



## Who Am I in Relationship to Others?

**Directions:** Read ACROSS each row. Look at the CLUSTER of three traits. You will choose ONLY three of the Clusters (boxes). Score the CLUSTERS (the boxes) in descending order from 3 – 1. Give a 3 to the Cluster (box) that is most like you when you are at work or with your Team. Give a 2 to the Cluster (box) that is like you but not as much like you as the box you scored a 3. Give a 1 to the Cluster (box) that is less like you than the Clusters (box) you scored as 3 and 2.

**Scoring:** Score DOWN each COLUMN by adding up the scores you've assigned to the Clusters. Place the total on the line beneath the COLUMN.

<b>Row #1</b>	Spontaneous Impulsive Impetuous	Stable Methodical Planner	Cooperative Idealistic No Conflict	Rational Curious Complex	Harmonious Sensitive Intuitive
<b>Row #2</b>	Adventurous Daring In a Hurry	Traditional Responsible Dependable	Connecting Loving Encouraging	Logical Analytical Loner	Kindhearted Relationships Reflective
<b>Row #3</b>	Love Excitement Explorer	Dutiful Family Industrious	Empathetic Motivator Caring	Intellectual Inventive Solve Problem	Authentic Supportive Wisdom
<b>Row #4</b>	Energetic Expedient Witty	Makes Rules Orderly Prepared	Supportive Nurturing Healing	Systems Independent Perfectionist	Actualized Calm Contemplative
<b>Row #5</b>	Bold Easily Bored Risk-taker	Loyal Reliable Like Structure	Romantic Compassionate Emotional	Theoretical Ingenious Individualist	Inspirational Selfless Optimistic

**TOTALS**      \_\_\_\_\_      \_\_\_\_\_      \_\_\_\_\_      \_\_\_\_\_      \_\_\_\_\_





## The Personality Archetypes of Relationships in Organizations, Teams and Leaders

Developed by:

Juli Lynch, Ph.D

Turning Pointe Consulting, LLC., 2008

All rights reserved. May not be copied, distributed or presented without permission of Juli Lynch, Ph.D

This tool highlights and acknowledges that there have been – over time – many attempts to capture personality profiles and tendencies in humans. Ironically when viewed together – there are noticeable similarities across both formal and informal systems. Particularly noticeable is the tendency for the personality profiles and tendencies to cluster around five major themes. I’ve taken these “themes” and translated them into archetypes or cultural images that invoke meanings that are similar across individuals. For example in Western culture there is a collective image for the archetype “Warrior”. Most individuals would describe a “Warrior” as someone who is a risk taker, out front of the crowd, ready to do battle etc.

The key to any personality indicator is to recognize that personality is context driven (I’m may be different at work than at home); fluid (over a lifetime you may find your personality changes) and always “in relationship” to others.



## KEEPER OF THE HEARTH

**Wood**

**Spring/East/Eagle**

**Yellow**

**(ESTJ, ENTJ, ISTJ, ISFJ) DISC = “Dominance”**

---

I value rules, tradition, and authority.

I tend to tell people what to do.

I handle details well, and I’m a hard worker.

Emotions can get in the way of getting the work done.

I am useful, productive, a contributor.

After work – I like to go home and be with family

I want to anticipate and prepare for the future.

It’s important to have rules, laws and controls.

I provide stability within an organization.

I like change to be structured and systemized.

In conflict it is difficult for me to let go of my way of seeing things.

KEEPER personalities are oriented to the present. They tend to be practical, conventional and rule-oriented – and expect that everyone else should be. Structure and order are very important. They are patient and self-disciplined – however, others might see them as controlling. Security and dependability are important to them. They are well organized and plan well in most aspects of their life. They are timely and sensible. KEEPER personalities are responsible and able to set and keep boundaries. They value rules, traditions and authority. They resist change and see hierarchy as essential to society, the business and family. KEEPER personalities are sticklers for detail. They require agendas and schedules. Chaos is stressful and unproductive. They often struggle with finding their creative, spontaneous self. They seek repetition – “doing things the way we’ve always done them if it works.” KEEPER personalities will immediately desire organization of processes and systems and will have a tendency to struggle with letting go of old systems and processes. KEEPER personalities will keep their emotions to themselves. When KEEPERS show emotion it is often intense. KEEPERS have a high need to move past conflict by taking control. Their strength will be in moving the organization’s systems and processes forward and reminding others of the value of maintaining certain traditions and consistencies.



## THE HEALER

**Earth**

**Late Summer/Middle**

**Blue**

**(ENFJ, ESFJ, ISFP, INFP) DISC = “Steadiness”**

---

Relationships are important to me.

