselves. The early-stage self-interest of the Warrior archetype balances the altruism and personal concern of the Caregiver's narrative, and it is the Warrior that teaches us to compete, to take action, to acquire skill and power and above all, to win.

The positive and/or well developed Warrior story contributes many things to individuals:

- Strength, skills in a given area and the desire to endure and succeed
- Assertiveness and at times even aggression—the drive to compete and win
- Ability to set and achieve goals and both to determine and to attain what you want
- The courage to stand up for our beliefs, take principled action, persevere and fulfill our missions in the world
- A can-do spirit that energizes us and those around us

The Warrior story contributes positively to groups and organizations as well:

- The Warrior story supports and feeds a group's drive to succeed, to compete, to strive, to win-- and to consistently meet and exceed stakeholder expectations
- Warrior teams and organizations are goal focused and results oriented—people are rewarded for pulling themselves up by their bootstraps, doing what needs to be done, making the sale, landing the client, besting the competition and coming out on top
- Warrior organizations know how to build winning teams that bring out the best in others and motivate everyone to succeed
- Warrior organizations take on tough missions and causes that daunt others and seem insurmountable

The negative and/or poorly developed Warrior story also plays in individuals:

- When overdone, the Warrior narrative is competitive, even combative—even when such confrontation is unnecessary or counter-productive
- Warriors may rush into “battle” without thinking through the consequences or considering alternatives to altercation
- There’s huge potential for burnout among Warrior types who cannot slow down, stop performing or ease up on continually trying to prove themselves
- Warriors can take on lost causes and hang on to them long after others have moved on
- Arrogance and ruthlessness can make warriors dangerous , when they justify real harm they’ve caused by presenting themselves in overly heroic terms
- The lack of an effective Warrior narrative renders someone unable to oppose adversity, to fight back or to achieve an important goal when contested
- Poorly developed or ineffective Warrior stories have themes of perpetual defeat, surrender or even learned helplessness

The Warrior archetype can manifest negatively or be poorly developed within groups or organizations as well. Clues include:

- An environment so competitive and hard-charging that staff or group members are reluctant to share, trust or team with one another in fear of losing a competitive advantage
- High turnover caused by burned out employees and failure to care for them
- Organizations that demonize their competitors—turning away from win-win opportunities for collaboration and cooperation in favor of fueling the fight with only win-lose possibilities
- Shorter-term “heroic” actions can overtake longer term strategic thinking
- When the Warrior archetype is lacking, organizations and teams may lack the energy, drive and focus to accomplish their goals, and lack a compelling purpose or mission to shape principled behavior

The riches of the Warrior archetype are many, and being disconnected from this narrative means going without the benefits that story allows. Actions someone might take to access or activate the Warrior archetype include:

- Imagine a challenging goal (a job, an achievement, an award, a new level of competence) and lay out a plan to exert yourself to attain it.
- Work alongside someone close to you to help her or him achieve their own challenging goal. Find the voice of the coach, motivational speaker or Drill Sergeant within you and use it to drive yourself to keep working, even in the face of discomfort, fear or uncertainty.
- Ask a close friend or family member to keep reminding you of your commitment to this task, goal or endeavor—perhaps he or she can even join the effort with you.
- Think about the pride, strength and confidence you will gain with a goal accomplished.
- Imagine the sorrow, humiliation or diminishment you will feel if you lose or give up on this effort.

- Say “no” to someone. Engage in a debate--draw a boundary with a statement or decision and then defend it.
- Reflect on how it can be fun and energizing to be more powerful, stronger and better than a competitor.
- Develop a mission or purpose statement, detailing something you will strive or even fight for.
- Define your personal heroes and explore what they did to achieve their goals.

The Warrior archetype is a narrative of competitive aggression—a hard-charging opposition. When this energy is dormant or when the archetype is under-developed in someone, he can then regard the competitive or assertive tendencies in others to be extreme or pronounced.

If you are interacting with a person or group who very much identifies with the Warrior’s story, consider the following actions to echo or align with the Warrior’s energy and motives.

Aligning with a Warrior:

- Compete—the Warrior’s story is one that immediately understands and engages with threats and competitors.
- Get this archetype’s attention by presenting a challenge and a tussle over it.
- Present yourself as an ally and join forces to fight a common enemy or opponent.
- If a common enemy or opponent does not exist, create one. Given that the Warrior archetype is driven to understand competition and challenge, by creating an opposing goal or enemy you energize the Warrior archetype.
- Offer—through feedback, instruction or practice—new skills, knowledge, or tools that lead to greater strength and power.
- Compliment his/her strength; endurance; personal, intellectual and physical power; goal accomplishment and competitive drive.
- Make your case in terms of the “spoils” to be won (make sure you really understand what the Warrior wants to achieve, produce or shape).
- Challenge a Warrior; point out the obstacles and get his/her feedback on how they can be overcome.

See & Act Upon

Caregiver Archetype –

The Caregiver archetype is the story of the nurturer--the nurse, parent, friend or leader who sacrifices self to tend to and care for the needs of others. Because this story defines itself through the fulfillment of others' needs and a capacity for giving (although not necessarily receiving), the Caregiver story requires other people. Just as a Warrior needs a dragon or a challenge, a Caregiver needs someone to take care of, to advocate for or support. At first, the care provided may feel very parental in nature. Healthy adults who are motivated by the Caregiver archetype develop an increasingly altruistic worldview over time, though, and have a unique ability to act on an expansive sense of compassion and concern for others.



C A R E G I V E R

Inherent in the Caregiver's story is an element of power or hierarchical distinction. The Caregiver has the ability, the power or the position and bestows care from that spot to care for another in need. It is the Caregiver's story that pushes us to tend to those in need, to take care of those less able and to nurture. The Warrior story may push us teach our children to run the race, but it is the Caregiver's story that helps us care for those in the race—both winners and losers.

The positive and/or well developed Caregiver story contributes many things to individuals:

- Compassion, kindness and generosity
- Concern for someone else's development, growth and fulfillment, and the capacity to support development in others without creating dependency in them
- The ability to think outside of yourself and consider things from someone else's point of view; and to advocate or act on behalf of someone who needs support or counsel

The Caregiver story contributes positively to groups and organizations as well:

- The Caregiver story—on an organizational level—can look almost like a good parent in its attempt to provide care and support to staff
- Caregiver teams and organizations tend to be customer-focused and see their mission as an effort to take care of the personal or professional needs of those they serve. They may also be highly effective advocates for marginalized or disadvantaged individuals or groups
- Caregiver organizations know how to create stable and nurturing environments where it's possible for others to grow or heal, and to create systems or structures that keep people safe and secure

The negative and/or poorly developed Caregiver story also plays in individuals:

- When overdone, the Caregiver narrative is self-sacrificing to a fault—even martyring, which can create dependence and burdens in those receiving the care and exhaust the caregivers themselves.
- Caregivers can give in to their own insecurities, coming to believe that offering more and more help and support to others is their only way to “earn” love or validation. They may also fail to ask for help even when they need it.
- The lack of an effective Caregiver narrative renders someone callous, uncaring and unable to provide support or nurturance or to think/act beyond themselves.

