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## 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.

Hile is author or co-author of *The EQ Workbook*, *MBTI® Introduction Workbook*, *The Four Temperaments Workbook*, *Type Talk At Work (2<sup>nd</sup> Edition)*, *Generations: Bridging the Gap*, and *Reversing Forward: A Guide to Reversal Theory*. He also appears in many OKA videos and online presentations.

**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](http://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's 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.

For more information about OKA products, consulting, and training, please see [www.oka-online.com](http://www.oka-online.com)

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## 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](http://www.capt.org).

This book is designed to extend Pearson and Marr's work—allowing the reader not only to take a deeper dive into the narratives (archetypes) that drive them, but also to move, to effect—and even to control—these forces, eventually leading to the ability to access the narrative energy whenever it is 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.

## 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.

*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* they may be:
  - Unduly optimistic and hopeful—seeing silver linings that do not exist in 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
  - Needy for others to take care of them or of situations that 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.**

- 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.

## 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

- To deepen your understanding of your own archetypal patterns
- To activate your narrative intelligence
- To provide you with information to deepen your self-awareness of your own story
- To give you more behavioral options
- 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 where 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?

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?

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**Your Supporting Cast**



**What is 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).

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

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**Your Silent Archetypes**