

Knowing yourself

Currently looking at Ego Development Insights that may challenge this document. Please disregard the content until the new insights are integrated.

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Now I believe I can hear the philosophers protesting that it can only be misery to live in folly, illusion, deception and ignorance, but it isn't - it's human. — ERASMUS.

Cynefin - in welsh: "habitat" or "place" - means a place of your multiple belongings. You are rooted in many different pasts that influence what you are that you can only be partially aware of. There are thousands of modulated influences in the development of the system. They influence what you are but you can never fully know what they are. — DAVE SNOWDEN

Every person is in certain respects like all other people, like some other people, and like no other person. — CLYDE KLUCKHOHN & HENRY MURRAY (*adapted by Brian Little*)

We refer here to knowing "yourself" as "what you have been constructing", the accumulation of feelings, needs, values, fears, beliefs, etc. Your identity. This is the self we dissolve later in the Blueprint when we talk about transcending. We find more empowering the focus on what you can control: the personal constructs: the beliefs. But we will also cover traits. Personal Projects (what you think you are doing) have their own section, so do Situations (the environment), both aspects.

The goal here is to discover yourself so you realize the following:

- Everyone has chosen an identity and knowing your own will help your relationship with others.
- The same identity plasticity that you used to build yourself is still at work: at every moment, you have an opportunity to continue to mold yourself. More deliberately now than ever.
- Your identity can be a limitation of your experience. Each feature of your identity (an emotion you live often, a need, a value, etc.) conditions your life. Beyond each feature, lies infinite possibility: everything else you could choose.
- And at the same time, each feature of your identity is a source of uniqueness, beauty and mastery.

Emotional Baseline

Some emotions are more natural, you go there more often. Take a group of people, show them something that will move them (either negative or positive) and ask them what they feel about it. Chances are that what they manifest (gratefulness, guilt, anger, sadness, etc.) is an emotion that they manifest often. This is one of the ways to show that what we feel is more about us than about the object, although we believe the object to be the trigger for the feeling.

Your default emotions are like your "home". How would you describe yours? Is it a good place to go back to? Or should you move out and find yourself a new home?

If we are given the choice, we will choose our home joyful and not sad, energizing and not exhausting, blissful and not stressful. Yet some people go back to depression, anger or negative states more often than they want. Let's focus on identifying your emotional baseline: the emotions you default to.

You can identify them through journaling with emotional clarity, or through acting. You can embody different emotions and experience what feels natural (normal, easy) and what is foreign. We saw how unique we become thanks to our unique access to reality, our emotional baseline is an additional layer of uniqueness.

Just like it is eye opening to realize the fraction of reality we are able to access and the unique perspective we have, examining how limited our emotional spectrum shows us an opportunity to expand our world.

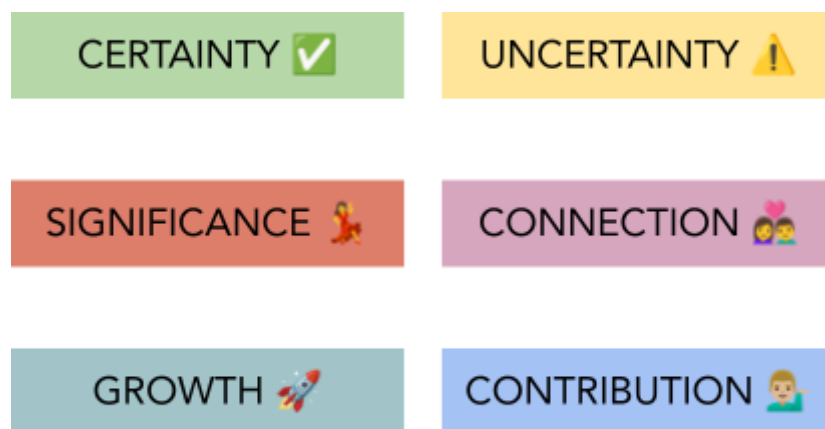
Needs

Why do we do what we do? To feel "good". And we feel good when our needs are met, bad when they're not. It does not mean that the need is neutral emotionally, it means that the present emotion arises from the needs met or unmet. But the need comes with a background: life experiences that charge it. This is why sometimes we might come with a need and already be ready to explode with an emotion, we are bubbling already.

There are different models you can use to understand your needs and other people's.

Non Violent Communications (NVC) Frameworks offer large inventories of needs to help put words on them, which is especially helpful to anticipate or resolve issues, as well as pinpoint the most common needs that are met and unmet in your life.

Tony Robbins has put together a simpler model of 6 needs:



✓ CERTAINTY

Or security, safety. Important for basic necessities for instance: air, water, food, shelter. It is also something we need in relationships. We need the world to be a sensible orderly place, this is one of the reasons why we see causation and intention and why randomness is unsettling because it implies that the world is unpredictable.

Anxiety arises when we are uncertain. When there is uncertainty, we try to reduce it, which requires cerebral energy. The brain will ask more from the body and cause stress. Chronic uncertainty will cause a cognitive overload and a burden on the body.

When we cannot control our circumstances, we seek certainty through a state of mind (religion, default emotion, ideal), we get attached to our identity, our stories, what we want. This is the need that makes us more rigid.

⚠ UNCERTAINTY

We seek variety and discovery in our experience. This is our need to explore, play. This need motivates our surrendering, or flexibility. We want to be surprised (positively), we are willing to take risks.

🦄 SIGNIFICANCE

We want to feel special and important in some way, even if it is negative. For some, it is better to be recognized as the most violent, the person with the most difficult problems than not to be recognized.

🧡 LOVE

Love (We settle for connection): we want to feel connected to people, animals, ideas, and things. It is about intense engagements.

Robbins considers the first 4 to be more primal and the last two as more spiritual.

GROWTH

We want to feel progress. We need to expand.

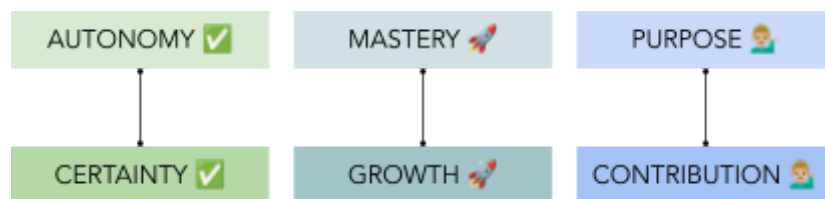
CONTRIBUTION

We want to contribute to others.

Kotler (The rise of superman) and Pink (Drive) have reported research on the power of the three intrinsic drivers that motivate us the most:

- Autonomy : the desire to direct your own life,
- Mastery : the desire to learn, explore, and be creative, and
- Purpose : the desire to matter, to contribute to the world

Autonomy - Mastery - Purpose remains consistent with Robbins' 6 human needs.



The top 3 questions on needs:

1. Which needs are your most important ones? How do you rank them all?
2. How much is enough for you?
3. And how do you fulfill them? Which activities or attitudes do you default to in order to meet your needs?

We do not always fulfill our needs positively. Violence for instance can be a way to meet someone's needs for:

- Certainty: he'll know he'll get adrenaline: stress, anger, excitement
- Uncertainty: risk taking: anything can happen
- Significance: he becomes important with a knife
- Connection: if violence runs in the family/group, it can strengthen the connection with the members

Values

The terms "Needs" and "Values" are often used interchangeably. We chose to differentiate them:

NEEDS	VALUES
S1	S2
Dynamic & Contextual	Long Term & Core (to our narrative)
What is alive in me now?	What do I want consistently in my life?
Reaction: Invokes an emotion when met/met.	Deliberate construct: what we intend to manifest.

The remembering self has more trouble accessing the Needs that we experience(d), it feeds our identity narrative with our values, after the fact.

So what are your core values? What is most important for you to experience? Just write what you think and feel. You will see what comes out naturally, the words, the intensity.

In a second time, it can be useful to play with a list:

- Separating what feels like you from what does not, or
- Ranking them all, until you get your top 10, 5, 3, 1

Here is a list we have used:

1. Accomplishment	Succeeding in reaching goals
2. Advancement	Progress / Promotion / Improvement
3. Adventure	Taking risks / new experiences
4. Affection	Love / Deep friendship
5. Altruism	Helping those who cannot help themselves
6. Balance	Calm / Moderate / Perspective
7. Commitment	Dedication to cause / satisfaction in obligation
8. Compassion	Empathy / tolerance and understanding of others
9. Competence	Do things well / consistent self-improvement
10. Competitiveness	Besting performance in yourself or others
11. Control	Influence or direct people's behavior / course of events
12. Cooperation	Pulling together for a common goal / support of others
13. Courage	Testing limits / facing difficulties with resilience
14. Creativity	Imagination / new ways of doing and seeing
15. Curiosity	Sense of wonder / awe about the world
16. Determination	Strength and perseverance / whatever it takes
17. Enlightenment	Pursuit of awareness that feeds the soul
18. Equality	Protection of equivalent status / rights opportunities
19. Fairness	Equal consideration / value of the greater good
20. Family	Mutual support and growth
21. Freedom	Independence / Free will
22. Fun	Enjoyment / playfulness / sense of play
23. Harmony	Oneness / Alignment
24. Health	Well-being of mind / body and spirit
25. Humor	Cleverness / Stress relieving perspective
26. Impact	Making a difference / Changing the world / creating legacy
27. Individuality	Originality / self expression

28. Innovation	Creating something new / better / different
29. Influence	Persuasion, bringing others together around common cause
30. Integrity	Honor, honesty / strength of character
31. Intelligence	Acquiring and applying knowledge
32. Involvement	Being “present” and participating fully
33. Joy	Appreciating the extraordinary in everyday
34. Learning	Continuing education and experiences
35. Loyalty	Remaining faithful to a person or cause
36. Order	Respect for procedure and organization / calm
37. Passion	Enthusiasm / powerful attraction
38. Peace	Calm / centered / free from stress
39. Power	Ability to influence people and conditions
40. Recognition	Attention / positive notice
41. Relationships	Connection with others
42. Respect	Fair treatment, valuing individuals for uniqueness & opinion
43. Responsibility	Ability to respond, to change things
44. Security	Financial, physical, psychological security
45. Service	To be of assistance and support to a person or cause
46. Spirituality	Moral compass / belief in higher purpose / faith
47. Stability	The tried and true
48. Teaching	Passing knowledge onto others
49. Tradition	Support for customs and beliefs passed down
50. Wisdom	Application of knowledge and experience

Fears

What stops us from moving forward?

To this question, you might come up with plenty of stories. I don't have time... I don't have the money. I don't have the idea. I am too young - soon becoming “I am too old”. If you keep scratching the surface, you will uncover that it is actually your fears blocking you. We want to avoid suffering (consciously) but we are also programmed (subconsciously) to avoid suffering. This programming is the “fear”. Fears are not inherently bad. They enable us to stay safe.

But fear can immobilize us from taking action. Positive actions sometimes. All of us experience fear in some context during our lives: fear of rejection, fear of failure, fear of making a poor choice, fear of success (maintaining it), fear of being alone, fear of losing love, fear of the unknown. In fact, most of us feel a combination of these

fears over the course of our lives. Fear is hard-wired into every human being - we will probably NOT take fears away in this program and in our lifetime.

We saw how S1 responds more strongly to losses than to gains: we will work harder to avoid pain than to get pleasure. Scientists consider the fear of death the fundamental human motivator, the most primary of our primary drives. Our fears will be a strong determinant of the life we will get.

We won't shy away from using the word "fear" but most people won't be comfortable with it and downplay the fact they have fears or their importance. One way to call our fears is: "Moving-Away-From values". Fears are emotions/situations that we will do almost anything to move away from. The relative levels of pain we associate with certain emotions will affect all of our decisions.

To identify your fears, just use "What if?": What is the worst thing that can happen? Don't dismiss some of these fears as irrational or ridiculous. What causes you anxiety? What are you putting off?

Beliefs

Our needs and values are beliefs that if we get them, we will feel better. The belief is so strong that if we do not get these things, we actually feel bad, because the belief conditions us. The fears are the same, just reversed. Beliefs are just thoughts about what something means coupled with a strong feeling of certainty.

From a very young age, we are taught explicitly or implicitly, intentionally or not, from another or through personal experience what is in what circumstances, and how we should react when the beliefs hold true or when "reality" does not match the belief in a given circumstances. Most of the beliefs were not created by us deliberately, and when they were, they probably were done by a self that resembles you very little today.

Placebo: Beliefs are powerful

The right beliefs will give you the placebo effect: making you feel better and even help with healing. The opposite is called Nocebo.

In a study testing whether the relationship between exercise and health is moderated by one's mindset, 84 female room attendants working in seven different hotels were measured on physiological health variables affected by exercise. Those in the informed condition were told that the work they do (cleaning hotel rooms) is good exercise and satisfies the Surgeon General's recommendations for an active lifestyle. Examples (of how their work was exercise) were provided. Subjects in the control group were not given this information. Although actual behavior did not change, 4 weeks after the intervention, the informed group perceived themselves to be getting significantly more exercise than before.

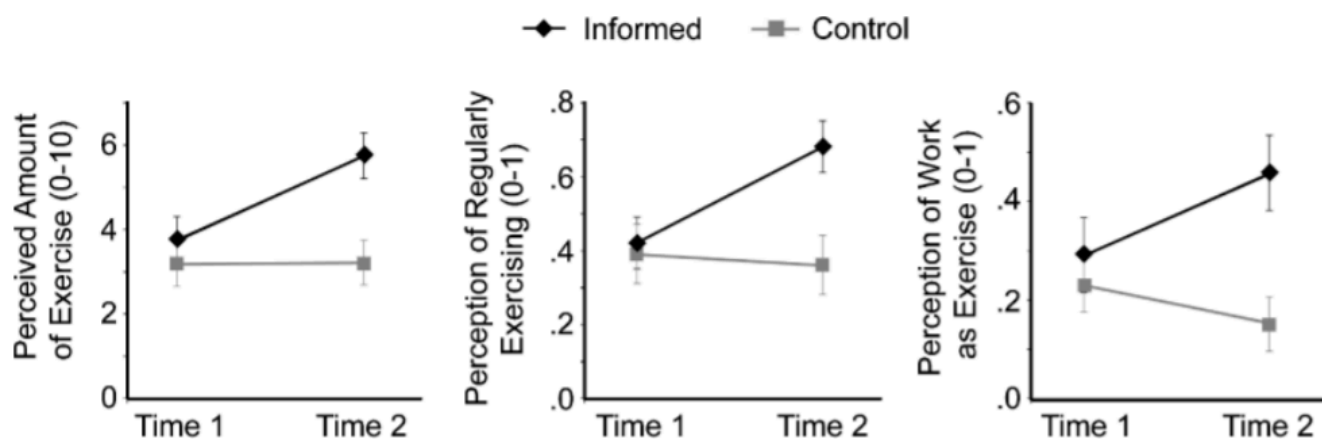


Fig. 1. Changes in self-reported exercise as a function of time and group. Bars denote standard errors of the means.

This first part is not impressive.

Where it gets interesting: they showed physical improvements: a decrease in weight, blood pressure, body fat, waist-to-hip ratio, and body mass index. These results support the hypothesis that exercise affects health in part or in whole via the placebo effect.