The Caregiver archetype can manifest negatively or be poorly developed within groups or organizations as well. Clues include:

- A spoon-fed environment so smothering that staff or group members are lazy, dependent and/or unable to tend to their own needs.
- A guilt-tripping environment in which personal sacrifice is expected and little is invested in caring for the caregivers (which in turn produces staff burnout and ultimately high turnover).
- Organizations or groups that don’t access Caregiver energy can become ruthless, arrogant and self-centered, and they may fail to see how their actions harm others.

The riches of the Caregiver archetype are many, and being disconnected from this narrative means going without the benefits that story allows. Actions someone might take to access or activate the Caregiver archetype include:

- Remember how good it feels when someone acknowledges you and your needs and sees to it that you are taken care of. Provide that same attention to someone else.
- Remember how bad it feels when your needs are ignored and go unsatisfied. Use your sensitivity and personal outreach to help someone avoid this discomfort.
- Ask a new or struggling colleague how you can help lighten their workload, and then do so.
- Imagine someone you love or deeply care for in a position of struggle or need. Support a colleague, client or customer in the same way you would want someone else to support the special person in your own life.
- Volunteer for an organization that serves people in need.
- Research charitable organizations and make a list of those you’d most want to support.
- Develop good self-care habits; consider ways to nurture yourself and to make nurturing part of your own life.
- Consider an affirming/kindness meditation practice where you regularly send kind, compassionate feelings to yourself and others.

The Caregiver archetype is a narrative of care, nurturance and compassion. When this energy is dormant or when the archetype is under-developed in someone, that person may then regard the care and concern shown by others to be overdone or put-on.

If you are interacting with a person or group who very much identifies with the Caregiver’s story, consider the following actions to echo or align with this archetype’s energy and motives.

Aligning with a Caregiver:

- Care about them—find something about the person or her efforts that you genuinely care about and find a way to contribute to this.
- Be nice, smile and avoid open conflict.
- Show your gratitude, and even indebtedness.
- Compliment helpfulness and sacrifice: “I appreciate all you’ve done.” “I could not have done all of this without you.” “You gave me just what I needed.”
- Appeal to their motivation for caregiving, especially if you’re trying to create change or movement in the group (e.g., if we do this, we’ll be better prepared to serve our customers/take care of the people who need us/advocate for those we support”, etc.)
- Encourage them to express their concern for others when evaluating options or creating a plan (caregivers can often see the people impact of decisions more clearly than others).
- Let them help or ask for their help (but never take advantage of their desire to support you).

See & Act Upon

Seeker Archetype

The Seeker archetype is the story of one looking for meaning—and finding it through the discovery of the new, the unexplored, the not-yet experienced. While the undercurrent of the story is often a search for self-identity or a unique path in life, a healthy adult who's motivated by this storyline ultimately develops the gifts of authenticity and uniqueness.



S E E K E R

The curious, wandering, searching quality of the Seeker is balanced by (and often attracted to) the stability, intensity and commitment of the Lover archetype. Meaning and value—within the Seeker's paradigm—may be right around the corner or just on the other side of the fence. In reality, the Seeker's story finds meaning in the process of looking and discovering, learning and growing.

The positive and/or well-developed Seeker story contributes many things to individuals:

- Curiosity about new ideas, people and places
- Openness to different ways of doing, expressing or experiencing things
- Embrace of change and a willingness to move on
- A strong sense of self and what's true and important in life

The Seeker story contributes positively to groups and organizations as well:

- A Seeker organization looks for what's on the horizon, what's new and what's an opportunity
- The Seeker narrative naturally allows for diversity and a divergence of opinion and approaches
- Seeker organizations are open and curious, embracing of change and adaptation
- A Seeker environment typically encourages autonomy, individuality and personal initiative

The negative and/or poorly developed Seeker story also plays in individuals.

- When overdone, the Seeker narrative sounds or looks like:
 - Chronic dissatisfaction and/or boredom—never happy with the here-and-now, with this place or the present company
 - So distracted by their ongoing search for the new and the novel that they overlook good discoveries and matches when they come about
 - Inability to commit, and sometimes even alienation from others who want commitment
- When the Seeker story is lacking, there can be an inability or unwillingness to wonder about options, to be curious, and to look for other solutions or paths. Individuals who lack seeker energy may also find it difficult to be independent, to take real initiative without the approval of others, or to use personal integrity as a guidance system for their own lives.

The Seeker archetype can manifest negatively or be poorly developed within groups or organizations as well.

- When groups or organizations overdo the Seeker archetype, there can be a lack of coherent mission or purpose, and the group can—as a ship with no rudder—move from one possibility or identity to another.
- With more seeking than management, they may also have difficulty coordinating activities and operations, lack accountability, and create real problems for themselves by not paying attention to what's present in the current situation.
- When the Seeker archetype is lacking, groups can be unwilling or unable to consider alternate ideas, product lines or management directions due to fear, complacency or a binding commitment to what is already established. Workers may feel stifled, unable to take any real personal initiative or enjoy any autonomy in their work.

The Seeker archetype provides many needed actions and motives, and being disconnected from this narrative means going without these benefits. Actions someone might take to access or activate the Seeker archetype include:

- Use your curiosity about others and new ideas to generate options for achieving a new goal, realizing a dream or creating greater fulfillment in a specific area of your life.
- Set (and follow) a personal rule that requires you to generate multiple ideas and options rather than proceeding with the established idea, approach, person or solution.
- One way to enrich a personal relationship is to experience something new within that relationship. The Seeker's story, often seen as opposed to the Lover's tale, does not have to contradict the lovers' bond. Explore and spark the Seeker's story by exploring new experiences, places and ideas within the comfortable bond of an existing commitment.
- Learn something completely new by taking a workshop or class on a topic you know nothing about—explore new ideas and skills.
- Imagine there are no boundaries in your life or work; what choices will you make, what will you do, how will you express your new personal freedom? Which of these can you act on right now, even within the limitations of your real world?

- Take some “armchair” adventures (watch a few travelogues or adventure films, or documentaries about other cultures). What real adventure can you have?
- Try something entirely new every day for a month (try a new food or unfamiliar cuisine; read a book in a very different genre; go to a performance of something you wouldn’t normally attend; try a new kind of exercise; take a different route to work, etc.).
- Think about where you most want to learn and grow in your life (spiritually, emotionally, intellectually, and creatively). Develop a “next steps” growth plan in this area.

The Seeker archetype is a narrative of exploration, discovery and change. When this energy is dormant or when the archetype is under-developed in a person, that person can perceive others’ curiosity and open embrace of new situations as extreme, a dysfunctional reluctance to commit or off-the-hook wanderlust. They can also deeply resent the personal freedom that others have or claim to have.