I like to care for others and share with them.

I like helping others become what they can be.

Emotions are ok. I show mine easily.

People are more important than things.

It is difficult for me to say “No.”

I love to help friends solve their problems.

My hunches work, I’m very intuitive.

After work – I like to spend time helping others.

Empathy and sympathy are both easy for me.

I thrive on recognition and acceptance.

I’m really good at motivating people.

The HEALER personality is a natural caretaker. They manifest a passion to serve others. They see the possibility in others. Warmth and compassion flow easily and with sincerity. Devoted friends, they love to talk, share, and help. The HEALER personality is imaginative, very creative and has lots of sensitivity to the thoughts and feelings of other people. HEALERS will remember birthdays, anniversaries and special occasions sending cards and gifts. They are a barometer for the “moods” of others because of a tendency to know everything about everyone. They also quickly and easily take on the “ills” others, sometimes ignoring their own “health”. In an organization HEALERS will desire that everyone is “ok.” HEALERS will take on the emotions of the culture including anger and resentment. HEALERS who are rejected will often turn to gossip and back stabbing in order to gain the attention of others. The HEALER will be uncomfortable with the natural conflicts of any organization and may avoid confronting the “tougher issues” especially related to personnel. Their strength will be as a barometer of how people are feeling and what is “not being said.” In addition during times of organizational upheaval or stress they will seek to take care of others.



*Rembrandt's 'The Horse'*  
1645-50

## THE HUNTER

**Metal**

**Autumn/West/Bear**

**Green**

**(INTJ, INFJ, ISTP, INTP) DISC = "Conscientiousness"**

---

I enjoy searching, learning and understanding.

When interested in a topic and will buy books, use the Internet, etc. to learn all I can.

I must "research" or collect data before I make a decision.

I like to work independently.

I want to be correct – to do things right.

After work – I like to be alone.

Once I've found a solution – others can take over and put it into action.

Repetitive tasks bore me.

I'm drawn to the theoretical and philosophical.

I enjoy creating brand new ideas.

Being competent is essential.

I want to apply logic to emotion – to analyze and understand it.

The HUNTER personality is always looking or hunting for data. The HUNTER wants to know everything about everything. They like to analyze, probe, study, invent, investigate and explore. Nonconforming and independent, they tend to appear calm, cool and collected most of the time. The worst situation for the Hunter would be to appear stupid. The HUNTER personality lives "in their head." They are "thinkers" and probably not the life of the party. They prefer solitude to social settings. HUNTERS focus on the future – the next hunt so to speak. The fun in life is to scout, investigate, and understand. They'll take risks only if they feel they've looked at all the data. They may struggle with being empathetic with others. They'll seek a rational explanation for their own emotions and others. In an organization HUNTERS will immediately begin to collect data on the best way to approach all aspects of running the business. HUNTERS will struggle with making decisions about systems and processes for fear of making the wrong decision. The HUNTER will attempt to analyze the natural conflict of an organization and provide theory as solution. Their strength will be in information gathering, expert knowledge and thinking of unique and innovative systems and processes.



## THE WARRIOR

**Fire**

**Summer/South/Wolf**

**Red**

**(ENFP, ENTP, ESTP, ESFP) DISC = "Influence"**

---

I like being free to do things my own way.

I'd rather dream about the future than deal with present problems or issues.

Where are the new frontiers?

Variety and excitement are fun and stimulating.

After work – I like to go out with friends to do something exciting.

Give me a challenge – I'll handle it NOW.

I express emotion without thought – everyone should feel the way I do.

Let's find a new and different way to do things.

I'm not detail oriented at all.

I don't think being organized is a good use of time.

Rules that don't make sense can be broken.

The WARRIOR personality looks to the future and is a visionary. They are adventurous, impulsive and enthusiastic. They love new experiences and are drawn to action and spontaneity. They like to see immediate results. The WARRIOR personality makes quick decisions – often without any thought given to the outcome or consequences of the decision. They work well in groups and love to be the center of attention. They will compete with others to keep the focus on them. However, they are easily bored and can become restless. Their eyes will glaze over if you bother them with details. They will become impatient with those who "don't get it." They can be quick to temper – and just as quick to forget what they lost their temper about. They may leave others feeling wounded without knowing it. They are not one to lavish praise on others. They will display extremes of emotion –whether anger or ecstasy – and will expect others to join them in these emotions. They have an entrepreneurial spirit because of their ability to take risks. In an organization WARRIORS will be excited about the energy of change – however they will be impatient with other's need to "take it slower." WARRIORS will struggle with the detailed aspects of analyzing systems and processes. The WARRIOR will thrive on the natural conflict of an organization and probably be the one to create the conflict. Their strength will be keeping the organization lively and moving forward.