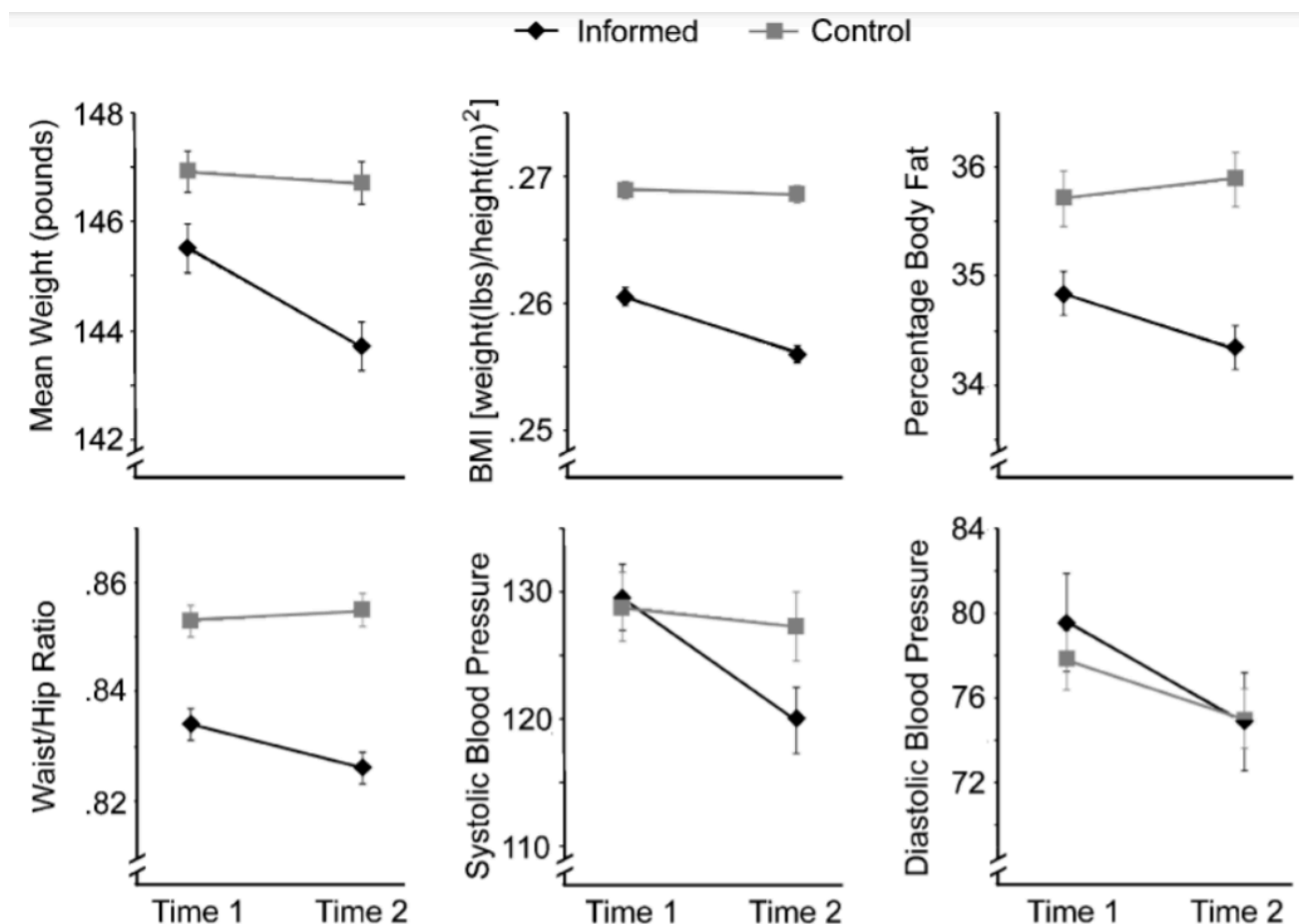


Fig. 2. Changes in physiological dependent variables as a function of time and group. Bars denote standard errors of the means. BMI = body mass index.

Looks like the room attendants were not receiving the full benefits of their exercise, just because they were not aware that they were getting exercise at work. Although the informed room attendants did report higher levels of exercise at the end of the study, they did not report getting any additional exercise outside of work and their workload did not increase.

Of course, it is possible that the room attendants actually did change their behavior - actually did cut back on calories, improve the quality of the food they ate, or work harder or more energetically - but did not report such changes. However, previous research has found it very difficult to change behavior of this sort. Thus, even if these behavioral changes did occur as a result of the intervention, that too would make these results interesting.

Perception tools

When I say that Professor Lindzey's left shoe is an "introvert", everyone looks at his shoe as if it were something the shoe was responsible for... Don't look at that shoe! Look at me; I'm the one who is responsible for the statement. — GEORGE KELLY

Our personal constructs are central to understanding ourselves. When we construe another person, we create the attribute that we then regard as having emanated from the person we are construing.

Saying or thinking that someone is a "jerk" or is "obnoxious" because he has been returning his stake multiple times is perception based on a certain belief. Someone else might well have seen the same man behavior as "classy" or "masculine". Our impressions of others' personalities are routed through our personal constructs. Although we might believe that our impressions of others are cool, rational readings of the objects around us, our perceptions are frequently hot, emotional expressions of something far deeper.

When we form impressions of others, we are anticipating how those people will act and we are reducing the range of interactions with them available to us. The labels we use to communicate about our constructs are typically contrasting adjectives: "Rich" vs "Poor", "Successful" vs "Unsuccessful", "Useful" vs "Useless", "Creative" vs "not creative", "Worth the time" vs "Not worth the time".

When we go through a crisis, we might end up not only with fewer labels, but also with more limiting contrasts like "trustworthy" vs "will steal from me", or "trustworthy" vs "will cheat on me", further limiting our freedom.

The more numerous the lenses or frames through which you can make sense of the world, the more adaptive it is. Having too few constructs can create problems, particularly when life is moving quickly and you are trying to make sense of it. Those who have more constructs available for anticipating events or the challenges of changed environments are less at risk for experiencing anxiety. The more limited one's repertoire of personal constructs, the greater the anxiety and the fewer the degrees of freedom one has in anticipating and acting upon events in your daily life.

The BS

BS = Belief System (pun intended)

Personal constructs typically do not bounce around as isolated blips of meaning; rather, they form systems with properties that have a profound effect on the way we interpret and act upon events. An important systemic property of personal construct systems is the degree of connection or linkage between each of the constructs in the system. Some personal constructs are relatively peripheral - their use and validation operates independently of other constructs. Others are core constructs in the sense that they have strong interconnections with other constructs in the system. They form the foundation of the personal construct system.

Let's assume that "intelligence" is one such highly linked, richly implicative core construct. Consider what happens if an event, such as getting a failing grade on an academic examination, challenges that construct. To the extent that this information disconfirms a person's core construct of being intelligent, it is likely to be threatening indeed because it isn't just a single invalidation but rather a challenge to the whole construct system through which that person is navigating life.

If you have a construct system that is primarily centered around one core construct, you will have very little wiggle room when that construct is challenged. If you have many independent personal constructs or several pairs of goggles through which to anticipate events, when one pair doesn't work so well or is invalidated, you can switch to a different construct.

Identifying your beliefs

What we believe is our reality. We confuse our beliefs for reality. Fishes don't know they swim in the water, water is all there is.

The more we experience reality either directly or through a diversity of others, the more our beliefs are tested and we are able to see through them.

Which are your top 3 limiting beliefs? Here are some typical ones:

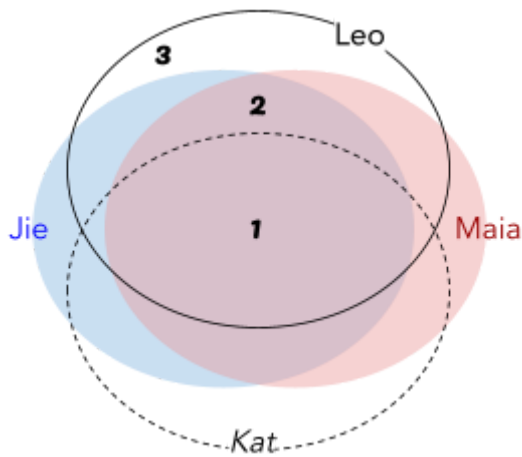
- I don't have time
- I am too old
- I am not educated
- I am too young
- I don't care actually
- If you raise your voice: you don't love me. If you leave the room: you don't love me
- It is hard to make money
- I don't have enough cash

- People are selfish
- People are lazy
- Employees are unreliable
- Business is a blood bath
- Life is hard work
- Life is a succession of stress test
- Work is stressful
- Work is a waste of time
- Relationships always end tragically
- Feelings hurt
- I don't have a good memory

Some beliefs hold strong and are hidden from you. One way to see a belief is to understand someone else's belief set and compare it with yours. You need to be curious enough to truly engage with their belief set and open yourself up to believe it in order to challenge what you actually believe(d).

To illustrate, let's represent the beliefs of four people as circles. Some of these beliefs overlap, others are unique to each person. For instance:

- 1 represents the beliefs shared by all 4
- 2 represents the beliefs shared by Jie, Leo and Maia
- And 3 represents the beliefs only held by Leo



The beliefs most difficult to see as beliefs are the ones contained in the overlap shared by all individuals. These will die hard.

If you question yourself enough times "what do I know for sure?", you will end up with a realization that everything is a belief. It might not be your experience yet but it can be through transcending the self. We will leave this for another time.

Assessing them

Which beliefs do you need to address first?

(1) Cost	(2) Benefit
Is it a limiting belief? Or... how limiting is the belief? What is the cost/consequence of this belief?	How does this belief help you? It might be twisted.
(2) - (1) : Is it worth maintaining? If you're looking at a belief, it has been worth maintaining until now. What is new?	



(4) Are your beliefs pulling you apart? When beliefs are contradictory, at best they cause friction and slow you down.

What if your fear of rejection is very strong and at the same time, your top 3 values are achievement, relationships and recognition... You'd be tortured, maybe sabotaging yourself to avoid rejection, not trying your best to get out there and making it happen, staying small, contracted because the fear is so high, and you'd be suffering not manifesting your top values.

Taking action

People have developed these beliefs throughout their life, they won't want to give them up easily. They will resist. You are one of them. I am one of them. Beliefs satisfy our needs, certainty at least.

- First, stop being a carrier of disease, quarantine the limiting belief to avoid spreading it.
- Watch yourself, notice when it comes up.
- Turn your limiting beliefs into empowering beliefs: "Business is a blood bath" → "Business is a Dance". Affirmation and Visualization help.

Identity

Aka our story, our persona.

Our identity is the answer of the thinker to the question "who am I?", "who are you?". Our identity is all our beliefs integrated in a coherent narrative: "This is who I am, what the world is and my relationship to it. And this is the story of how I became who I am". Rational people have internally consistent identity, it might be irrational to others because the identity is not consistent with these others' model of reality, but, to that person, the identity makes perfect sense.

It is a patchwork of beliefs woven together with storytelling threads. Just like when you explain a project to stakeholders, you have an elevator pitch and longer forms. You have a few distinctive features you repeat over and over again, this is the core of your persona and then you add texture, and details that enrich the story when you have more time to act yourself out.



At first, there is no persona, we form it over time, we identify with it, and, at some point, we are able to see through it. When we see through it, we can start to make decisions about our persona, we see it as a tool that we can mold. It is a tool because we do not do what we can, we live what we believe we are and so identity opens up a set of experiences and closes other sets.

What makes our persona stable:

Lack of awareness	We confuse beliefs and reality. Unable to differentiate them, we cannot expand beyond them. Some of our beliefs are so "well" crafted sometimes that they are even built to resist falsification: conspiracy theories for instance.
Need for certainty	In order for us to determine our actions, we need a level of understanding of reality including some level of certainty about reality and ourselves. To relate to each other, people need to understand each other. Not everything can be challenged as we would not have any more ground to stand on. The need for certainty determines how much order and chaos is sustainable in order for action and wellbeing to be possible.
Limited energy	Our persona is easily and intuitively managed by S1. Changing it deliberately or just encountering surprises (events that no longer fit our understanding of reality and our identity) require the mobilization of S2, which is less energy efficient and requires motivation.
Physically encoded	Our neurons have wired in a certain way to enable certain patterns. The story we tell ourselves also determines our posture and our movement, further encoding the body. That process took time, and will take time to be undone.

Associative identity

Our identity is like a wikipedia article. We start with basic facts, we connect them with an intricate story of causation and intention, after the fact, even for random events. A narrative emerges through the associations. We add more facts and more associations, improving the story plausibility, its coherence, its strength.

This associative process is not just happening when you look back at an experience. It happens in real time during your experience. The brain processes something in the present moment - an idea, a feeling, a smell, an image - and links that experience with similar experiences from the past. These past experiences strongly influence how

we understand what we see or feel. Memory, including identity, is the way an event from the past influences us in the present.

Anytime we undergo an experience, neurons “fire,” or become activated with electrical signals. When these brain cells fire, they become linked with or join other neurons. These linkages create associations. Every experience literally changes the physical makeup of the brain, since neurons are constantly being connected (and separated) based on our experiences. “Neurons that fire together wire together.” This is why you salivate by just imagining a lemon in your mouth. An experience will trigger a set of associations: emotions, thoughts, expectations for the future.

Living for your Identity

Are you living your life in service of your identity? Or is your identity in service of your life?

We introduced two selves: the experiencing self and the remembering self, and how the remembering self has the last word, the decision making power. For instance, statistical analysis established that the intentions for future vacations were entirely determined by the final evaluation - even when that score did not accurately represent the quality of the experience that was described in the diaries.

The remembering self optimizes life for the story. We all care intensely for the narrative of our own life and very much want it to be a good story, with a decent hero. And we want a good ending for our hero. The photographer does not view the scene as a moment to be savored but as a future memory to be designed. With everyone turning into a photographer with the rise of social media, more power has been given to the remembering self.