If you are interacting with a person or group who very much identifies with the Seeker’s story, consider the following actions to echo or align with this archetype’s energy and motives.

Aligning with a Seeker:

- Don’t pin the Seeker down unnecessarily. Revolving doors and open windows speak more strongly to the Seeker’s archetype than do hard and fast boundaries, rigid commitments and binding promises.
- Plan low-risk opportunities to allow the Seekers around you to have more autonomy, take more initiative and think more independently.
- Show curiosity in what is going on with the Seeker and show curiosity WITH them in finding out what comes next. Explore and stay open.
- The more fear you show about the future or finding out the unknown, the more misaligned you present yourself with the Seeker’s story.
- Find ways—in the way you dress, in the way you speak, in the activities you engage in—to display your uniqueness.
- Be open to (and curious about) the diversity around you—what makes each person with whom you work and interact unique? Find out.
- Encourage the Seekers around you to pursue personal and professional growth opportunities; in the workplace, remember that those can be as important to many Seekers as salary and benefits.

See & Act Upon

Lover Archetype –



L O V E R

The Lover archetype is the story of looking for meaning—and finding it - through attachment and commitment to another. This other can be a person, a cause, a role, many things, but the Lover archetype is the narrative of finding meaning through attachment. In well-developed adults who are particularly motivated by this archetype, its expression grows into a deeply felt appreciation for life, love, beauty and the people around them--and the capacity both to savor their feelings and experiences and to share these with others. This intense, committed story of the Lover is balanced by (and often attracted to) the foot-loose and fancy-free air of the Seeker archetype. Meaning and value—within the Lover’s paradigm—is found through connection and commitment.

The positive and/or well developed Lover story contributes many things to individuals:

- Love, devotion and heart-felt commitment
- Passion, ecstasy and the feeling of being swept away by another; the ability to see and appreciate the special gifts in others
- Emotional (and perhaps even physical) connection to another
- Healthy capacity for bonding, relationship building and often bringing together others who are well suited for each other
- Creating harmony and consensus

The Lover story contributes positively to groups and organizations as well:

- The Lover narrative within groups allows and promotes the open display of appreciation, even affection
- Lover organizations also are aware of the importance of giving and receiving pleasure and comfort (comfortable seating, pleasant lighting, good food and other creature comforts)
- A passionate commitment to work, clients and/ or mission is commonly shared in organizations or teams led by the Lover archetype
- Lover organizations are usually skilled at creating harmony and consensus within the group (often by appealing to the special bonds that bring them together, and/or by reminding everyone how special they are)

The negative and/or poorly developed Lover story also plays in individuals:

- When overdone, the Lover narrative sounds or looks like:
 - co-dependence—someone who only knows or understands himself in connecting, supporting or relating to another
 - obsession or addiction, the inability to function without the thrill of intense connection, sex, or engagement
- When the Lover story is lacking or repressed, there is an inability or unwillingness to feel love or appreciation for others. Feelings of ecstasy, along with sexual and/or deep emotional connection are denied. Pleasure is seen as a vice rather than a virtue. Some people who lack the Lover story feel lost and disconnected, unsure of who or what they're committed to, what inspires them or what bliss could look like in their lives.

The Lover archetype can manifest negatively or be poorly developed within groups or organizations as well.

- When groups or organizations overdo the Lover archetype, the attention paid to creature comforts and emotional expressivity can eclipse wise business practices.
- Too much Lover archetype on the group/organization level can erode professional and organizational boundaries, negatively impact work flow and lines of accountability (and sometimes play out through excessive drama and intrigue).
- When the Lover archetype is lacking and not allowed normal (healthy) expression, it is not unusual for people in the organization to feel dispassionate, disconnected and unappreciated. Inappropriate expressions of this energy can erupt in the form of inappropriate relationships, unwanted advances and sexual harassment actions and/or charges.

The Lover archetype provides needed humane actions and motives, and being disconnected from this narrative means going without the riches that the Lover archetype provides. Actions someone might take to access or activate the Lover archetype include:

- Spend more time focusing on people and activities which interest and inspire you the most.
- Populate your world (office, desk, car, walls, et cetera) with pictures, symbols and reminders of things you feel and have felt passionate about.
- Make a list of experiences you would like to have (importantly, not goals you want to achieve).
- Start a gratitude journal, listing the large and small things you appreciate about people and your life (remembering that there are things to be grateful for in even the smallest moments).
- Join a group or form a circle on a topic that really interests you.
- Schedule time in your day to do something that brings you physical joy and comfort (bath, massage, a good meal, a rich dessert, sex)—intentionally do something that brings you physical pleasure just because it pleases you.
- Give someone you love a present—not on his birthday or on a holiday when he would expect it—and verbally and physically express your love.
- Surprise someone who is not expecting it by telling her how much you care about her.

The Lover archetype is a narrative of passion, connection and commitment. When this energy is dormant or when the archetype is under-developed in a person, that individual can perceive expressed affection and/or sexuality as always inappropriate, distasteful and unwanted.

If you are interacting with a person or group who very much identifies with the Lover's story, consider the following actions to echo or align with this archetype's energy and motives.

Aligning with a Lover:

- Say, "I love you;" "I like you," or "I care about you." Overtly express your feelings for those around you.
- When appropriate, touch other people (a pat on the back, a squeeze of the shoulder, a hug hello or goodbye) and allow others to touch you. The Lover archetype includes the physical expression of affection.
- Discover common interests with someone, and spend time together doing, discussing or experiencing this common interest.
- Find out what people around you enjoy, and find a way to enjoy that, too. Caretakers provide comforts for those who lack them. Lovers enjoy comforts right alongside those they love. So focus on being a lover, not a caretaker.
- Make a commitment to the people and things you love—don't shy away from stating this commitment clearly (and repeatedly).
- If you're working with a group, notice whether decisions result in real consensus (Lovers will ignore or undo agreements that disrupt harmony). Keep the conversation going until either genuine consensus has been reached or the pros and cons of not getting there have been aired.
- Using a process such as Appreciative Inquiry, help the group see what's best about them as well as the positive, passionate potential in a situation or challenge they face.

See & Act Upon

Destroyer Archetype –

The Destroyer archetype is the story of endings, of closure, of cutting loose, letting go and plowing under. From the ability to throw out old magazines and memorabilia to terminating employees and ending failed relationships, the terminating energy of the Destroyer's story is balanced by the creativity of the Creator archetype. But nothing can be created—nothing can begin - without our also acknowledging endings, and it is endings that the Destroyer story frames and enables.



D E S T R O Y E R

While Destroyer energy can be circumstantial for many of us—awakened by something in our lives that must end or that has ended—others are inherently driven by a desire to reform the wrongs we perceive in the world and to support radical thinking and actions about what must happen next. For healthy adults who are drawn to this archetype, Destroyer energy is sustained well beyond the ending itself and fuels a capacity to break through the limitations which hold others back.