## THE SHAMEN/ MENTOR

**Water**

**Winter/North/Buffalo/Horse**

**White**

**(A balance of Keeper, Healer, Hunter and Warrior)**

---

I'm a teacher and mentor to my family and friends.

I'm dependable and infinitely resourceful.

I do not hesitate or retreat in difficult situations

I have a firm, unshakable sense of myself.

I recognize my emotions and express them thoughtfully.

I encourage others to express both thoughts and feelings.

After work – I am comfortable being with other or being alone.

I've followed my path for years with strength and purpose.

I've got a lot of discipline.

I have learned to balance my life.

Others see me as wise.

I'm flexible and adaptable, always yielding to current conditions.

The SHAMEN personality instinctively nurtures and empathizes. Deep reflection is used to maintain an inner calm. They base their decisions on past experiences and intuition. Relationships are of essential importance to the SHAMAN personality. They excel in teaching and mentoring because they receive immense gratification from developing others. They are caring and sensitive, and sometimes put the needs of others before their own. They have an intelligence of inter-relatedness, which allows them to feel what is needed, and respond appropriately. In an organization SHAMANS will be reflective toward any need for change and not surprised or defensive toward challenges. However, SHAMANS may struggle with the detailed aspect of running an organization preferring to focus on the greater vision. The SHAMAN will not shy from the natural conflict of organizations. They will be a negotiator and diplomat. They will have little time for any “politic-ing” and will say so! Their strength will be inspiring others toward a new vision while teaching and mentoring those around them to strive for the best possible outcome.

Blank for Notes



## Archetype Relationships

	WARRIOR	HUNTER	HEALER	KEEPER
WARRIOR	In harmony Warriors create energy and vision together. Highly creative and engaged. In conflict Warriors can be aggressive and stubborn with each other.	In harmony Hunter helps Warrior slow down – focus on data. In conflict Hunter can be critical of Warrior – seeing the Warrior as incompetent and impulsive.	In harmony Healer helps the Warrior be aware of other's feelings. In conflict Healer sees Warrior as rude, insensitive and aggressive.	In harmony Keeper gives the Warrior structure and organization. In conflict Keeper sees Warrior as unorganized and incapable of following rules.
HUNTER	In harmony Warrior gives Hunter some energy – pulls them out of their shell – helps them be expressive. In conflict Warrior can drain Hunter – exhaust them with their extroverted energy. Warriors see Hunter as too serious.	In harmony Hunter's exchange data, information – create brilliant solutions and ideas together. In conflict Hunter's feel threatened by another Hunters expertise and knowledge- fear of failure compared to other Hunter.	In harmony Healer helps Hunter connect to people – to consider the human quotient in considering data. In conflict the Healer sees the Hunter as too anti- social and too out of touch with how people are feeling.	In harmony Keeper and Hunter work together to use data as means to create structure and organization. In conflict the Keeper sees the Hunter as having full of too many ideas and solutions – wanting to change too many things.
HEALER	In harmony Warrior and Healer focus on people and relationships – creating energy and creative possibilities. In conflict Warrior sees Healer as too emotional and too sensitive – can easily hurt the Healer's feelings.	In harmony Hunter assists Healer is looking at the rational, data aspect of a situation. In conflict Hunter sees Healer as too emotional and too focused on people – unable to see the importance of data, facts and results.	In harmony Healers come together to create communities of open and honest expression of feelings and needs. In conflict Healers can be possessive about whether they are a better care taker then another Healer. They will personalize and be overly emotional in interactions.	In harmony Keepers help Healers understand that rules, structures and boundaries help people become successful In conflict Keepers see Healers as overly emotional – focused on people to the detriment of results or rules.
KEEPER	In harmony Warriors provide Keepers with the encouragement to “lighten up,” be spontaneous – have a Karaoke mind set. In conflict Warriors see Keepers as “control freaks.” They will push back on any restraint from the Keeper	In harmony Hunters provide Keepers with the opportunity to “think out of the box.” They can help Keepers consider new and different data. In conflict Hunters see Keepers as too rigid and unchanging.	In harmony Healers assist Keepers in seeing the people side of situations. Healers help Keeper's be sensitive to how people feel. In conflict Healers see Keepers as uncaring - incapable of understanding the people aspect.	In harmony Keepers together create structure. They can take chaos and create order. They will join together to get results. In conflict Keepers want the control and feel the other Keeper is challenging that control.