Let’s imagine a tourism operator offers a new formula to give us freedom from our remembering self:

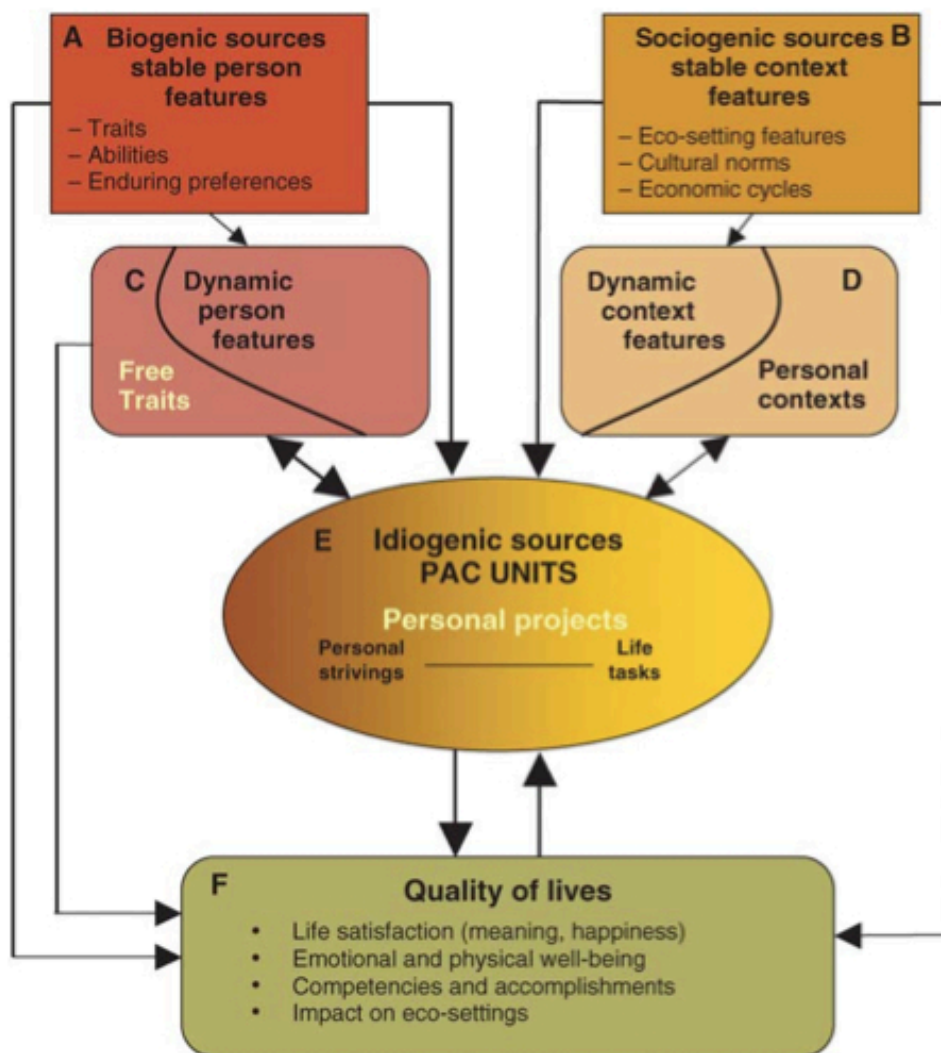
At the end of the vacation, all pictures and videos will be destroyed. Furthermore, you will swallow a potion that will wipe out all your memories of the vacation.

How would this prospect affect your vacation plans? How much would you be willing to pay for it, relative to a normally memorable vacation?

Distinct industries have developed to cater to the remembering self and the experiencing self: resorts offer restorative relaxation; tourism is about helping people construct stories and collect memories.

Identity elements

Brian Little has put together this framework to illustrate the links between the different elements of our personality and quality of life.



Biogenic sources	Stable Person Features	<p><u>Traits, Abilities, Enduring Preferences.</u> Your personality traits have a genetic base and are relatively stable over time. The roots are said to be genetic , and its influence arises from brain structures and processes that the rapidly emerging field of personality neuroscience is studying.</p> <p>One way to demonstrate the fact that personality traits come from specific genetics and brain structure and processes is to talk about the dispositions and temperaments we bring into the delivery room at birth. Such features of personality can be detected in the neonatal ward. If you make a loud noise near the newborns, what will they do? Some will orient toward the noise, and others will turn away. Those who are attracted to the noise end up being extraverts later in development; those who turn away are more likely to end up being introverts. Now is it genetics? Or is it part of the perinatal (pregnancy) context that the newborn picked up?</p> <p>We won't argue against more stable person features, but it is worth maintaining distance from the concept of fixed traits in order to empower your change while remaining lucid on the difficulty to change your personality which this concept helps us to understand. How much can we change? We will answer in "Traits".</p>
	Dynamic Person Features	<p><u>There are times when I am so unlike myself that I might be taken for someone else of an entirely opposite character. — JEAN-JACQUES ROUSSEAU</u></p> <p><u>Free Traits:</u> We have the capacity to adapt our personalities to the demands of the day and to enact our social selves in ways that advance the things we care about. This supports the "hacking" efforts and the reconstruction of a more empowering set of beliefs.</p>
Sociogenic sources	Stable Context Features	<p><u>Eco-setting features, Cultural norms, Economic Cycles.</u></p> <p>This arises through the course of socialization and the learning of cultural codes, norms, and expectations.</p>

		<p>A brilliant example from Brian Little's Book "Me, Myself and Us" that we keep on using in this section: Extraversion, for example, is highly valued in American culture. Whereas in many Asian countries encourage children not to stick out unduly from the rest of the group but rather to quietly blend in. Imagine what happens when a highly extraverted group of American negotiators are in meetings with a highly introverted group of Asian negotiators. Americans learn to interact like Asians; Asians learn to interact like Americans. The results can be bizarre - a group of polite, formal, reserved, and reticent Americans interacting with back-slapping, psyched-up Asians doing a pony dance, Gangnam-style, around the negotiating table. Both goodwill and deep confusion are likely to ensue.</p> <p>Cultures in which complaining is normative and others in which the norm is to "suck it up and remain civil". Some cultures are famous for their dogged pursuit of goals and others that encourage us to just relax, chill, enjoy ourselves, and face the day with happy shiny faces.</p>
	Dynamic Context Features	<p><u>Personal Contexts</u></p> <p>What you choose when you can choose. You might choose a context for the context or you might be led there through your personal projects.</p>
Idiogenic sources	PAC Units	<p><u>Personal projects</u> from personal strivings to life tasks</p> <p>They represent the plans , aspirations , commitments , and personal projects that we pursue in the course of daily life . Their origin is idiosyncratic and singular</p>

These different elements enter in your narrative mixing bowl and you create the causal and intentional story from that mix.

Unconscious

Events from the past impact your conscious and unconscious life today. They were imprinted emotionally and are conditioning your identity, although we might not even remember them. This is the basis for the three levels of the mind Freud conceptualized.

Preconscious	Anything that could potentially be brought into the conscious mind.
Conscious (Explicit)	Thoughts, memories, feelings, and wishes of which we are aware at any given moment. This is the aspect of our mental processing that we can think and talk about rationally. This also includes our memory, which is not always part of consciousness but can be retrieved easily and brought into awareness.
Unconscious (Implicit)	Feelings, thoughts, urges, and memories that are outside of our conscious awareness. The unconscious contains contents that are unacceptable or unpleasant, such as feelings of pain, anxiety, or conflict.

The problem with an implicit memory, especially of a painful or negative experience, is that when we aren't aware of it, it becomes a buried landmine that can limit us in significant and sometimes debilitating ways. The brain remembers many events whether we're aware of them or not, so when we have difficult experiences - anything from a twisted ankle to the death of someone we love - these painful moments get embedded in the brain and begin to affect us. Even though we're not aware of their origins in the past, implicit memories can still create fear, avoidance, sadness, and other painful emotions and bodily sensations. That helps explain why children (as well as adults) often react strongly to situations without being aware of why they are so upset.

The following "monster" is the accumulation of negativity that is not dealt with and will create negative emotions and limit our experience (what we can think, say, do).

How often is your monster fed?

Think of the most challenging moments you can remember. Perhaps it was a time when a loved one passed away, a break up, or lost your job. You lost something you had or you lost a belief (something you thought you'd have later on).

How did you feel? How did you cope with it?

1. To this day, do you tend to focus on this event in the past? Does that make you angry? With others or with yourself?
2. Did/Do you live as if nothing happened? You moved on with your life, no point in diving into this.
3. Did/Do you leverage the event to grow, create something out of it?

—

The Monster feeds on negativity, when you resist life instead of embracing it.

—

Until you transcend your identity and your beliefs, they will cause you to be rigid and non-accepting with life. You will react positively when the world gives you what you think you want, and negatively otherwise. The bigger the loss (within your subjective experience), and the more identified you are with your beliefs, the harder it will be to process.

There are multiple theories about how we process such events. The most famous one is the 5 stages (we will call them "reactions") of grief from Kübler-Ross. The model started with death/grief but expanded to any kind of loss. Criticism and lack of support in peer-reviewed research or objective clinical observation by some practitioners in the field has led to the labels of myth and fallacy in the notion that there are stages of grief. This map is enough for our purpose: introducing how people react to loss (other models: trajectories approach, cognitive stress theory, meaning making approach, psychosocial transition model, two-track model, dual process model, and the task model.)

The stages were originally meant to be descriptive but over time became prescriptive. We will not attach importance to the sequence. People experiencing loss have enough to deal with, they do not need to feel they need to follow a script (because they don't) or feel worried that they did not experience the stages in "the right order" or failed to experience one or more of the stages of grief.

When we our beliefs (what (we think) we want) and reality (what we are given), here are the 5 main reactions:

- Denial : Individuals believe the diagnosis is somehow mistaken, and cling to a false, preferable reality.
- Anger : Frustrated, especially at proximate individuals. Certain psychological responses of a person undergoing this phase would be: "Why me? It's not fair!"; "How can this happen to me?"; "Who is to blame?"; "Why would this happen?".
- Bargaining : Hope that the individual can avoid a cause of grief. Usually, the negotiation for an extended life is made in exchange for a reformed lifestyle. People facing less serious trauma can bargain or seek compromise. Examples include the terminally ill person who "negotiates with God" to attend a daughter's wedding, an attempt to bargain for more time to live in exchange for a reformed lifestyle or a phrase such as "If I could trade their life for mine".
- Depression : "I'm so sad, why bother with anything?"; "I'm going to die soon, so what's the point?"; "I miss my loved one; why go on?" Despair. Become silent, refuse visitors and spend much of the time mournful and sullen.
- Acceptance : "It's going to be okay."; "I can't fight it; I may as well prepare for it." Individuals embrace mortality or inevitable future, or that of a loved one, or other tragic event. People dying may precede the survivors in this state, which typically comes with a calm, retrospective view for the individual, and a stable condition of emotions.
 - If the acceptance is based on a new belief, we will see in "Transcending the Self" that it is not really accepting but just another story.

—

The Monster feeds on the negativity you do not process.

—

When we do not integrate our shadows, they have a life of their own.

Sometimes we do not have the time to process. For instance, the event is intense and sudden like a car accident, a rape or natural disaster. In the moment, survival mechanisms will keep you safe by disengaging you from your emotions so that you can focus on problem solving (getting away from danger), you might lack the strength to dive in these emotions because of how shocked you are and they remain buried. So buried that they can't be accessed consciously anymore.

Sometimes it is not immediate danger keeping you away from the emotional process but the projects and responsibilities. Engaging in negative emotions to process them requires energy and courage, we do not always have these two. Until you make time for it, you just keep accumulating negativity deep into your body.

"Process" will mean different things to different people. Some will paint their shadows, others will analyze them, everyone has its way. Is your way working for you? We won't spend too much time talking about what the Thinker can do with it, we believe the solution to this is transcendental.

Perinatal and Transpersonal Unconscious

The unconscious goes much deeper than that...

Clinical work with various forms of powerful experiential psychotherapy and with psychedelic substances has brought incontrovertible evidence that the Freudian image of the psyche is extremely superficial. The great American mythologist, Joseph Campbell, expressed it very succinctly by saying that "Freud was fishing while sitting on a whale." — STANISLAV GROF

Grof further divided the unconscious in:

Biographical

This is the aspect Freud had reduced the unconscious to.

Because children are not equipped to understand their life and their emotional life, and because they live extremely intense experiences (everything is new), a lot of our unresolved patterns come from childhood. This is already the case for people who had loving happy lives from early on, now imagine more difficult childhoods. Bullying, grief, rejection... There are many risks to children's psyche and they are prone to overreaction.

Let's look at maltreatment to have a clear example in mind: 1 in 10 children growing up in Western societies experiences childhood emotional maltreatment (CEM) per year, that encompasses any act of commission (i.e. verbal abuse) or omission (i.e. emotional neglect) that is (potentially) harmful or insensitive to the child's emotional development.

CEM has been associated with a cascade of negative outcomes on behavioral, emotional, and social functioning. For instance, CEM is associated with enhanced emotional sensitivity in adulthood, as evidenced by enhanced negative self-associations, depressive symptoms, and difficulties in interpersonal relationships.

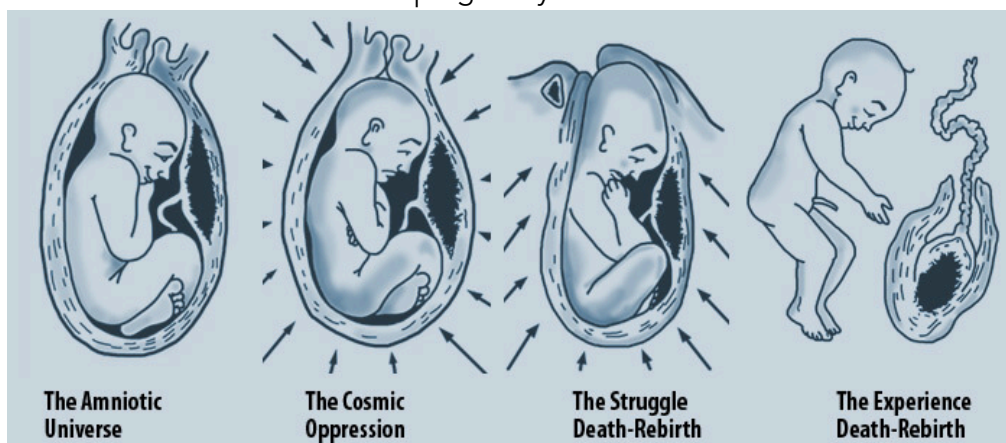
In the context of chronic CEM, adequately responding to facial expressions is an important skill. Detecting when a parent is in a bad mood may help a child to avoid a negative confrontation with that parent. However, over time, this adaptive response may lead to a persistent vigilance for negative facial expressions. The amygdala is a key brain region involved in the primary processing of emotional faces, and plays a crucial role in salience detection, fear conditioning, and emotional memory. In addition, adverse rearing environments in animals, such as maternal isolation, loss, and isolation rearing induce a cascade of long-term alterations on a behavioral and neurobiological level, with specific effects in the amygdala. For instance, maternal

deprivation is associated with a lasting enhancement of contextual and cued fear conditioning, and anxious behavior in rats. In humans, acute stress is associated with subsequent amygdala hypervigilance to emotional stimuli.

Neglected children are reported to have poor valence discriminatory abilities for different facial emotions, and it has been suggested that neglected children may misinterpret all emotional faces as threatening. In that respect, happy faces might be interpreted as a mask for more malevolent emotions, for example, as being laughed at. Enhanced amygdala activation in response to happy faces could also be indicative of an increased sensitivity toward positive emotional expressions in others (e.g. happy faces might function as a safety signal).

When comparing healthy adults (Without CEM and with no psychopathology), vulnerable adults (Reporting CEM with psychopathology) and resilient adults (Reporting Childhood Emotional Maltreatment without psychopathology), researchers found that resilient adults presented larger hippocampal gray and white matter volume and greater connectivity between the central executive network and the limbic regions, as well as improved ability to regulate emotions through medial prefrontal cortex–limbic downregulation, lower hippocampal activation to emotional faces, and increased amygdala habituation to stress.

This part of the unconscious is related to pregnancy and birth.



To get a sense of what it is like, imagine a baby confronted with:

The Amniotic Universe is paradisiacal (healthy mother/pregnancy) or infernal (unhealthy).