The positive and/or well developed Destroyer story contributes many things to individuals:

- Closure—bringing an end to projects that have completed; to relationships that are not working; or to an effort that has run its course.
- The ability to see, understand and bring about endings or even destruction (to a routine, a habit, an approach, a relationship).
- Eradicating what should not be in place. The first step in change is being able to throw out the old and turn a new page.
- Comfort with unconventional ideas and thinking, even when the status quo is put at risk.
- Capacity to troubleshoot “defects” in the current way of doing things.
- Willingness to break rules in the service of higher values.

The Destroyer story contributes positively to groups and organizations as well:

- Destroyer organizations are effective at breaking down, closing up and moving on—with tasks, projects and people.
- The Destroyer story allows groups and teams to take stock quickly and unemotionally and to come to closure decisively—and then move on without baggage or residue.
- Organizations that are deeply attached to this archetypal energy are able to take risks without a lot of fear or angst, and to develop truly cutting edge ideas and approaches that set conventional thinking on its ear. They may also be able to sustain the energy and passion needed for important reforms in the world.
- They may also be adept at improving things that don't work well or noticing ways to break out of current problems and situations.

The negative and/or poorly developed Destroyer story also plays in individuals.

- When overdone, the Destroyer narrative appears:
 - harsh and mean—unsympathetic and/or heartless
 - intolerant and hyper-critical about perceived “imperfections”; seeing problems wherever they turn and not noticing what’s actually working
 - reckless or even destructive, and/or acting without much thought about consequences
- When the Destroyer story is lacking, there can be an inability or unwillingness to end, to say “no”, to cut ties or stop—even those things that are harmful and need termination. Some people become so cautious that they can’t take any risk at all in their lives, or hear any new ideas that shake up their current way of thinking.

The Destroyer archetype can manifest negatively or be poorly developed within groups or organizations as well.

- When groups or organizations overdo the Destroyer archetype, the culture is often experienced as mean and unfeeling, mechanistically using then discarding the people as expendable.
- They can also take unnecessary risks; and in extreme cases, this risk taking can descend into law breaking.
- When the Destroyer archetype is lacking, groups or organizations can be unwilling or unable to terminate anyone, change policies or approaches or allow change to ever take place. They may also be so dependent on current thinking that they miss critical shifts in their environments or markets.

The Destroyer archetype is often feared and maligned as callous or insensitive—visions of death and destruction often accompany it. While these images certainly belong within the fabric of the Destroyer’s narrative, the Destroyer story provides many actions and motives needed for necessary change, effective living and interaction. Being disconnected from this narrative means going without these benefits. Actions someone might take to access or activate the Destroyer archetype include:

- Clean out a closet, garage or attic, determined to throw away half (or more) of the items you come across. Free your life of clutter by cutting some of your “stuff” loose. Difficult? Start by cleaning out one drawer.
- Determine a habit or routine that is not contributing to your happiness or success. Set an agenda to stop it (membership in an organization—cancel it; biting your fingernails—quit it; taking on projects you don’t want or have time for out of guilt—stop it).
- Identify a relationship that is unsatisfying or diminishing to you and end it—get the support of friends or family to help you, but get out of the relationship.
- Make a list of things you’d like to reform in the world and identify one thing you can end to allow that reform to happen.
- Read something radical (the biography of a revolutionary or the writings of a radical thinker).
- Question the tried and true in your life and/or your organization. Find something you continue to do only because no one has stopped to question its value.

- Where do you avoid risk in your life? How does that hold you back? Take one small step in the direction of risk.

The Destroyer archetype is a narrative of termination, closure, and even destruction. Just as any new garden crop first requires that old plants be mowed down and plowed under, the Creator's story first requires the Destroyer's work to be done. It is a mistake, however to regard the Destroyer archetype as merely a supporting player to the more important Creator. When the Destroyer's energy is dormant or when this archetype is under-developed in someone, he sees closure and terminations made by others only as harsh or brutal events.

If you are interacting with a person or group who very much identifies with the Destroyer's story, consider the following actions to echo or align with this archetype's energy and motives.

Aligning with a Destroyer:

- Cut, terminate, close, slash and burn alongside them. Be a partner to them in their destruction and closure.
- Honor endings, terminations and closure--remember that the appeals which resonate with other archetypes (Ruler's rules; Caregiver's personal needs; Innocent's hopes; Lover's desire, et cetera) don't hold sway with the Destroyer.
- Help them identify and define the higher values that Destroyer behavior is serving (so that destruction for its own sake doesn't get out of hand).
- Help establish a positive way forward to channel anger and frustration, and to address the problems, limitations and injustices that shape the Destroyer's worldview.
- Introduce an opposing point of view (Destroyers love a good debate).

See & Act Upon-

Creator Archetype

The Creator archetype is the story of beginnings—channeling life’s energy into the creation of things, ideas, approaches, experiences, art work and solutions. It is the Creator story that allows us to imagine what we truly want to have, do, be or give shape to in our lives and consciously create those things. Well-developed adults who are drawn to this archetype come to trust their imaginative capacities as a source of inspiration for their lives and their work.



C R E A T O R

While the foundation of the story is giving form to a personal idea or vision, people who identify strongly with the Creator archetype are often able to help shape and co-create a new world around them as well—sometimes through artistic forms but just as often by innovating, inventing, designing or dreaming. The production and creative drive of the Creator archetype is balanced by the finality and closure drive of the Destroyer archetype.

The positive and/or well developed Creator story contributes many things to individuals:

- Natural creative energy, a drive to produce, design or invent
- Tendency to observe reality, interpret it into needs or a solvable problem and then address it with things, inventions, or products
- Openness to inspiration and resistance to selling out our essential identities
- Capacity for using expressive forms to understand and give meaning to our experiences, and even our pain

The Creator story contributes positively to groups and organizations as well:

- The Creator narrative energizes groups and teams to be creative, to invent, and to produce new and better products and services
- A culture led by the Creator archetype rewards innovation, creativity and production
- Highly creative thinking about almost anything is typically encouraged and rewarded
- Many creator organizations have a feel for both form and function, helping them create things and systems that are both attractive and effective

The negative and/or poorly developed Creator story also plays in individuals:

- When overdone, the Creator narrative sounds or looks:
 - scattered and impractical—producing too much, too often or producing things neither needed, wanted, nor of sufficient quality
 - so energized by generating the “new” that editing, curating, or selection and discrimination may suffer
 - exaggerated, with fits of self-consuming drama
- Creator types can also become perfectionists, constantly fine-tuning their creations and never completing their work; there may also be a tendency to start a project that seems new or exciting, only to abandon it when a shinier object comes along
- When the Creator story is lacking, there can be an inability or unwillingness to invent, innovate or come up with anything new. Individuals may also be afraid to express themselves, or to step into a life that feels more authentic for them.

The Creator archetype can manifest negatively or be poorly developed within groups or organizations as well.

- When groups or organizations overdo the Creator archetype, their emphasis on newness, cleverness and invention can outpace their consumer’s needs or appetites—rendering all that creativity irrelevant
- They can pay so much attention to the “purity” of their inspiration that they neglect the real world context of the client or marketplace
- Creator organizations can also burn themselves out with endless reorganization, restructuring and/or constant experimenting with the latest business trends or ideas
- When the Creator archetype is lacking in groups or organizations, there is an inability to invent, innovate or produce the new ideas, products or services that are required to stay relevant and competitive

An engine of invention and innovation, the Creator archetype provides many needed actions and motives, so being disconnected from this narrative means going without a lot. Actions someone might take to access or activate the Creator archetype include:

- Begin by imitating other people who are creating things of interest or value to you—music, crafts, recipes, works of art or even work products like reports or PowerPoint presentations.
- Using someone else’s creativity as a starting point (a picture, a recipe, a piece of music) add your own new twists, characteristics or features to leave your own fingerprints on it.
- Continue to add and change your product or approach—exploring new ways to achieve this and create even better, more pleasing results.
- Apply your creativity to answer problems or opportunities with new work products, new approaches, new art work—produce something that the world has not yet seen.
- Record your thoughts, feelings, ideas and inspirations in a journal (also consider keeping a dream journal), then bring one or more of these ideas or dreams to what they mean for your concrete life.
- Define your creative “muses.” Consider who in your life stimulates the most original thinking or helps you generate the best ideas. Spend more time with them.

- Lay claim to your personal art “form” and practice it more often (gardening, home decorating, woodworking, cooking as well as the traditional arts—and technical arts count too, such as redesigning a process, a system or a structure).

The Creator archetype is a narrative of creativity and invention. When this energy is dormant or when the archetype is under-developed in someone, that person can see invention or creation from others as gratuitous, unnecessary and self-indulgent.

If you are interacting with a person or group who very much identifies with the Creator’s story, consider the following actions to echo or align with this archetype’s energy and motives.

Aligning with a Creator:

- Show enthusiasm for the process of creation and for what is new and emerging.
- Jump into the process of creation with the group, contributing to brainstorming, revision and production.
- See problems and complaints as calls for creating improvements with new tools, products and services.
- Help the group refine its ideas, envision which ones would make the greatest impact in the world and choose the ones most worth pursuing.
- Experiment with new ways to stimulate group creativity, foster debate and the free flow of ideas, be facilitative or even bring in a creativity or business improvisation coach.

See & Act Upon

Ruler Archetype –

The Ruler archetype is the story of power, control, and imposing order through systems and authority. This is the story of the king or queen who takes charge and reigns over the kingdom. It's through the story of the Ruler that we learn to step into our own power, claim our authority and take responsibility for our own lives. Healthy adults who are motivated by this story ultimately learn to make decisions and lead in ways that benefit both themselves and others—creating peace and prosperity in their “kingdoms” and becoming socially responsible stewards of the people and resources in their charge.



RULER

The sovereign power and command-and-control management focus of the Ruler is balanced and sometimes aided by the transformative power of the Magician archetype. The call of the Ruler archetype is any threat of chaos or disorder—a kingdom in danger, and the Ruler's answers to that call are rules, responsibility, control and order.

The positive and/or well-developed Ruler story contributes many things to individuals:

- Responsibility and an ability to set and enforce rules
- The willingness to exercise authority and to make your voice heard with certainty and clarity
- The ability to ensure that things work well and run smoothly Projection of confidence and competence
- Ability to maintain high standards and expectation of others to do the same
- Dedication to doing the right thing for self and others

The Ruler story contributes positively to groups and organizations as well:

- Ruler organizations are usually highly structured and hierarchical—typically prizing policy, rank, procedure and accountability
- They understand power, image and status—and how to use influence to galvanize support and get things done
- Ruler organizations are often highly skilled at managing complex systems and structures, ensuring that everything works better because things are in the right place and people are doing things the way they should be done
- Organizations using the Ruler narrative are formal in their dealings with each other, valuing status, organizational position and titles
- Ruler energy in some organizations is channeled into a sense of social responsibility—a sense of stewardship about resources in their charge, and their responsibility to either use them wisely or protect them on behalf of others

The negative and/or poorly developed Ruler story also plays in individuals.

- When overdone, the Ruler narrative sounds or looks like:
 - rigidity—so bound by rules, order and structure that new data, personal needs or voices of change do not get heard (and spontaneity is entirely quashed)
 - bossy and even dictatorial
 - A sense of entitlement and at worst the outright abuse of attained power

- When the Ruler story is lacking, there can be an inability or unwillingness to take command, direct others or step into positions of responsibility (ultimately creating a sense of individual aimlessness or powerlessness). Resources may also be squandered with little thought to the consequences

The Ruler archetype can manifest negatively or be poorly developed within groups or organizations as well.

- When groups or organizations overdo the Ruler archetype, hierarchies, titles and rules eclipse other stories and result in stagnation, rigidity and even tyranny
- Ruler organizations that overdo systems, structures and policies can also become overly bureaucratic and ineffective in their operations
- When the Ruler archetype is lacking, groups can be unwilling or unable to set or follow rules or procedures or unwilling to accept the authority of anyone who stands as leader—and thus chaos reigns. They may also forget that their actions shape their image and reputation, and make reckless decisions without thinking through the potential impact

The Ruler archetype provides many needed actions and motives, and being disconnected from this narrative means going without these benefits. Actions someone might take to access or activate the Ruler archetype include:

- Demonstrate responsibility for and control of your own life and decisions—acknowledging that while you may not have control over all the circumstances in your life, you have complete control over your own decisions and choices.
- Speak up (and perhaps even physically stand up) in a group to take control of a meeting or discussion.
- Give someone critical feedback or even a reprimand to hold them accountable for an action or decision.
- Create, publish and refer to an organizational chart that displays the hierarchical relationship of each person in your group.
- Use the correct titles to denote a position of authority (Manager, Mother/Father, Supervisor, Elder, Teacher, Facilitator, etc.).

- Create a list of three things you can do to act in a socially responsible way that is meaningful to you.
- Take one firm stand in your life and refuse to budge from it.
- Define your own standards and a code of conduct that you won't deviate from.

The Ruler archetype is a narrative of organizational power and control. When this energy is dormant or when the archetype is under-developed in someone, that person can see authority and the exercise of power in others as extreme and even tyrannical. If you are interacting with a person or group who very much identifies with the Ruler's story, consider the following actions to echo or align with this archetype's energy and motives.

Aligning with a Ruler:

- Follow the rules and don't shirk your responsibilities.
- Use organizational titles in speech and writing, follow organizational protocols and tend toward more formality in discussion.
- Be directive and manage others toward task accomplishment.
- Set and respect rules and hold people (and yourself) accountable for following them.
- Notice organizational "politics," unwritten rules and protocols, and how people "work" the system.
- Take charge of situations that are out of control.
- Remind others of the potential consequences of actions and decisions—and steer them back toward the right thing to do.