The Cosmic Oppression : First contractions, stress, pressure, reduction of oxygen, overwhelming, suffocated, swallowed by the earth, danger, devoured by a monster, etc.

The Death-Rebirth Struggle : Death and Resurrection, Night and Day, Phoenix, Danger, Fight, and Victory from Solitary Hero, the overwhelming experience continues, tightness, risk, there is light at the end of the tunnel, possibility of victory. The consciousness of mother and child are linked. Burst of energy are felt.

The Death-Rebirth Experience : Liberation, Death and Resurrection, San George killing the Dragon, Phoenix, head out, first breathing, being out, fetus is dead: long live the baby, space, salvation, physical and spiritual light, success, overcoming difficulty.

The transpersonal unconscious overlaps with Jung's collective unconscious. It includes the realms of the archetypes described by Carl Jung, as well as many other collective experiences described by world spiritual traditions, and phenomena not previously mapped by any other tradition.

Conventional psychotherapy guides patients to shine the light of awareness on their implicit memories, making them explicit so that patients can become aware of them and deal with them in an intentional way. Sometimes parents hope that their children will "just forget about" painful experiences they've undergone, but what kids really need is for parents to teach them healthy ways to integrate implicit and explicit memories, turning even painful experiences into sources of power and self- understanding.

The transpersonal and perinatal are not to be found by thinking, remembering and talking. You can't reach these with conventional psychotherapy. In order to access where this information is held, people use experiential psychotherapy like:

- Psychedelics, plant medicine like Ayahuasca and Psilocybin. At higher doses so you don't resist.

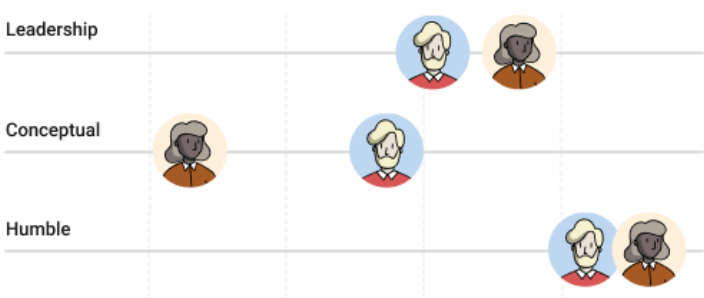
- Breathwork: Holotropic breathwork and Rebirthing are the two most famous modalities - see the section on Breathwork.
- Shamanic Journeying: there are different modalities but at the core it is a mix of visualization, meditation, and invocations. You go deep within yourself, and just journey, narrating out loud what you experience without judging.

Traits

Probably a crab would be filled with a sense of personal outrage if it could hear us class it without ado or apology as a crustacean, and thus dispose of it. "I am no such thing", it would say; "I am MYSELF, MYSELF alone." — WILLIAM JAMES

Some tests help discover mental disorders or malevolent personality constructs like narcissism, psychopathy, and Machiavellianism. We focus here on personality models where each personality is not better or worse than the other. Each model intends to inform which style we tend to gravitate towards most: our comfort zone.

Many of these tests will return a different score the second time you take them. They are highly dependent on your mood, your thoughts and your goals. Depending on how you are primed (by the situation or by how you project yourself while taking the test), the results can change drastically. One way to address this is to take the test multiple times in different relevant conditions and observe how the results change. The risk of self-deception is hard to mitigate. You can influence the results depending on whether you take the test honestly as you are, or as you want to be. Sometimes "as you are" is different when S1 is in charge from when it is S2.



Personality models can still be useful to stimulate your imagination, understand yourself, understand others and help others understand you. These models and tests are useful and can open new possibilities as long as we acknowledge their limitations:

- Imperfect quality of the models: they are just attempts at mapping our psyche, with artificial personality segmentation.
- Confidence level (never 100%) to assign (from the model) the right personality types or traits to "who we are" and
- The variability and infinity of "who we are"

Over time, we will prefer tools like the [dot collector](#) which gives 360 degree feedback in real time and, at Bridgewater (hopefully in more places over time), can build a personality assessment taking into account all the engagement opportunities with peers.

Is your own way of thinking about yourself centered upon too limited an array of personal constructs ? Looking at different personality tests will help you broaden your perspective. At noesun, we use the personality models in order to kickstart self discovery, serve our guests better, pair/team them up and inform embodied art forms, especially improv acting. Interesting conversations and insights will follow.

Our position with Personality tests is to use them to expand your models of the world, feed your understanding and play with while being aware of the limitations and risks and use them as a tool to break from identification (to traits, beliefs, persona, etc.) and get more freedom. If you are interested in understanding the impact of personality on performance, you will need to take into account timing and context. Go beyond the results of the test and analyze the situations you are interested in.

Limitations and Risks					Mitigation strategy
Identification	People	readily	identify	with their	Don't take your personality tests (Big 5 and others)

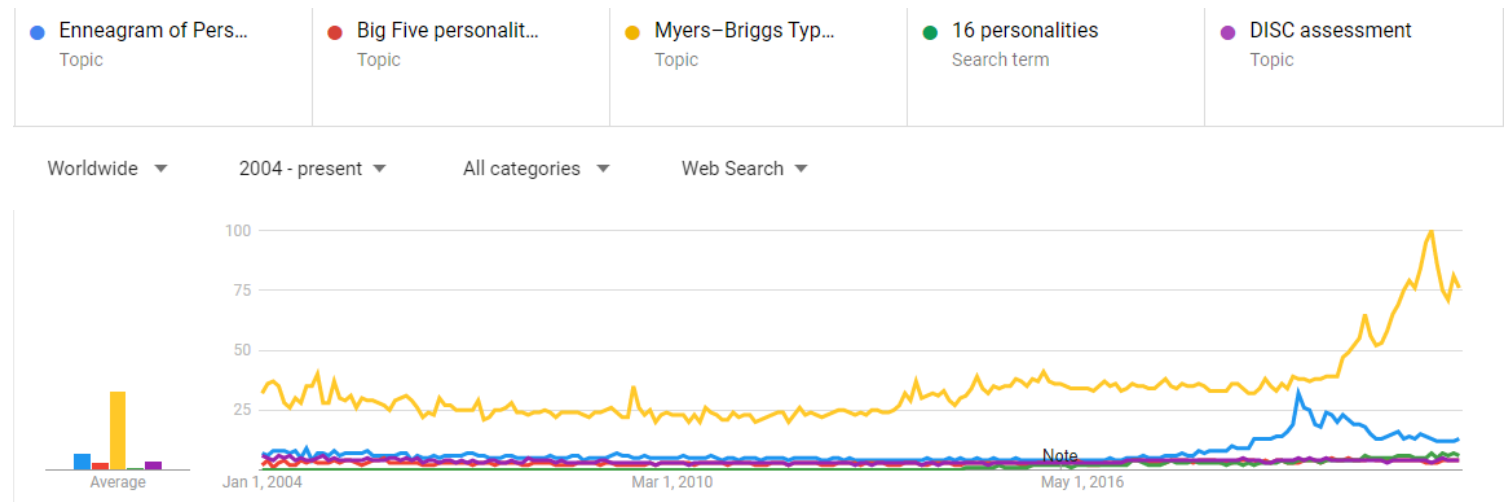
	personality profiles, whether they are presented in the form of MBTI-like profiles or as scores on more finely differentiated dimensional scales.	too seriously. Take multiple tests so that your model has many dimensions, see the importance of your free traits, your projects, your environments. And recognize what lies beyond thinking.
Relativity	The scores on the tests are relative to a sample. And when we think someone is X, we think is more X than us or X on the scale we have directly access to (depending on the limited sample we have). He might not be X at all in the grand scheme of things.	
Risk sharing	Sharing and comparing test results opens up possibilities for conversation about personalities and preferences that can generate genuine insight but they come at a cost: it might cage you into a persona stakeholders might go back to in order to explain your behavior, even with good intentions.	Do not tell other people your scores unless you see value in the purpose and you know it won't cage you in for that person. Do talk about the things you are doing that matter to you in your life in a way that does not release dopamine too early (talk about what you have done)
Attractiveness	In most tests, there are no "bad" profiles and each is described in terms that can evoke admiration, and you can proudly tell others. Also the narrative is well constructed "ready to wear".	Remember this is just a story, one approximate enough to feel right but one still limited to few questions, few archetypes/traits, unable to qualify your uniqueness.

Below are a few models we have used and will cover. We use PrinciplesYou for the retreats and encourage you to test different ones so that this practice opens up new possibilities and does not limit you to one personality type that you risk identifying with. Do not box yourself with any of these tests. Play with them, learn from them and move on. Allow yourself to engage in each moment with total openness.

Top Principles	The models focus on:	Free test
PrinciplesYou	<i>Based in part on the Big Five personality assessment, added research from Dalio and 3 highly relevant psychologists.</i> <ul style="list-style-type: none"> - Categorizes 28 archetypes into 10 categories: matches you with one. - Gives you an assessment on each personality trait. - Informs how you respond in different situations. 	PrinciplesYou.com
Big Five	5 traits : <u>Openness to experience</u> [inventive/curious-consistent/cautious] <u>Conscientiousness</u> [efficient/organized-extravagant/careless] <u>Extraversion</u> [outgoing/energetic-solitary/reserved] <u>Agreeableness</u> [friendly/compassionate-critical/rational] <u>Neuroticism</u> [sensitive/nervous-resilient/confident]	PennState
Locus of Control	Are we agents who shape our lives, or are we passive recipients of whatever forces might play upon us?	here
SM Scale	Why do some people seem to be the same person no matter what the situation is, whereas others shift their self-presentation, chameleon-like?	here
Coping Mechanisms	Do you like to share your struggles? Do you seek support or prefer people to just get out of the way and let you handle them?	here
Hardiness	Resilience is defined as the capability of adapting to menacing situations and hardiness refers to the one of the personality traits which moderates the manner of dealing with stressful factors.	PsychologyToday

Creativity	How creative are you?	here
<i>Above this line the models we use the most.</i>		
The Hero's Journey	Our identities are dynamic. And the way we construct our identity is around key episodes, key movements. The way we tell our life stories tend to follow a pattern, one we use to present the movement under a specific light. The Hero's Journey provides a framework to tell the story of our life, to identify in which movement we are. The Hero's Journey is both a story of us meeting our environment and its challenges and us going deep and understanding our flaws to develop ourselves, free ourselves from past limitations. The model by Vogler and Palmer we use is based on Campbell's famous Monomyth. We also include the archetypes found in the Hero's Journey. We play these archetypes in other people's journeys.	here
MBTI	The 4 MBTI dimensions - [Extraversion-Introversion], [Sensing-Intuition], [Thinking-Feeling], [Judging-Perceiving] - give 16 personality types.	123test.com
DiSC	4 personality profiles: <u>Dominance</u> : Shaping the environment and overcoming opposition to accomplish results ; <u>influence</u> : Shaping the environment by influencing or persuading others ; <u>Steadiness</u> : Cooperating with others within existing circumstances to carry out a task ; <u>Conscientiousness</u> : Working conscientiously within existing circumstances to ensure quality and accuracy.	tonyrobbins.com
Enneagram	Uses 9 personality types: <u>1 THE REFORMER</u> : The Rational, Idealistic Type: Principled, Purposeful, Self-Controlled, and Perfectionistic ; <u>2 THE HELPER</u> : The Caring, Interpersonal Type: Demonstrative, Generous, People-Pleasing, and Possessive ; <u>3 THE ACHIEVER</u> : The Success-Oriented, Pragmatic Type: Adaptive, Excelling, Driven, and Image-Conscious ; <u>4 THE INDIVIDUALIST</u> : The Sensitive, Withdrawn Type: Expressive, Dramatic, Self-Absorbed, and Temperamental ; <u>5 THE INVESTIGATOR</u> : The Intense, Cerebral Type: Perceptive, Innovative, Secretive, and Isolated ; <u>6 THE LOYALIST</u> : The Committed, Security-Oriented Type: Engaging, Responsible, Anxious, and Suspicious ; <u>7 THE ENTHUSIAST</u> : The Busy, Fun-Loving Type: Spontaneous, Versatile, Distractible, and Scattered ; <u>8 THE CHALLENGER</u> : The Powerful, Dominating Type: Self-Confident, Decisive, Willful, and Confrontational ; <u>9 THE PEACEMAKER</u> : The Easygoing, Self-Effacing Type: Receptive, Reassuring, Agreeable, and Complacent	personalitypath
12 Archetypes	Mostly used for branding, they are based on Jung's work: Innocent (Safety), Sage (Understanding), Explorer (Freedom), Outlaw (Liberation), Magician (Power), Hero (Mastery), Lover (Intimacy), Jester (Enjoyment), Everyman (Belonging), Caregiver (Service), Ruler (Control) and Creator (Innovation)	here
Environmental Response	To discover our environmental dispositions: Do we prefer nature? Do we enjoy the city and its buzzing culture and rich human diversity? Is privacy paramount?	here
16 personalities	<i>Uses elements of MBTI and elements of the Big5.</i> It adds the [Assertive - Turbulent] dimension to the 4 MBTI dimensions. At the end there are still 16 personalities. The framework is easier to relate to as the creators have developed profiles. INTJ for instance becomes the Architect.	16personalities
5 wounds	The wounds that define us at our core: rejection, abandonment, humiliation, betrayal and injustice.	Lise Bourbeau's Book
5 Love Languages	The modalities you prefer: Acts of Service, Quality Time, Physical Touch, Receiving Gifts, or Words of Affirmation. Covered in the section "Building Healthy Relationships"	5lovelanguages
Apology Language	The modalities you prefer: Make Restitution, Planned Change, Accept Responsibility, Expressing Regret, Request Forgiveness. Covered in the section	ApologyLanguage

Although the MBTI and Enneagram are considered pseudoscience, they are the most searched on Google, by far. PrinciplesYou has entered in Global Searches but is not yet well known.



Even if you have been showing traits since your childhood, they might not be representative of you. In his book *Born to Rebel*, Frank Sulloway developed the argument that family dynamics are contests in which children compete for parental resources by occupying niches and defending them. Under this theory first-born children have the initial pick of the niche, whereas later-born ones need to create and find their own. Later-born children face a dilemma. They need to compete for parental attention and resources with a sibling who is bigger and stronger and who, in some respects, can play a quasi-parental role to the younger sibling. Given the difficulties of competing directly for the niche the older sibling already occupies, the later-born children adopt another strategy: they create their own niches. The later-borns, in order to create a new niche, may need to act out of character. Their niche strategy may require the long-term enactment of free traits rather than the natural expression of inborn stable dispositions. As a consequence, later-born individuals will need to find restorative niches in order to mitigate the cost of acting out of character more than their older siblings do.

Maria Montessori recommended teachers and parents to come to children with fresh eyes, without any memories or expectations because of what happened the previous day or the previous moment. When we put a label, we start conditioning them. Do not label yourself either. Keep it open.

Big 5

Free test at: <http://www.personal.psu.edu/~j5j/IPIP/> (also: <https://bigfive-test.com/> but prefer the first link)

Although criticisms of this model have been raised and alternatives exist (HEXACO for instance adds a domain: Honesty-Humility), the Big 5 has succeeded well in providing a common language for personality description across areas of psychology. It is the most respected and influential test of the ones we have included here.