See & Act Upon

Magician Archetype –

The Magician archetype is the story of transformation, of harnessing catalytic energy toward changed consciousness or healing, and of new visions about what's possible. It is the Magician story that gives us the capacity to envision a different future for ourselves, our communities, our society and even our world. In well-developed adults who identify with this archetype, the “magic” of the story often comes from an ability to believe that what's imagined can be manifested--and that intervention from something we can't necessarily see may help bring this about. Like its partner narrative, the Ruler, the Magician is often drawn to groups and organizational systems and power-- but whereas the Ruler seeks to control and stabilize the system, the Magician seeks to re-imagine it, transform it or heal it. The Magician's story is rooted in the belief that perception defines reality, so change your perception, and—presto-changeo—magic happens.



MAGICIAN

The positive and/or well developed Magician story contributes many things to individuals:

- An openness to seeing synchronicity, coincidences and a sense of flow in everyday life, not just in high-tension, critical events
- A facilitative style that sees power and wisdom in the ability of groups to imagine, learn, change and solve their own problems
- A tendency to transform problems into opportunities
- The capacity to perceive patterns that aren't necessarily visible on the surface
- The ability to tap into intuition and inspiration, and rely on them as much as on logic and reason
- Highly developed self-awareness and belief that change (in an individual, a group or a system) begins within

The Magician story contributes positively to groups and organizations as well:

- The Magician narrative allows for, and even seeks out, leadership or expertise that can help to deliver new ideas and usher in change.
- Magician organizations tend to be curious and adaptable, open to reframing beliefs and changing procedures and policies. They may even become champions of major paradigm shifts in business, politics and culture
- Magician organizations generally have the ability to model the change they wish to see in the world and to manifest change in ways that surprise and delight others
- They also frequently have a capacity for creating win-win solutions when dealing with others

The negative and/or poorly developed Magician story also plays in individuals.

- When overdone, the Magician narrative sounds or looks like:
 - Empty trickery or hucksterism—peddling smoke and mirrors—or even abuse of power based on skillful manipulation of others
 - A tendency to be taken in by gurus or false prophets
 - Laziness or blindness—an over-reliance on the grand transformation in lieu of the disciplined, practiced, tried-and-true methods of problem solving
 - Over-dependence on the group’s willingness to play along and be “transformed”
- When the Magician story is lacking, there can be an inability or unwillingness to grasp moments of group connectivity and flow, resulting in an inability to change perception or transform
- There may also be complete resistance to intuitive or visionary thinking and an over-reliance on logic, facts and data

The Magician archetype can manifest negatively or be poorly developed within groups or organizations as well.

- When groups or organizations overdo the Magician archetype, there can be too much attention and adoration given transformation-focused leaders—treating them as gurus or prophets. There can also be real impatience and even disdain for those who are down-to-earth or perceived as less visionary
- Groups can avoid hard decisions and the grind of what works in favor of the attractive glow of the Magician’s transformative reframe. They can also become reliant on last minute “miracles” to save the day, or even lose touch with the reality of a situation in favor of a vision they would prefer
- When the Magician archetype is lacking, groups can be unwilling or unable to consider reframing anything or changing any perception—if the audience chooses not to see the rabbit come out of the hat, no magic happened.
- They may also lack access to an inspiring vision that could imbue their activities with more meaning and purpose

The Magician archetype provides many needed actions and motives, and being disconnected from this narrative means going without these benefits. Actions someone might take to access or activate the Magician archetype include:

- Ask yourself and others “what if” questions to provoke a reframing of your situation.
- In trying to solve a problem, get groups to talk openly and model the problem as an opportunity to grow, change, re-imagine or reach new heights.
- Retell and/or rethink a current event or story, changing your point of view so that an opponent is now viewed as a neutral (or even an allied) character.

- Create and display a vision board that captures your dreams and ideas for your future.
- Write a life vision statement for yourself (one or two lines describing the world you would like to see, or how you would like to help change the world).
- Read a biography of a famous visionary and/or listen to an inspiring speech.

The Magician archetype is a narrative of harnessing catalytic energy and bringing about transformation. When this energy is dormant or when the archetype is under-developed in a person, that person can see process-focused consulting and open group processes as chaotic nonsense—and the leaders who use such processes as time-wasting hucksters. If you are interacting with a person or group who very much identifies with the Magician’s story, consider the following actions to echo or align with this archetype’s energy and motives.

Aligning with a Magician:

- Be open to changing approaches, ideas or frameworks.
- Take part in “what if” discussions without shooting ideas down as being unrealistic or impractical.
- Engage and stay open to groups and group processes, because these are a requirement of the flow-state from which the Magician story unfolds.
- Show openness or even excitement about the future (or at least resist expressing fear or anxiety about it. The more entrenchment or fear you show about the future or the unknown, the more misaligned you are with the Magician’s story.
- Help the group see what needs to be done in the here-and-now to achieve its vision.
- Help the group define what “win- win” outcomes look like in any given situation.
- Give other group members the opportunity to dream and envision at the beginning of any process before getting down into the tactics.
- Start any presentation to a Magician group with the big picture and envisioned outcomes before moving on to steps or details.

See & Act Upon -

Sage Archetype

The Sage archetype is the story of the pursuit of understanding and the deep knowing that comes from independent thought and critique—first seeking out experts, then becoming one ourselves. The Sage story is ultimately about a search for truth and a desire to separate what’s real from what is not. People who integrate the Sage archetype especially well eventually overcome a need to be proven right and are able to release the illusions of truth that many of us hold dear. In well-developed adults who identify deeply with the Sage story, the quest for expertise eventually grows into a passion for clarity, insight and wisdom—and the confidence to discern truth.



S A G E

The serious and pensive energy of the Sage is balanced or contrasted by the joyous and playful Jester. Both the Jester and Sage’s narratives seek a certain freedom and non-attachment from the world, but the Sage finds this freedom through objective understanding and intellectual detachment and mastery.

The positive and/or well developed Sage story contributes many things to individuals:

- Intellectual curiosity and an openness to ideas—the drive and ability to find answers
- Skepticism—the gift of critical thinking and discernment
- The ability to apply past knowledge and experience to new situations—properly categorizing and demystifying them
- In well-developed Sages, the capacity to share what they know through teaching and/or helping people around them understand things in a new way

The Sage story contributes positively to groups and organizations as well:

- Sage groups value and reward learning, publication, wisdom and intellectual achievement; these organizations may also place a premium on continuous learning
- Sage organizations naturally use mentors to foster knowledge and thought in upcoming generations and new members
- In addition to expertise, Sage organizations often construct powerful theories, concepts and models for framing their work in ways that are meaningful and useful to others
- They may be adept at gathering and analyzing information, conducting research and applying what they learn to problem solving

The negative and/or poorly developed Sage story also plays in individuals.

- When overdone, the Sage narrative sounds or looks like:
 - Overly critical, skeptical or dogmatic—seeking out the knowledge of experts then not believing it
 - Stubbornly clinging to your own version of the truth and insisting that it is sufficient
 - Impractical and/or slow to act, understanding problems or crises but then not engaging in the here-and-now to address them
 - Inability to consider the subjective terrain of reality and to discount feelings as vastly inferior to thoughts
- When the Sage story is lacking, there can be an inability or unwillingness to seek your own understanding, to acquire or apply knowledge to new situations, and to objectively assess what’s going on around you
- Without Sage, there may be an inability to think things through or consider the potential impact of decisions and behaviors

The Sage archetype can manifest negatively or be poorly developed within groups or organizations as well.

- When groups or organizations overdo the Sage archetype, there can be robust debate and reflection on various problems, followed by little action to solve them (a kind of analysis paralysis)
- There can also be an inability to appreciate the insights of colleagues who lack formal credentials, to acknowledge intuition or “gut reactions” as valid, or to appreciate the wisdom of experience as well as analysis
- When the Sage archetype is lacking, groups can be short-sighted or reactionary—acting without wisdom or forethought and repeating the same mistakes
- There may be no ongoing approach to knowledge management, research and development, or employee learning

The Sage archetype provides many needed actions and motives, and being disconnected from this narrative means going without these benefits. Actions someone might take to access or activate the Sage archetype include:

- Find a subject matter expert in a field you value and follow her/his lead—learn from someone more advanced than yourself.
- Question the competency and accuracy of the experts, their assertions, their data, and their conclusions. The Sage narrative tells us that if these experts are correct and truly wise, then they can stand up to (and will even welcome) skepticism--and if they turn out to be wrong, you were right to have questioned them.
- Identify a topic or activity of interest and study it—read about it, write about it, teach someone about it, practice it, become your own expert.
- Ask yourself a series of “why” questions—each stemming from the answer to the previous question. Why did John have a particular reaction to an event? (He felt threatened.) Why did he feel threatened? (He felt his power base at work was in jeopardy.) Why did he feel his professional power was in jeopardy? –Push yourself to follow the intellectual strand of “why” questions.

- Discuss with a trusted colleague (and valued thinker) the wisest course of action to your problem—push yourself to argue the relative benefits of multiple courses of action.
- Develop your brainpower through puzzles, riddles, brain twisters and other complex games that build your capacity for making connections.
- Learn and practice scenario planning.
- Develop a set of truth-based principles for yourself—listing what you absolutely know to be true and how you will live accordingly.

The Sage archetype is a narrative of collecting knowledge and developing intellectual mastery. When this energy is dormant or when the archetype is under-developed in a person, that person can see intellectual mastery and academic pursuits as pompous, foolish or Ivory Tower irrelevance. If you are interacting with a person or group who very much identifies with the Sage’s story, consider the following actions to echo or align with this archetype’s energy and motives.

Aligning with a Sage:

- Remember that intellectual achievement—publications, certificates, diplomas—communicate competence for any Sage or Sage organization.
- See the value in and respect the written word (books, articles, journals, articles, correspondence) and consider reading and even writing some yourself.
- Pay attention and contribute to the thoughts and ideas of the group.
- Critique and debate—nothing fleshes out the contours of an argument or position more than a good debate (and be sure to pose provocative questions).
- Ask (and prepare to be asked) frequent “why” questions.
- Be prepared with thoughts, opinions, and facts—do your homework.
- Volunteer to research a topic that comes up in group discussions, and be thoroughly prepared to present and debate what you’ve discovered.
- Do not expect the group to move forward without pondering all potential ramifications of an action; help them by framing the implications of what’s been found out *and* develop a path forward.
- Whenever possible, find data to support your position.
- Create a set of FAQs (frequently asked questions) for an important group undertaking.

See & Act Upon-

Jester Archetype

The Jester archetype is the story of the pursuit of joy and happiness—a life enjoyed and lived in the moment. Because Jesters are able to hold the world lightly around them, they can often see and express unexpected or unacceptable news (like a court Jester who can safely tell the king, perhaps encased in a joke, a painful truth).

It's the Jester story within us that gives us access to fun and good times, and also to the clever, ingenious parts of ourselves that can see and respond to the world as it is. In well-developed adults who've integrated the Jester story, its energy allows us to feel much less attached to outcomes--and to let go of the stress and anxiety of seeing life as a destination and to enjoy it more as a journey. The ultimate gift of the Jester is letting go, detaching from outcomes. The playful energy of the Jester is balanced or contrasted by the seriousness of the Sage. Both the Sage and the Jester narratives seek freedom and independence from the world, but the Jester finds this freedom by having fun, reveling in life's joys and laughing at life's absurdities.

The positive and/or well developed Jester story contributes many things to individuals:

- A sense of humor—the ability to laugh and make others laugh
- A life lived in the moment, free of worry and unburdened by pain and seriousness
- A causal demeanor, emphasizing fun
- Wit, ingenuity and a resourcefulness that can lead to clever ways around obstacles

The Seeker story contributes positively to groups and organizations as well:

- The Jester narrative tends to flatten out organizational hierarchies, making leaders more approachable and the mood more casual
- Jester organizations value and honor work/life balance and create environments where people are able to enjoy their work and stress tends to be low
- Values cleverness, quick reactions, brainstorming, thinking outside the box, and developing ingenious approaches, solutions or products/services

The negative and/or poorly developed Jester story also plays in individuals:

- When overdone, the Jester narrative sounds or looks like:
 - Self-indulgent, frivolous, inconsistent and even lazy
 - An inability to take things—people, problems or tasks—seriously
 - A tendency to mock others and/or make them the butt of cruel jokes
 - At an extreme, the Jester can become a con artist or trickster who uses cleverness to manipulate
- When the Jester story is lacking, things can be overly serious or stern, and there can be an inability or unwillingness to see things as funny, light or enjoyable

The Jester archetype can manifest negatively or be poorly developed within groups or organizations as well.

- When groups or organizations overdo the Jester archetype, goals are often not taken seriously and unpleasant tasks are ignored or delayed in favor of short-term enjoyment
- Team members can be treated dismissively if they can't keep up with the banter and quick wit of the Jesters around them
- When the Jester archetype is lacking, groups can be so bogged down in stress, worry, conflict or toil that they lose sight of what is funny or enjoyable—the things that may offer the motivation to endure the stress in the first place
- They may also be unable to recognize when it's time to stop working and start playing--believing that everything has to be difficult, arduous or intense to be of real value

The Jester archetype provides many needed actions and motives, and being disconnected from this narrative means going without these benefits. Actions someone might take to access or activate the Jester archetype include:

- Watch funny movies, YouTube videos and TV shows and read funny books or magazines. Laugh.
- When negative or worrisome thoughts arise, play the negative scene out in your mind to the comic extreme—how funny can you picture the results and ramifications?
- Stock your office, desk or work table with puzzles, games, and finger toys with which to play and fidget throughout the day.
- Take a break from an argument or goal to do something you enjoy—just for the sake of its enjoyment.
- At work, relax hierarchy where you can, dress casually and practice speaking truth to power clothed in the Jester's narrative so that you do not come across as threatening.
- Use up your vacation time every year--without feeling guilty or stressed about it.
- Schedule "play time" every week until it's part of your regular routine.
- Start a meditation practice (living in the moment is not just about fun; it's also about learning how to be present in the moment, a capacity that meditation cultivates).