Big Five dimensions of personality, unlike the "is-isn't" categorizing of MBTI profiles, is measured on a continuous scale, with most individuals obtaining middle-level scores.

The gold standard of Big 5 is the NEO PI - R, developed by Paul Costa and Robert McCrae, and it has been used extensively in studies around the world. To get familiar with it quickly, you can try the TIPI (ten-item personality inventory):

Here are a number of personality traits that may or may not apply to you. Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement. You should rate

the extent to which the pair of traits applies to you, even if one characteristic applies more strongly than the other.

Strongly disagree	Disagree moderately	Disagree a little	Neither agree or disagree	Agree a little	Agree moderately	Agree strongly
1	2	3	4	5	6	7

I see myself as:

- _____ 1. Extraverted, enthusiastic
- _____ 2. Critical, quarrelsome
- _____ 3. Dependable, self-disciplined
- _____ 4. Anxious, easily upset
- _____ 5. Open to new experiences, complex
- _____ 6. Reserved, quiet
- _____ 7. Sympathetic, warm
- _____ 8. Disorganized, careless
- _____ 9. Calm, emotionally stable
- _____ 10. Conventional, uncreative

Adult Average Scores based on 205K Participants (Rentfrow)

	Average	
Conscientiousness	4.61	High Scores = 6.0 and above Low Scores = 3.2 and below
Agreeableness	4.69	High Scores = 5.9 and above Low Scores = 3.5 and below
Emotional Stability	4.34	High Scores = 5.8 and above Low Scores = 2.9 and below
Openness to Experience	5.51	High Scores = 6.6 and above Low Scores = 4.4 and below
Extraversion	3.98	High Scores = 5.6 and above Low Scores = 2.4 and below

Scoring:

Conscientiousness: Score for #3: _____ + (8 – Score for #8): _____ = _____
Divide your answer by 2. Conscientiousness = _____

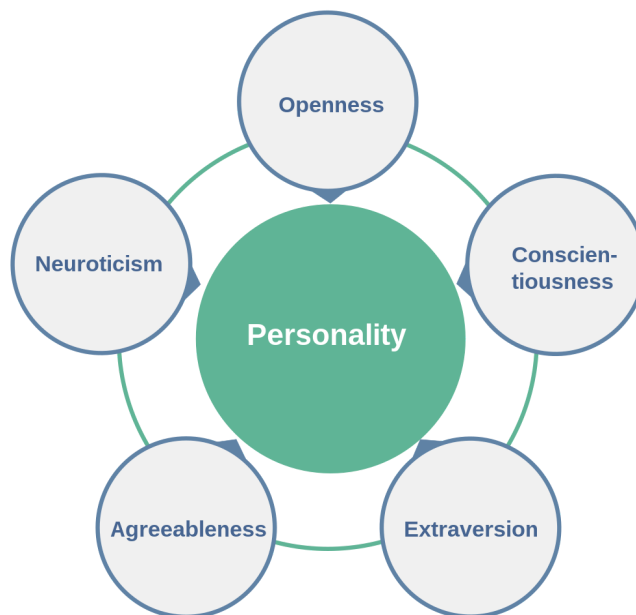
Agreeableness: Score for #7: _____ + (8 – Score for #2): _____ = _____
Divide your answer by 2. Agreeableness = _____

Emotional Stability: (Note: low scores are associated with Neuroticism)
 Score for #9: _____ + (8 – Score for #4): _____ = _____
 Divide your answer by 2. Emotional Stability = _____

Openness to Experience: Score for #5: _____ + (8 – Score for #10): _____ = _____
 Divide your answer by 2. Openness to Experience = _____

Extraversion: Score for #1: _____ + (8 – Score for #6): _____ = _____
 Divide your answer by 2. Extraversion = _____

The 5 domains assessed by the model:



One pole		The opposite pole	
Pole	Associated Adjectives	Associated Adjectives	Pole
Extraversion	outgoing/energetic	solitary/reserved	Introversion
Agreeableness	friendly/compassionate	critical/rational	Antagonism
Conscientiousness	efficient/organized	extravagant/careless	Undependability
Openness to experience	inventive/curious	consistent/cautious	Closedness to Experience
Neuroticism	sensitive/nervous	resilient/confident	Emotional Stability

The domains in more details:

Domain	Description	Sample items
(I) Extraversion (or Surgency)	<p>Extraversion is marked by pronounced engagement with the external world. Extraverts enjoy being with people, are full of energy, and often experience positive emotions. They tend to be enthusiastic, action-oriented, individuals who are likely to say "Yes!" or "Let's go!" to opportunities for excitement. In groups they like to talk, assert themselves, and draw attention to themselves. Introverts lack the exuberance, energy, and activity levels of extraverts. They tend to be quiet, low-key, deliberate, and disengaged from the social world. Their lack of social involvement should not be interpreted as shyness or depression; the introvert simply needs less stimulation than an extravert and prefers to be alone. The independence and reserve of the introvert is sometimes mistaken as unfriendliness or arrogance. In reality, an introvert who scores high on the agreeableness dimension will not seek others out but will be quite pleasant when approached.</p> <p>Extraversion is characterized by breadth of activities (as opposed to depth), surgency from external activity/situations, and energy creation from external</p>	<p>I am the life of the party. I feel comfortable around people. I start conversations. I talk to a lot of different people at parties. I do not mind being the center of attention.</p> <p>I do not talk a lot. (Reversed)</p>

	<p>means. They tend to be enthusiastic, action-oriented individuals. They possess high group visibility, like to talk, and assert themselves. Extraverted people may appear more dominant in social settings, as opposed to introverted people in this setting.</p> <p>Introverts have lower social engagement and energy levels than extraverts. They tend to seem quiet, low-key, deliberate, and less involved in the social world. Their lack of social involvement should not be interpreted as shyness or depression; instead they are more independent of their social world than extraverts. Introverts need less stimulation, and more time alone than extraverts. This does not mean that they are unfriendly or antisocial; rather, they are reserved in social situations.</p> <p>Extraverts seek out arousing settings precisely because they have learned that they perform better when engaged in the cut and thrust of animated, even heated exchanges. Extravert drives in such a way as to increase arousal . They drive quickly, often too quickly, and are more prone to accidents (and traffic tickets). Extraverts use cell phones in their cars, perhaps several phones simultaneously, in order to keep alert and awake. After a couple of glasses of wine the extraverts are more likely to dip below the optimal arousal level, whereas their introverted friends nudged closer to optimal arousal. After ingesting about two cups of coffee, extraverts carry out tasks more efficiently, whereas introverts perform less well. This deficit is magnified if the task they are engaged in is quantitative and if it is done under time pressure.</p> <p>Extraverts learn better in environments that are stimulating and engaging, and conventional schools may not be able to provide such an environment, except during Kindergarten.</p> <p>Extraverts have better memories than introverts do, but only in short-term memory. Introverts do better on long-term memory tasks.</p> <p>We can adopt two different strategies involving a quality-quantity trade-off: we can do things quickly and make a few mistakes, or we can do things slowly and get it perfect. Extraverts are more likely to opt for quantity, introverts for quality. Extraverts can get exasperated at their introverted colleagues' style; they want them to speed up and get things done.</p> <p>Extraverts stand closer but speak more loudly. They tend to touch and poke, even hug. Introverts are less intense, more subdued, and definitely less huggy. As a result of these differences, when extraverts and introverts interact, it can look like a rather bizarre dance - a series of alternating lunges, retreats, pokes, and aversions.</p> <p>Extraverts use direct, simple, concrete language. Introverts have a tendency to craft communications that are more oblique, contingently complex, and weasel-worded (more or less, at times, or so it appears).</p> <p>Just as neurotics have a sensitivity to punishment cues, extraverts are highly sensitive to reward cues and reward opportunities. Reward cues do not motivate introverts as much; indeed, particularly if they are also neurotic, introverts are hypersensitive to punishment cues. Extraverts and introverts can see virtually identical events and construe them in radically different ways.</p>	<p>I keep in the background. (Reversed)</p> <p>I have little to say. (Reversed)</p> <p>I do not like to draw attention to myself. (Reversed)</p> <p>I am quiet around strangers. (Reversed)</p>
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<p>(II)</p> <p>Agreeableness</p>	<p>Agreeableness reflects individual differences in concern with cooperation and social harmony. Agreeable individuals value getting along with others. They are therefore considerate, friendly, generous, helpful, and willing to compromise their interests with others. Agreeable people also have an optimistic view of human nature. They believe people are basically honest, decent, and trustworthy.</p> <p>Disagreeable individuals place self-interest above getting along with others. They are generally unconcerned with others' well-being, and therefore are unlikely to extend themselves for other people. Sometimes their skepticism about others' motives causes them to be suspicious, unfriendly, and uncooperative.</p> <p>Agreeableness is obviously advantageous for attaining and maintaining popularity. Agreeable people are better liked than disagreeable people. On the other hand, agreeableness is not useful in situations that require tough or absolute objective decisions. Disagreeable people can make excellent scientists, critics, or soldiers.</p> <p>Because agreeableness is a social trait, one's agreeableness positively correlates with the quality of relationships with one's team members.</p> <p>Agreeableness is essential for first interactions and first impressions: Can I trust this person to be an ally? Evidence that agreeable people are less successful in their working life in the current world, as indexed by their salaries. They focus on the relationships instead of the task. But this is useful for key account managers, whose job is to nurture relationships with important clients who are critical to the organization's sales and development. Getting ahead may involve difficulties in getting along. Although agreeable people are more likely to report they are happy, disagreeable people are more likely to say they are happy when they are being disagreeable! So they'll thrive in a more conflictual setup but they might bring conflict in a more peaceful setup.</p>	<p>I am interested in people.</p> <p>I sympathize with others' feelings.</p> <p>I have a soft heart.</p> <p>I take time out for others.</p> <p>I feel others' emotions.</p> <p>I make people feel at ease.</p> <p>I am not really interested in others. (Reversed)</p> <p>I insult people. (Reversed)</p> <p>I am not interested in other people's problems. (Reversed)</p> <p>I feel little concern for others. (Reversed)</p>
<p>(III)</p> <p>Conscientiousness</p>	<p>Conscientiousness concerns the way in which we control, regulate, and direct our impulses. Impulses are not inherently bad; occasionally time constraints require a snap decision, and acting on our first impulse can be an effective response. Also, in times of play rather than work, acting spontaneously and impulsively can be fun. Impulsive individuals can be seen by others as colorful, fun-to-be-with, and zany.</p> <p>Nonetheless, acting on impulse can lead to trouble in a number of ways. Some impulses are antisocial. Uncontrolled antisocial acts not only harm other members of society, but also can result in retribution toward the perpetrator of such impulsive acts. Another problem with impulsive acts is that they often produce immediate rewards but undesirable, long-term consequences. Examples include excessive socializing that leads to being fired from one's job, hurling an insult that causes the breakup of an important relationship, or using pleasure-inducing drugs that eventually destroy one's health.</p> <p>Conscientiousness is a tendency to display self-discipline, act dutifully, and strive for achievement against measures or outside expectations. It is related to the way in which people control, regulate, and direct their impulses. High conscientiousness is often perceived as being stubborn and focused. Low conscientiousness is associated with flexibility and spontaneity, but can also appear as sloppiness and lack of reliability. High scores on conscientiousness indicate a preference for planned rather than spontaneous behavior.</p> <p>Conscientiousness is one of the very best predictors of conventionally defined success and, in that respect, an important determinant of our potential well-being. Conscientiousness is adaptive primarily in environments, or social ecologies, that are predictable and well ordered: organized, formal, hierarchical organizations. However, if an environment is chaotic, unpredictable, and fast paced, it is possible that conscientiousness could be maladaptive. Lower conscientiousness was associated with being rated as a better jazz musician by their peers.</p> <p>The benefits of high conscientiousness are obvious. Conscientious individuals avoid trouble and achieve high levels of success through purposeful planning and persistence. They are also positively regarded by others as intelligent and reliable. On the negative side, they can be compulsive perfectionists and workaholics. Furthermore, extremely conscientious individuals might be regarded as stuffy and boring. Unconscientious people may be criticized for their unreliability, lack of ambition, and failure to stay within the lines, but they will experience many short-lived pleasures and they will never be called stuffy.</p>	<p>I am always prepared.</p> <p>I pay attention to details.</p> <p>I get chores done right away.</p> <p>I like order.</p> <p>I follow a schedule.</p> <p>I am exacting in my work.</p> <p>I leave my belongings around. (Reversed)</p> <p>I make a mess of things. (Reversed)</p> <p>I often forget to put things back in their proper place. (Reversed)</p> <p>I shirk my duties. (Reversed)</p>

	<p>A hallmark of intelligence (or one form of it), what potentially separates human beings from earlier life forms, is the ability to think about future consequences before acting on an impulse. Intelligent activity involves contemplation of long-range goals, organizing and planning routes to these goals, and persisting toward one's goals in the face of short-lived impulses to the contrary. The idea that intelligence involves impulse control is nicely captured by the term prudence, an alternative label for the Conscientiousness domain. Prudent means both wise and cautious. Persons who score high on the Conscientiousness scale are, in fact, perceived by others as intelligent.</p>	
<p>(IV)</p> <p>Neuroticism</p>	<p>Freud originally used the term neurosis to describe a condition marked by mental distress, emotional suffering, and an inability to cope effectively with the normal demands of life. He suggested that everyone shows some signs of neurosis, but that we differ in our degree of suffering and our specific symptoms of distress.</p> <p>Today, neuroticism is the tendency to experience negative emotions, such as anger, anxiety, or depression. It is sometimes called emotional instability, or is reversed and referred to as emotional stability. Those who score high in neuroticism are emotionally reactive and vulnerable to stress. They are more likely to interpret ordinary situations as threatening. They can perceive minor frustrations as hopelessly difficult. They also tend to be flippant in the way they express emotions. Their negative emotional reactions tend to persist for unusually long periods of time, which means they are often in a bad mood. For instance, neuroticism is connected to a pessimistic approach toward work, to certainty that work impedes personal relationships, and to higher levels of anxiety from the pressures at work. These problems in emotional regulation can diminish the ability of a person scoring high on neuroticism to think clearly, make decisions, and cope effectively with stress. Lacking contentment in one's life achievements can correlate with high neuroticism scores and increase one's likelihood of falling into clinical depression. At the other end of the scale, individuals who score low in neuroticism are less easily upset and are less emotionally reactive. They tend to be calm, emotionally stable, and free from persistent negative feelings. Freedom from negative feelings does not mean that low-scorers experience a lot of positive feelings.</p> <p>Neuroticism is similar but not identical to being neurotic in the Freudian sense (i.e., neurosis). Some psychologists prefer to call neuroticism by the term emotional instability to differentiate it from the term neurotic in a career test.</p> <p>Those who score on the neurotic end of the dimension also score low on many different facets of positive functioning: they have lower subjective well-being, more negative than positive emotions, difficulties in marriage and interpersonal relations, less job satisfaction, and compromised physical health.</p> <p>Those scoring high on the neuroticism scale detect, recall, and ruminate on perceived threats, dangers, and slights that a more stable person would not see. By being ever vigilant to the possibility of threat, real or imagined, neurotic individuals experience high levels of chronic stress, which can challenge the immune system and create a risk for physical illness. Although it is important for all of us to be alert to the signs of threat or danger in our environments, neurotic individuals are hypersensitive to such cues. Consequently those who score high on the neuroticism scale are more prone to anxiety, depression, self-consciousness, and emotional vulnerability. In contrast, of course, those at the other end of the scale - "stable" individuals - are more robust and less vulnerable to the vicissitudes of everyday lives.</p> <p>In our unsafe past, besides alerting members of their group to possible danger, neurotic individuals were more likely to detect and avoid predators themselves. The sensitivities of neurotics may continue to exert a protective influence to this day.</p> <p>Neuroticism also might play an important role with respect to the other personality dimensions. It can be thought of as an amplifier of other dispositions.</p>	<p>I get stressed out easily.</p> <p>I worry about things.</p> <p>I am easily disturbed.</p> <p>I get upset easily.</p> <p>I change my mood a lot.</p> <p>I have frequent mood swings.</p> <p>I get irritated easily.</p> <p>I often feel blue.</p> <p>I am relaxed most of the time. (Reversed)</p> <p>I seldom feel blue. (Reversed)</p>
<p>(V)</p> <p>Openness to experience (or Intellect)</p>	<p>Openness to Experience describes a dimension of cognitive style that distinguishes imaginative, creative people from down-to-earth, conventional people. Open people are intellectually curious, appreciative of art, and sensitive to beauty. They tend to be, compared to closed people, more aware of their feelings. They tend to think and act in individualistic and nonconforming ways.</p>	<p>I have a rich vocabulary.</p> <p>I have a vivid imagination.</p> <p>I have excellent ideas.</p>