Consciously focus on experiencing and enjoying the steps along the way to a goal; let go of a few small outcomes and see how much that reduces your worry and stress.

The Jester archetype is a narrative of fun, enjoyment and living in the moment. When this energy is dormant or when the archetype is under-developed in someone, he can regard others' enjoyment of life and even their sense of humor as evidence of shallowness, immaturity or even laziness. If you are

interacting with a person or group who very much identifies with the Jester's story, consider the following actions to echo or align with this archetype's energy and motives.

Aligning with a Jester:

- Laugh, smile, joke and enjoy the process of working, debating, and driving forward, while still taking goals, tasks and problems seriously.
- Relax and be casual.
- Stop work and play a game or go to a movie every now and then—and take part when colleagues invite you to do the same.
- Play a practical joke on someone.
- Be able to laugh at your own mistakes—and also laugh when someone plays a joke on you.
- Facilitate brainstorming and idea sessions that allow clever and ingenious approaches to surface.
- Allow time at the beginning of every meeting for some light-hearted banter and fun (and don't be too quick to cut it off for the sake of "getting down to work").

Your Archetype Analysis: What is Your Story?

While many of us have access to all twelve of these archetypes, we tend to be immersed in one or two of their stories more than in the others. In fact, having up to three or four dominant archetypes is not uncommon. These serve as our defaults—as the main narrative frames for the ways in which we live, love, work, communicate, understand and interact.

The following questions and reflection pages are offered

1. to deepen your understanding of your own archetypal patterns
2. to activate your narrative intelligence
3. to provide you with information to deepen your self-awareness of your own story
4. to give you more behavioral options
5. to make this archetype model actionable and practical for you.

Your Dominant Archetypes

What are your dominant archetypes?

Determine the 1-4 archetypes to which you feel most connected—the one(s) you most recognize in yourself and with which you most identify.

If you have taken the PMAI® (Pearson-Marr Archetype Indicator®) assessment, these dominant archetypes may be the ones you scored the highest, but the selection of these archetypes should be based on your feeling of connection to each story, not simply on a numerical assessment.

Where and when is the story active?

Different narratives can be activated, put to work or exercised at different times for different purposes. For instance, you may find the Ruler archetype more useful and active in your work than in your personal relationships. The Caregiver narrative may be more activated within the role of nurse or parent than it is in someone who works or lives alone. Identifying where and when your leading archetypes are active in your life is a helpful first step.

Is the story happy or sad?

If you see archetypes as stories, consider whether your stories are unfolding toward happy or sad endings? The Warrior story of struggle and challenge is one in which there are winners and losers, but this Warrior narrative holds the story of the defeated as well as that of the victor. The Orphan archetype, while it holds the tale of someone who has weathered pain and learned to see the world as it is, also contains the story of the victim--and the abuser. Does each of your dominant archetypes enable or limit your happiness?

Are the stories harmonious with each other—or conflicting?

Do the stories you are living work in concert or work against each other? Someone connected to both the Warrior and Caregiver could struggle between the urge to compete with someone or to care for them. Or the two stories could work together—like the warrior charging into the battle for the protection of the community. Multiple narratives can compete with each other or serve each other. How do your dominant archetypes interact?

You may find it helpful to array the answers to the above four questions in a table such as the one below - or use any other layout you prefer:

| Dominant Archetype | Where/When is the Story Active? | Is the story enabling or limiting (happy or sad)? | Are the stories harmonious with each other—or conflicting? |
|---------------------------|--|--|---|
| | | | |
| | | | |
| | | | |
| | | | |

Your Supporting Cast

What are your supporting cast—archetypes that are neither dominant nor silent?

If an archetype is neither silent nor dominant, it tends to be around for you and available—you know it and recognize it but you’re rarely driven by its story. To get a good handle on these supporting archetypes, think of the many roles you play and explore when and how each of these archetypes is present in those roles. . . Work to become familiar with these archetypes —know when your situation calls for them and how best to summon their power and perspective in your life.

Again, you may find it helpful to array your answers in a table such as the one below - or use any other layout you prefer:

| Supporting Archetype | Where/When is the Story Now Used or Active? | What activities or roles do you have that could be better supported with this Archetype? |
|-----------------------------|--|---|
| | | |
| | | |
| | | |

Your Silent Archetypes

What are your silent archetypes?

Determine the 1 or 2 archetypes to which you feel least connected—the one(s) you hardly recognize and with which you least identify. If you have taken the PMAI® (Pearson-Marr Archetype Indicator®) assessment, these archetypes may be the ones with the lowest scores, but the selection of these archetypes should be based on your feeling of connection to the story, not simply a numerical consideration.

What are you missing when these archetypes remain silent?

Archetypes give our lives context and meaning, and each unlocks different energy and motives and facilitates a different aspect of our lives. The Innocent helps us trust; the Orphan helps us be cautiously realistic; the Caregiver helps us nurture, et cetera. It stands to reason, therefore, that any silent archetypal force shuts down an important component of our human potential. Given the archetypes to which you are least connected, what activities, tasks or roles might you struggle to engage in or even see as relevant?

Once again, try to lay out your silent archetypes and answers in a format useful to you:

| Silent Archetype | What are you missing when these archetypes are silent? |
|-------------------------|---|
| | |
| | |

About the Authors



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Hile's primary expertise is using the leading personality assessment instruments as tools for enhancing self-management, teambuilding, leadership, and communications. Hile has worked with many Fortune 500 clients as well as university faculties and leaders in many agencies of the Federal government.

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Cindy Atlee is a consultant, facilitator and coach who believes every individual and organization has a powerful story to tell. Since completing Dr. Carol S. Pearson's postgraduate program in archetypal-based leadership at Georgetown University in 2003, Cindy has worked extensively with archetypes and Dr. Pearson's assessment tools. Her work has won multiple awards and been used by such organizations as Kashi, NASA, Volunteers of America, and Procter & Gamble. She is currently principal of The Storybranding Group, a brand and culture consulting firm that helps clients create more authentic brands, develop more inspired leaders and more deeply engage their workforces. Visit her website at www.storybranding.com.



Since 1977, OKA has specialized in leadership, organization and team development for clients across the public and private sectors. OKA has particular expertise in using personality assessment instruments to help individuals achieve success through greater self-awareness and better self-management

OKA consultants, authors and trainers are among the USA's leading experts in the fields of Myers-Briggs® Type training, the Four Temperaments, Emotional Intelligence, Narrative Intelligence (using the Pearson-Marr Archetype Indicator®) and many other industry-leading tools.

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