	<p>Another characteristic of the open cognitive style is a facility for thinking in symbols and abstractions far removed from concrete experience. Depending on the individual's specific intellectual abilities, this symbolic cognition may take the form of mathematical, logical, or geometric thinking, artistic and metaphorical use of language, music composition or performance, or one of the many visual or performing arts. Openness to experience is a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience. People who are open to experience are intellectually curious, open to emotion, sensitive to beauty and willing to try new things. They tend to be, when compared to closed people, more creative and more aware of their feelings. They are also more likely to hold unconventional beliefs. High openness can be perceived as unpredictability or lack of focus, and more likely to engage in risky behavior or drug-taking. Moreover, individuals with high openness are said to pursue self-actualization specifically by seeking out intense, euphoric experiences. Conversely, those with low openness seek to gain fulfillment through perseverance and are characterized as pragmatic and data-driven, sometimes even perceived to be dogmatic and closed-minded, they are resistant to trying out new things, are comfortable with routines and find the lure of the exotic unalluring and the untried rather trying. Some disagreement remains about how to interpret and contextualize the openness factor as there is a lack of biological support for this particular trait. Openness is likely to be associated with success in endeavors and occupations that place a premium on creativity, innovative accomplishment. Openness is often presented as healthier or more mature by psychologists, who are often themselves open to experience. However, open and closed styles of thinking are useful in different environments. The intellectual style of the open person may serve a professor well, but research has shown that closed thinking is related to superior job performance in police work, sales, and a number of service occupations.</p>	<p>I am quick to understand things. I use difficult words. I spend time reflecting on things. I am full of ideas.</p> <p>I have difficulty understanding abstract ideas. (Reversed) I am not interested in abstract ideas. (Reversed) I do not have a good imagination. (Reversed)</p>
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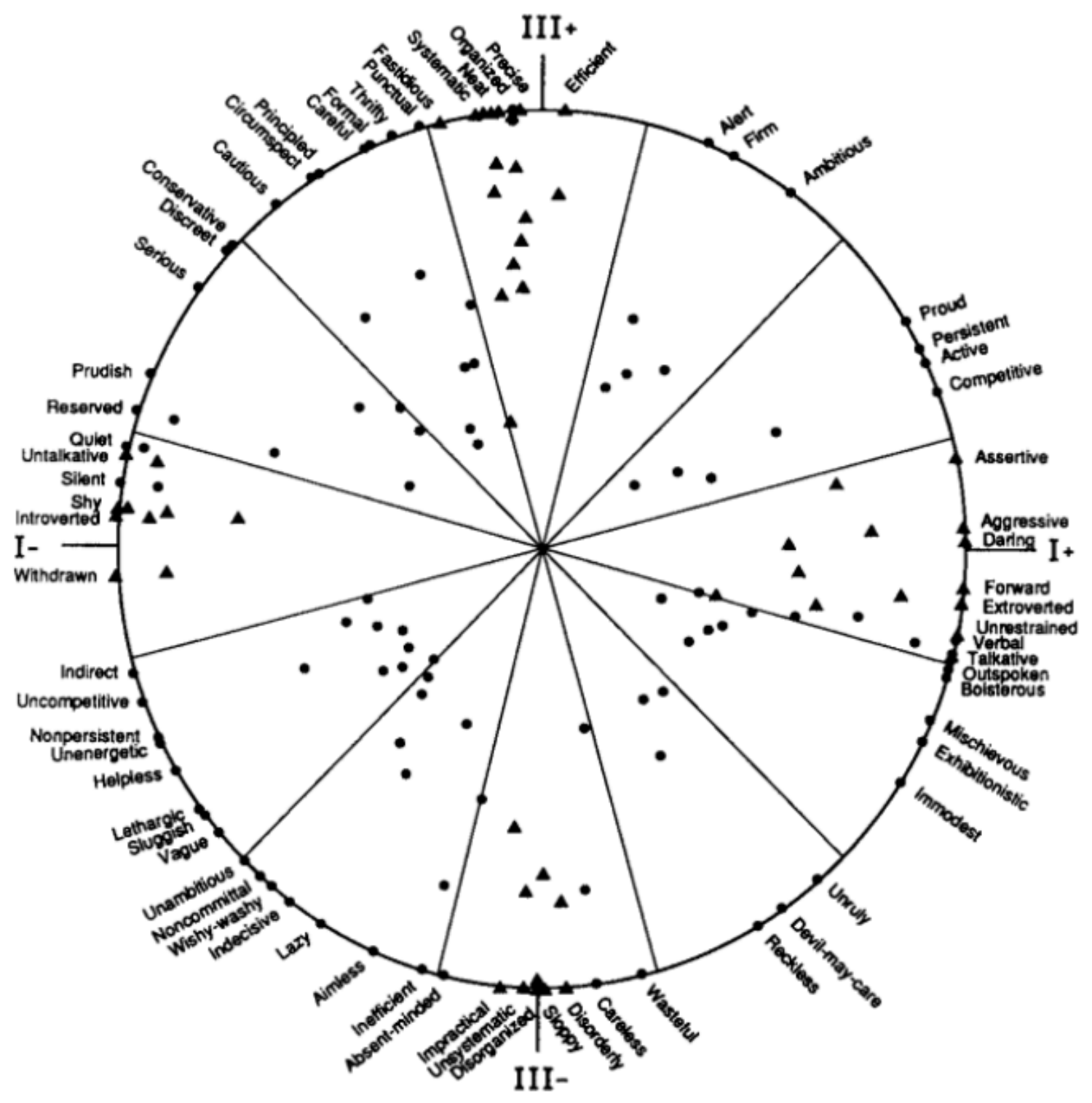
Going deeper: Facets

Extraversion	Friendliness	Friendly people genuinely like other people and openly demonstrate positive feelings toward others. They make friends quickly and it is easy for them to form close, intimate relationships. Low scorers on Friendliness are not necessarily cold and hostile, but they do not reach out to others and are perceived as distant and reserved.
	Gregariousness	Gregarious people find the company of others pleasantly stimulating and rewarding. They enjoy the excitement of crowds. Low scorers tend to feel overwhelmed by, and therefore actively avoid, large crowds. They do not necessarily dislike being with people sometimes, but their need for privacy and time to themselves is much greater than for individuals who score high on this scale.
	Assertiveness	High scorers Assertiveness like to speak out, take charge, and direct the activities of others. They tend to be leaders in groups. Low scorers tend not to talk much and let others control the activities of groups.
	Activity Level	Active individuals lead fast-paced, busy lives. They move about quickly, energetically, and vigorously, and they are involved in many activities. People who score low on this scale follow a slower and more leisurely, relaxed pace.
	Excitement-Seeking	High scorers on this scale are easily bored without high levels of stimulation. They love bright lights and hustle and bustle. They are likely to take risks and seek thrills. Low scorers are overwhelmed by noise and commotion and are averse to thrill-seeking.
	Cheerfulness	This scale measures positive mood and feelings, not negative emotions (which are a part of the Neuroticism domain). Persons who score high on this scale typically experience a range of positive feelings, including happiness, enthusiasm, optimism, and joy. Low scorers are not as prone to such energetic, high spirits.
Agreeableness	Trust	A person with high trust assumes that most people are fair, honest, and have good intentions. Persons low in trust see others as selfish, devious, and potentially

		dangerous.
	Morality	High scorers on this scale see no need for pretense or manipulation when dealing with others and are therefore candid, frank, and sincere. Low scorers believe that a certain amount of deception in social relationships is necessary. People find it relatively easy to relate to the straightforward high-scorers on this scale. They generally find it more difficult to relate to the unstraightforward low-scorers on this scale. It should be made clear that low scorers are not unprincipled or immoral; they are simply more guarded and less willing to openly reveal the whole truth.
	Altruism	Altruistic people find helping other people genuinely rewarding. Consequently, they are generally willing to assist those who are in need. Altruistic people find that doing things for others is a form of self-fulfillment rather than self-sacrifice. Low scorers on this scale do not particularly like helping those in need. Requests for help feel like an imposition rather than an opportunity for self-fulfillment.
	Cooperation	Individuals who score high on this scale dislike confrontations. They are perfectly willing to compromise or to deny their own needs in order to get along with others. Those who score low on this scale are more likely to intimidate others to get their way.
	Modesty	High scorers on this scale do not like to claim that they are better than other people. In some cases this attitude may derive from low self-confidence or self-esteem. Nonetheless, some people with high self-esteem find immodesty unseemly. Those who are willing to describe themselves as superior tend to be seen as disagreeably arrogant by other people.
	Sympathy	People who score high on this scale are tenderhearted and compassionate. They feel the pain of others vicariously and are easily moved to pity. Low scorers are not affected strongly by human suffering. They pride themselves on making objective judgments based on reason. They are more concerned with truth and impartial justice than with mercy.
Conscientiousness	Self-Efficacy	Self-Efficacy describes confidence in one's ability to accomplish things. High scorers believe they have the intelligence (common sense), drive, and self-control necessary for achieving success. Low scorers do not feel effective, and may have a sense that they are not in control of their lives.
	Orderliness	Persons with high scores on orderliness are well-organized. They like to live according to routines and schedules. They keep lists and make plans. Low scorers tend to be disorganized and scattered.
	Dutifulness	This scale reflects the strength of a person's sense of duty and obligation. Those who score high on this scale have a strong sense of moral obligation. Low scorers find contracts, rules, and regulations overly confining. They are likely to be seen as unreliable or even irresponsible.
	Achievement-Striving	Individuals who score high on this scale strive hard to achieve excellence. Their drive to be recognized as successful keeps them on track toward their lofty goals. They often have a strong sense of direction in life, but extremely high scores may be too single-minded and obsessed with their work.
	Self-Discipline	Self-discipline-what many people call will-power-refers to the ability to persist at difficult or unpleasant tasks until they are completed. People who possess high self-discipline are able to overcome reluctance to begin tasks and stay on track despite distractions. Those with low self-discipline procrastinate and show poor follow-through, often failing to complete tasks - even tasks they want very much to complete.
	Cautiousness	Cautiousness describes the disposition to think through possibilities before acting. High scorers on the Cautiousness scale take their time when making decisions. Low scorers often say or do the first thing that comes to mind without deliberating alternatives and the probable consequences of those alternatives.
Neuroticism	Anxiety	The "fight-or-flight" system of the brain of anxious individuals is too easily and too often engaged. Therefore, people who are high in anxiety often feel like something dangerous is about to happen. They may be afraid of specific situations

		or be just generally fearful. They feel tense, jittery, and nervous. Persons low in Anxiety are generally calm and fearless.
	Anger	Persons who score high in Anger feel enraged when things do not go their way. They are sensitive about being treated fairly and feel resentful and bitter when they feel they are being cheated. This scale measures the tendency to feel angry; whether or not the person expresses annoyance and hostility depends on the individual's level on Agreeableness. Low scorers do not get angry often or easily.
	Depression	This scale measures the tendency to feel sad, dejected, and discouraged. High scorers lack energy and have difficulty initiating activities. Low scorers tend to be free from these depressive feelings.
	Self- Consciousness	Self-conscious individuals are sensitive about what others think of them. Their concern about rejection and ridicule cause them to feel shy and uncomfortable around others. They are easily embarrassed and often feel ashamed. Their fears that others will criticize or make fun of them are exaggerated and unrealistic, but their awkwardness and discomfort may make these fears a self-fulfilling prophecy. Low scorers, in contrast, do not suffer from the mistaken impression that everyone is watching and judging them.
	Immoderation	Immoderate individuals feel strong cravings and urges that they have difficulty resisting. They tend to be oriented toward short-term pleasures and rewards rather than long-term consequences. Low scorers do not experience strong, irresistible cravings and consequently do not find themselves tempted to overindulge.
	Vulnerability	High scorers on Vulnerability experience panic, confusion, and helplessness when under pressure or stress. Low scorers feel more poised, confident, and clear-thinking when stressed.
Openness to Experience	Imagination	To imaginative individuals, the real world is often too plain and ordinary. High scorers on this scale use fantasy as a way of creating a richer, more interesting world. Low scorers on this scale are more oriented to facts than fantasy.
	Artistic Interests	High scorers on this scale love beauty, both in art and in nature. They become easily involved and absorbed in artistic and natural events. They are not necessarily artistically trained nor talented, although many will be. The defining features of this scale are interest in, and appreciation of natural and artificial beauty. Low scorers lack aesthetic sensitivity and interest in the arts.
	Emotionality	Persons high on Emotionality have good access to and awareness of their own feelings. Low scorers are less aware of their feelings and tend not to express their emotions openly.
	Adventurousness	High scorers on adventurousness are eager to try new activities, travel to foreign lands, and experience different things. They find familiarity and routine boring, and will take a new route home just because it is different. Low scorers tend to feel uncomfortable with change and prefer familiar routines.
	Intellect	Intellect and artistic interests are the two most important, central aspects of openness to experience. High scorers on Intellect love to play with ideas. They are open-minded to new and unusual ideas, and like to debate intellectual issues. They enjoy riddles, puzzles, and brain teasers. Low scorers on Intellect prefer dealing with either people or things rather than ideas. They regard intellectual exercises as a waste of time. Intellect should not be equated with intelligence. Intellect is an intellectual style, not an intellectual ability, although high scorers on Intellect score slightly higher than low-Intellect individuals on standardized intelligence tests.
	Liberalism	Psychological liberalism refers to a readiness to challenge authority, convention, and traditional values. In its most extreme form, psychological liberalism can even represent outright hostility toward rules, sympathy for law-breakers, and love of ambiguity, chaos, and disorder. Psychological conservatives prefer the security and stability brought by conformity to tradition. Psychological liberalism and conservatism are not identical to political affiliation, but certainly incline individuals toward certain political parties.

An interesting paper mapped the [Big 5 and a large set of traits \(Hofstee, 1992\)](#), here is an extract with the two dimensions: (I) Extraversion and (III) Conscientiousness:



Locus of Control

- Do our own actions or forces beyond our control ultimately determine our fates?
- Does having or believing we have control matter?
- Are we agents who shape our lives, or are we passive recipients of whatever forces might play upon us?

Let's first test ourselves.

Indicate how much you agree with each statement using a scale from 1 (disagree strongly) to 7 (strongly agree)

- | | |
|-------|---|
| _____ | 1. I can usually achieve what I want if I work hard for it. |
| _____ | 2. Once I make plans, I am almost certain to make them work. |
| _____ | 3. I prefer games involving some luck over games that require pure skill. |
| _____ | 4. I can learn almost anything if I set my mind to it. |
| _____ | 5. My major accomplishments are entirely due to my hard work and ability. |
| _____ | 6. I usually do not set goals because I have a hard time following through on them. |
| _____ | 7. Bad luck has sometimes prevented me from achieving things. |
| _____ | 8. Almost anything is possible for me if I really want it. |
| _____ | 9. Most of what happens in my career is beyond my control. |
| _____ | 10. I find it pointless to keep working on something that's too difficult for me. |

Scoring:

Take the sum of your scores on items 1, 2, 4, 5, and 8 and add 35 to them.

Then subtract the sum of your scores on items 3, 6, 7, 9 and 10.

This number is your score on Personal Control.

Based on young adult norms, scores of 60 or more are regarded as high internal, and scores of 48 and less are regarded as low internal (or external).

Internal orientation has been shown across many studies to have a major positive impact on:

- Well-being: Internal are better able to deal with the stresses of everyday life as well as pay less of a cost for exposure to them. Believing that at any point you could bolt from the highway and take an arterial road to your destination should reduce that stress and lower the costs, as would getting up at 4:30am to ensure an unimpeded route to your destination. Those high in internality could be seen as having a bunch of buttons they can push as needed to cope with the daily stressors of living. Confronted by a demanding exam? Push your "study hard" button. Fascinated by a potential romantic partner? Push your "charm" button. Facing an uncertain future? Push your "optimism" button. Believing you are able to respond to the situations gives you an edge.
 - In a study, participants who had experienced random noise bursts adapted less quickly to a situation than did those who were exposed to predictable bursts. When individuals were told that they actually had control over the noise if it became too punitive for them - they could press a button that would stop the noise, they had a sense of control and showed notable benefits compared to those who did not: they adapted physiologically to the noise, returning to their base rate arousal level more quickly, and they also paid less of a cost for this adaptation, making fewer errors and displaying less frustration and hostility in the subsequent testing session.
 - In nursing homes, they gave the residents more control over such things as what movies to attend, room decoration, and care of houseplants. Compared to residents for whom staff controlled these aspects of daily life, those with personal control and responsibility increased their activity level, were happier and healthier, and even lived longer. One group who had previously experienced control over students' visits, relative to the group who never did have control, showed a marked reduction in health and happiness when that control was taken away from them. And even more remarkably, their mortality rate was significantly higher.
- and Accomplishment: The best predictor of successful achievement is not a factor that might have been anticipated, such as intelligence or socioeconomic status, but rather a short assessment of internal locus of control. Internals are better able to shape their lives in productive /meaningful ways because they are better able to delay gratification - to "wait for it".

More conviction	Internals are more likely to resist unwanted influence. They stand up to the influence of others, without being rigid. In one condition you hear a factual but low-keyed speech; in the other you receive a much harder pitch, being strongly admonished that you would be stupid not to vote to change to the new system. Would you change your view? The externals changed their attitude in response to both speeches, a little bit for the low-key and even more for the hard sell. But neither of the attempts moved the internals. In the more moderate influence condition they didn't budge at all. More strikingly, in the more extreme influence condition internals actually moved in a direction opposite of that being advocated. Some call this the POY ("Piss On You") response.
Prestige vs Content	Whereas the prestige of someone attempting to influence them is more likely to influence externals, internals are more sensitive to the content of a message and will change if a compelling case is made to them .
Risk taking	Internals avoid undue risk. Internals are more invested in skilled performance than in performance that is based on luck. Externals prepare for luck based events and engage in the task with greater intensity. Internals are more likely in general to avoid taking risks than are externals , For instance, internals will shoot frequently from closer in, whereas externals are more willing to take a chance on the less probable course of action (long, risky shots).
Proactive vs Reactive	Internals are more likely to adopt a proactive approach to the projects and goals they are pursuing, they make clear plans to achieve their valued goals. They are able to delay short-term rewards for larger, more distant rewards. Externals are more likely to adopt a reactive approach.

According to this model, externals feel more stress. What about Externals who have faith? (Does not have to be a specific religion). In a vision of the world where things are not controllable by us and random, well-being suffers but in a vision of the world where for instance, life happens for us, giving us exactly what we need to awaken without us to see or understand the big scheme of things, then that sense of well-being can be re-established for externals.

SM Scale

We have as many social selves as we have others about whose opinions we care. — WILLIAM JAMES

Aka: A man has as many social selves as there are distinct groups of persons about whose opinion he cares. He generally shows a different side of himself to each of these different groups.

Why do some people seem to be the same person no matter what the situation is, whereas others shift their self-presentation, chameleon-like?

Take the SM Scale test

The statements below concern your personal reactions to a number of situations. No two statements are exactly alike, so consider each statement carefully before answering. If a statement is true or mostly true as applied to you, mark T as your answer. If a statement is false or not usually true as applied to you, mark F as your answer. It is important that you answer as frankly and as honestly as you can. Record your responses in the spaces provided on the left .

- _____ 1. I find it hard to imitate the behavior of other people.
- _____ 2. At parties and social gatherings, I do not attempt to do or say things that others will like.
- _____ 3. I can only argue for ideas which I already believe.
- _____ 4. I can make impromptu speeches even on topics about which I have almost no information.
- _____ 5. I guess I put on a show to impress or entertain people.
- _____ 6. I would probably make a good actor.
- _____ 7. In groups of people, I am rarely the center of attention.
- _____ 8. In different situations and with different people, I often act like very different persons.
- _____ 9. I am not particularly good at making other people like me.
- _____ 10. I'm not always the person I appear to be.
- _____ 11. I would not change my opinions (or the way I do things) in order to please someone else or win their favor.
- _____ 12. I have considered being an entertainer.
- _____ 13. I have never been good at games like charades or improvisational acting.
- _____ 14. I have trouble changing my behavior to suit different people and different situations.
- _____ 15. At a party I let others keep the jokes and stories going.
- _____ 16. I feel a bit awkward in company and do not show up quite as well as I should.
- _____ 17. I can look anyone in the eye and tell a lie with a straight face (if for a right end).
- _____ 18. I may deceive people by being friendly when I really

Scoring:

The scoring key is reproduced below. You should circle your response of true or false each time it corresponds to the keyed response below. Add up the number of responses you circle. This total is your score on the SM scale. Record your score below.

1=F | 2=F | 3=F | 4=T | 5=T | 6=T | 7=F | 8=T | 9=F | 10=T | 11=F | 12=T | 13=F | 14=F | 15=F | 16=F | 17=T | 18=T

My Score:

	High self-monitors (HSMs)	Low self-monitors (LSMs)
	🍷 <u>Onions</u> : one keeps peeling back layer after layer until one discovers no substantial self there at all.	🥑 <u>Avocados</u> : when you dig down you discover a pit , a firm core that is invariant.
Self vs Others / Environment	Concerned about how others see them, and they behave so as to reflect the norms and expectations of the situations they enter.	Less concerned with how others view them and are guided in their behavior by their own traits and values rather than situational expectations.
Need	Clarity of the situational expectations is particularly important to HSMs.	They do not need to read the room to be who they're gonna be.
When choosing someone to	HSM individuals to be highly sensitive to the fit between the situations or contexts they	Personality and values matter more to the LSMs.

share something with	confront and the friends or partners they choose to be with in that situation.	
Adapting?	"Socially appropriate"	"Being a fake"
Failure	When they are responsible for the failure of a work project, HSMs are more likely than LSMs to rationalize their actions and control the flow of information conveyed to others about the failed project.	LSMs, in this respect, can find themselves receiving more censure for projects that go astray because they fail to spin the narrative to deflect attention away from themselves.
Negotiating	HSMs are more likely to resolve conflicts through compromise and collaboration.	When dealing with workplace conflict LSMs are more likely to be forceful and one-sided (from their perspective, the right side).
Career Development	Run a risk by being too obvious in their acting above their level. HSMs do not appreciate or value performance appraisal schemes that involve peer-evaluations. They prefer to be evaluated by their bosses. The stance that HSMs take toward their organizations is similar to that which they display toward their romantic partners - flexible but noncommittal.	
Connecting	HSMs attend more to the broader network of group members. Within these networks HSMs assume central connecting roles, linking people who otherwise would be unlikely to be connected with one another.	LSMs are more likely to form a few strong bonds of friendship within their work group.
Driving Principles	<u>Care and connection</u> HSMs are more utilitarian and pragmatic in the sense that they will click into action those aspects of themselves that are best suited to the demands of the situation, even if it means there may be inconsistencies in their behavior. Possible that what drives HSMs to behave as they do arises not through mere pragmatism but because of a commitment to a different principle: a valuing of sensitivity to others and of accommodation to something beyond oneself.	<u>Consistency and forthrightness</u> LSMs stick to their core convictions even when it might benefit them to do otherwise. Principles matter for them. Categorically.
Advantages	Suppleness and agility that increases success in getting along and getting ahead in life.	Constancy and commitment can lead to enduring relationships.
Downsides	It can foster a lack of commitment to partners and organizations, a sense of self-fragmentation, and a reputation for being all things to all people.	Their ability to accommodate to changing contexts is frustrated, and because of this, their capacity to succeed becomes compromised.
So?	Either high or low self-monitoring can be adaptive if the situations and contexts require it. For example, high self-monitoring is adaptive if you are living in a differentiated environment that requires a diverse set of selves to be presented. Modern urban living is like that, in contrast with traditional rural living. In those more traditional communities being an HSM was probably not adaptive - you might be thought duplicitous or, because you were unpredictable, shift and a potential troublemaker. In such an environment low self-monitoring would be adaptive.	

Being in the numerical minority can impair intellectual performance. These negative effects need not extend to everyone because some people - specifically high self-monitors - can overcome the effects of situationally activated stereotypes. High self-monitors may be resilient to threatening environments because they react to negative stereotypes with increased (and not decreased) performance.

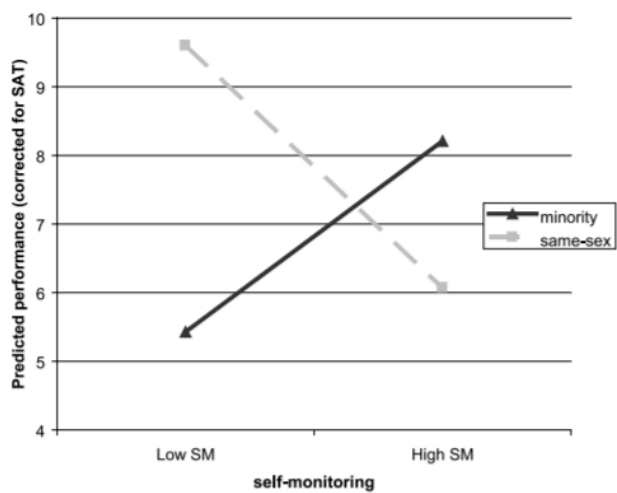


Fig. 1. The relationship between self-monitoring and predicted performance as a function of sex-composition.

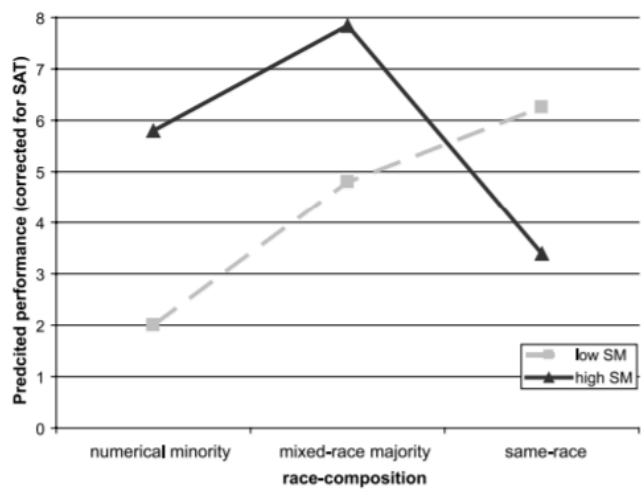


Fig. 2. The relationship between race-composition and predicted performance as a function of self-monitoring.

People or Things

Do you find yourself spontaneously orienting to people of all sorts, curious about what they are talking about, intrigued by their appearance and actions, and wondering about their motivations for what they are doing?

	Person specialist	Thing specialist
	Fascinated by people and the world of social relationships. They adopt a personalistic style of knowing others.	Intrigued by objects and the world of physical relations. They adopt a physicalistic way of construing the world, including the world of other people.
At the restaurant	Looking at the people at the other table.	Looking at the other table too but focused on the table itself, the chairs and the wine they ordered.
Data Collection and Assumptions	Tend to look at others psychologically, in terms of their intentions and motivations. Because these are difficult, if not impossible, to discern without actually talking with people, the person specialist is more likely to engage others in conversation. But if this is not possible, because of practical reasons or the more subtle constraints of being familiar strangers, person specialists are still likely to make inferences about others. Under such circumstances of insufficient information they make unwarranted inferences and may totally misconstrue the other person.	Tend to stick with the objective data and are not inclined to infer more than meets the eye.
How it impacts research	Assessing personal constructs, personal projects, and life narratives	fMRIs, physiological recordings, and genetic techniques to assess personality.

Coping Mechanisms when Struggling

- Do you prefer to share your struggles on social media?
- When you struggle, do you prefer support from others or do you prefer people to get out of the way?

The types of personal projects that people make visible on Facebook are mainly those involving recreation, interpersonal, and academic projects. There are two types of personal projects that Facebook users seldom make visible to others. First, intrapersonal projects, such as those things you are trying to change about yourself, are seldom made visible, likely because they are seen as too intimate. And maintenance-type projects, like getting the car tires changed, are not made visible, probably because they are seen as unimportant. There are gender differences though: Women are more willing to make their stressful projects visible to others on Facebook, whereas men are less so.

For women the most important factor seems to be the extent to which their organizational cultures seem supportive of their projects. For men the most important factor is the extent to which the organization allows them to pursue their projects without impedance, one in which no barriers blocked their project pursuit. For them the best support came from those people who know when to simply clear the deck. Men are primarily geared up to fight (or flee) when confronted with a stressful situation, and women are more likely to bond with others in order to meet the challenge.

Hardiness

Free test at: <https://www.psychologytoday.com/us/tests/health/hardiness-test>

Resilience is defined as the capability of adapting to menacing situations and hardiness refers to the one of the personality traits which moderates the manner of dealing with stressful factors.

Hardiness comprises three key components:

Commitment	Being fully engaged in everyday events rather than feeling isolated and excluded from them.
Control	Trying to exert influence over the life events changing around them rather than being passive and feeling powerless.
Challenge	Attitude toward change that led them to view both positive and negative changes as opportunities for growth and new learning

Health is enhanced to the extent that control, commitment, and challenge are core aspects of an individual's personality.

Not to be confused with Type As' behavior:

	Type A	Hardy
Commitment	Hyper - commitment is a tendency to invest strongly in every task or project that presents itself . Such investments are not screened in terms of whether they are valued or valuable courses of action . Myopic commitment , in contrast , involves an idée fixe , a focusing of all of one's energies and passions to the pursuit of one overriding goal to the exclusion of everything else .	Sense of commitment is more discriminating , and they are able to focus their energy and attention as needed , depending on the events and concerns they are facing
Control	Indiscriminate control, for self-esteem.	Employ a sense of control that is more flexible and calibrated

Also, Type As' behavior is that they are insensitive to signals of stress in their own bodies because of the intensity of their focus on tasks at hand. Hostility is the core pathological feature underlying the different aspects of Type A behavior.

Coping Mechanisms

Creativity

Check off any of the following adjectives that you believe accurately describe you:

affected capable cautious clever commonplace confident conservative conventional dissatisfied egotistical	honest humorous individualistic informal insightful intelligent interests narrow interests wide inventive mannerly	original reflective resourceful self-confident sexy sincere snobbish submissive suspicious unconventional
--	---	--

This scale was developed by Harrison Gough of the University of California, Berkeley, and has been used extensively for research purposes as a brief, valid measure of creative personality. To obtain your score, add up the total number of checks you gave for the items capable, clever, confident, egotistical, humorous, individualistic, informal, insightful, intelligent, interests wide, inventive, original, reflective, resourceful, self-confident, sexy, snobbish, and unconventional. Now subtract from this total your number of checks on the items affected, cautious, conservative, conventional, dissatisfied, honest, interests narrow, mannerly, sincere, submissive, and suspicious. The theoretical range of scores is therefore from -12 to +18. Scores of 10 or more are similar to those of highly creative individuals.

Here are a few features of highly creative people (most of it supported by research on those at the very highest level of creativity in their fields at IPAR in the 60s):

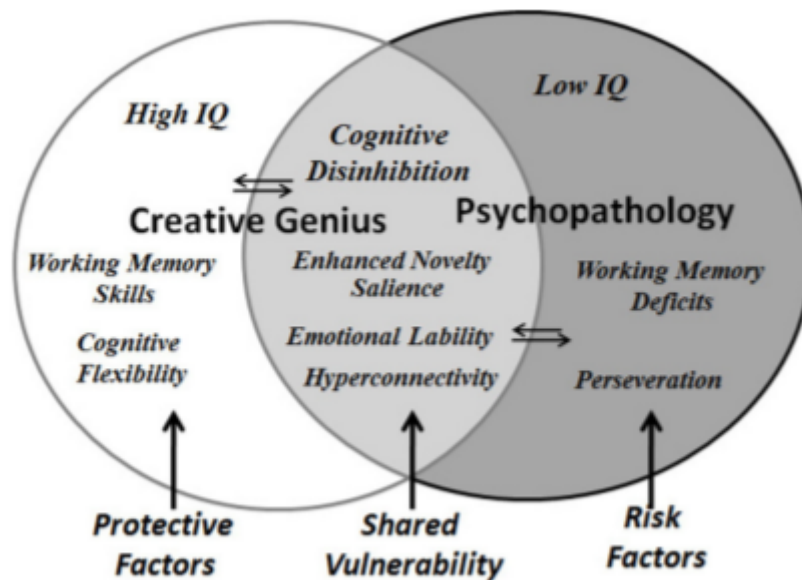
Bright	Bright, but they are no brighter than their less creative peers.
Early childhood	Their families accorded them a great deal of respect and allowed them to explore on their own and develop a strong sense of personal autonomy.
Values	More of a focus on helping the child develop an internal code of values rather than strict adherence to doctrinal aspects of religion.
School performance	In high school were those who would become creative innovators better students? Not in the conventional sense of getting straight As. In fact, they typically graduated as B students. A frequently found pattern was getting very high grades in courses they identified with and very mediocre grades, if that, in courses with which they found no sense of connection.
Facts	Highly creative individuals are not interested in facts for their own sake but instead in their meaning, significance, and implications.
Introverts	Highly creative individuals assessed at IPAR were consistently more likely to score as introverts; indeed, two-thirds of creative groups studied at IPAR are introverts, considerably more than the general population.
Perceiving	One can perceive such events by being aware of them and open to their meaning and significance, or one can judge them by drawing a conclusion about them. One potential problem of the judging orientation is that one may prejudge events and draw conclusions that, although they may provide order in one's life, subvert the possibility of learning something new. In this contrast between perceiving and judging, creative groups consistently tilt in the direction of the perceiving attitudes. Although this orientation leads to greater attentiveness to one's internal and external sources of stimulation and a more engaged and open attitude toward them, it might also lead to a lack of order and structure in one's experiential life. Creative lives can be chaotic.
Intuition	The highly creative groups studied at IPAR displayed an exceptionally strong preference for intuition. 25 percent of the general population is intuitive, among the highly creative groups

	assessed at Berkeley, 90 percent of the creative writers, 92 percent of the mathematicians, and 93 percent of the research scientists were intuitive. Strikingly, the MBTI measured 100 percent of the creative architects as intuitive.
Thinking /Feeling preference depending on their field	Reminder from MBTI: Thinking orientation evaluates and judges on the basis of logic and rational analysis, whereas a feeling orientation is based on appraising one's emotional reaction. Creative scientists score higher on the thinking orientation, whereas creative writers score higher on the feeling orientation. Interestingly, the creative architects split fifty-fifty in terms of their preference for the thinking or feeling function.
More Tension	Highly creative individuals prefer aesthetic experiences that are complex, asymmetrical, and tension inducing versus less creative individuals who will prefer simpler, symmetrical, and tension reducing. Although highly creative persons' preference for complexity will be apparent at the beginning of a creative project, during its unfolding there will be a strong motivational drive that then culminates in a creative resolution of the complexity. So more tension and more relief.
How they describe themselves	Highly creative individuals described themselves as inventive, determined, independent, individualistic, enthusiastic, and industrious. More conventional individuals described themselves as responsible, sincere, reliable, dependable, clear thinking, tolerant, understanding.
Independent, pursuing his projects.	They are neither drawn to interactions with others nor strongly antagonistic to them. Rather, their passions are concentrated on the domains in which they pursue their creative projects. He is relatively free from conventions and inhibitions, not preoccupied with the impression which he makes on others and thus perhaps capable of great independence and autonomy and relatively ready to recognize and admit self-views that are unusual and unconventional. He is strongly motivated to achieve in situations in which independence in thought and action are called for. But, unlike his less creative colleagues, he is less inclined to strive for achievement in settings where conforming behavior is expected or required.
Intellectual style	Intelligent, outspoken, sharp-witted, demanding, aggressive, and self-centered; persuasive and verbally fluent, self-confident and self-assured; and relatively uninhibited in expressing his worries and complaints.

Creative geniuses share features with eccentricity and psychopathology.

Conversion of innovative, nontraditional ideas into adaptive solutions for challenging problems. What seems to distinguish the eccentric from the certifiably creative is their obsession with their own personal projects rather than with tasks accorded significance by the larger community. What differentiates them from those who are regarded as having mental illness is their great delight in being themselves, their happy repudiation of convention, and the remarkable degrees of freedom they have in living unconstrained.

This capacity is referred to as latent inhibition (LI), and those who are very low on it include creative individuals, eccentrics, and those inclined to mental illness, particularly schizophrenia. There is an upside of having low LI, however: it opens the individual to a rich array of remotely connected thoughts and images that those with more effective filters in place would have screened out. These can be a fertile ground for creative insights, heightened sensitivity, and novel ways of seeing the world. On the downside the unfiltered mind risks becoming overwhelmed and the ability to cope compromised.



Those with higher intellectual resources can cope with the flood of information the unfiltered mind allows. Both intelligence and ego-strength involve the ability to face complexity and information overload in an adaptive way. Without such resources, cognitive and emotional information that has no functional utility for us overwhelms us, and we risk drowning in data.

Not a creative individual : creative teams

Although creative individuals have many admirable qualities, they can also be a royal pain to work with. They can be self-absorbed, quick to anger, dismissive of detail work, and uninterested in the kind of social exchanges that make for a supportive and collegial working environment. So how on earth did those creative projects get accomplished?

The creative project - that which eventually reaches the outside world and transforms it - requires not only the innovator but also the contributions of the negotiator, the pacifier, the guy in accounting, the picker-upper, the soother who placates the hounds at the door, and the soft-spoken receptionist who tells you diplomatically that your fly is undone. It is true that creative heroes give greatly to others, sometimes in ways that dazzle. But they also are supported by other people with complementary personalities, without whom the innovative project would never get accomplished.

This is why personality frameworks like the 16 personalities, the 12 archetypes or PrinciplesYou are relevant to look at team building.

Presents vs Futures

From Kotler's The Rise of the Superman:

In 1972, Stanford psychologist Walter Mischel performed a fairly straightforward study in delayed gratification: he offered four-year-old children a marshmallow. Either the kids could eat it immediately or, if they waited for him to return from running a short errand, they would get two marshmallows as a reward. Most kids couldn't wait. They ate the marshmallow the moment Mischel left the room. Yet a small percentage could resist temptation and, over time, this turned out to be a big deal. When interviewed fourteen years later, the kids who could wait were more self-confident, hard-working, and self-reliant. They could handle stress better and could handle tests better. Those who resisted at four ended up scoring 210 points higher on their SATs at sixteen. This may not sound like that much, but, as fellow Stanford psychologist Philip Zimbardo explains: "[That] is as large as the average difference recorded between the abilities of economically advantaged and disadvantaged children. It is larger than the difference between the abilities of children from families whose parents have graduate degrees and children whose parents did not finish high school. The ability to delay gratification at four is twice as good a predictor of later SAT scores as IQ. Poor impulse control is also a better predictor of juvenile delinquency than IQ.

The results caught Zimbardo's attention, but not because he was interested in delayed gratification. Rather, because they seemed to confirm his childhood suspicions about time. Zimbardo noticed two competing "time perspectives" at work in Mischel's experiment. A time perspective is the technical name for the "permanent filter" Zimbardo described. It's essentially our attitude toward time. For example, in Mischel's experiment, the kids who ate the marshmallow immediately were present hedonists.

Presents	Futures
Live for now and not the later. Not that they are unable to delay gratification, it's that not delaying gratification - the downstream result of being a present hedonist - is their strategy for living.	Future oriented, thus able to resist temptation today for a chance at a greater reward tomorrow.
<p>Presents are creative, spontaneous, open-minded, high-energy risk takers who play sports, have hobbies, make friends easily, and find lovers often. Their lives are fun-filled and fast-paced. Life of the Party.</p> <p>When presents find their flow, they excel. Immediate gratification meets high performance.</p>	<p>Outperform Presents in almost every category: they get better grades and more education, are healthier and more optimistic, make more money, solve problems more consistently, are more mindful of morality, and can make the best of failure. They are the movers and shakers in this world. Zimbardo writes: "While presents avoid work ... futures consider work a source of special pleasure. For them, tomorrow's anticipated gains and losses fuel today's decisions and actions. Gratification delayed for greater reward is always a better bet for futures, who will trade a bird in the hand for a flock in the future. Unlike their present-hedonistic peers who live in their bodies, the futures live in their minds, envisioning other selves, scenarios, rewards and successes. The success of Western civilization in the past centuries can be traced to the prevalence of the future orientation of many populations."</p>
They act without anticipating consequences, don't often learn from past failures, and are across the boards unable to resist temptation, attractions of the drugs and sex and rock-and-roll variety often derail their lives. A dominant present orientation has been correlated with mental health problems, juvenile delinquency, crime, and addictions. And when it comes to the long path toward mastery, with neither desire to plan nor long-term vision, Presents have a difficult time accumulating anything close to 10,000 hours of practice, deliberate or otherwise.	Futures burn out. They become stressed-out workaholics. Blood pressure goes up, bowels get irritable, heart attacks increase, sex lives disintegrate, marriages fail, children become burdens, friends become memories, and the whole house of cards comes crashing down. So common is this experience that UCLA psychologist Steven Berglas has coined the term supernova burnout to describe the phenomenon. In other words, even when plans work out, Futures place a dangerous bet: too much delayed gratification can rob them of their motivation - which is the very thing that made them Futures in the first place.

After three decades of research, Zimbardo found that the healthiest, happiest, highest performers blend the best of both worlds. The optimal time perspective combines the energy, joy, and openness of Presents, with the strength, fortitude, and long-term vision of the Futures.

Optimal results require blending a present orientation and a future orientation, getting into flow is one of the most efficient mixing mechanisms at our disposal. Flow reorients Presents toward the future and Futures toward the present and both to considerable result.

MBTI

Free test at: <https://www.123test.com/jung-personality-test/>

With more than 2.5 million people estimated to take it every year, MBTI has been the most widespread personality test, and also the most criticized (as pseudoscience): The test was called "pretty much meaningless", "one of the worst personality tests in existence", and "the fad that won't die". Psychometric specialist Robert Hogan wrote: "Most personality psychologists regard the MBTI as little more than an elaborate Chinese fortune cookie..."

A key specific criticism is that the MBTI mistakenly assumes that personality falls into mutually exclusive categories. ... The consequence is that the scores of two people labeled "introverted" and "extraverted" may be almost exactly the same, but they could be placed into different categories since they fall on either side of an imaginary dividing line.

The official MBTI is a set of 93 questions that assess preferences or tendencies on four major dichotomies:

<p>1. Are you outwardly or inwardly focused? If you:</p> <ul style="list-style-type: none">• Could be described as talkative, outgoing• Like to be in a fast-paced environment• Tend to work out ideas with others, think out loud• Enjoy being the center of attention <p>then you prefer</p> <p>E</p> <p>Extraversion</p>	<p>2. How do you prefer to take in information? If you:</p> <ul style="list-style-type: none">• Focus on the reality of how things are• Pay attention to concrete facts and details• Prefer ideas that have practical applications• Like to describe things in a specific, literal way <p>then you prefer</p> <p>S</p> <p>Sensing</p>	<p>2. How do you prefer to take in information? If you:</p> <ul style="list-style-type: none">• Imagine the possibilities of how things could be• Notice the big picture, see how everything connects• Enjoy ideas and concepts for their own sake• Like to describe things in a figurative, poetic way <p>then you prefer</p> <p>N</p> <p>Intuition</p>	
<p>3. How do you prefer to make decisions? If you:</p> <ul style="list-style-type: none">• Make decisions in an impersonal way, using logical reasoning• Value justice, fairness• Enjoy finding the flaws in an argument• Could be described as reasonable, level-headed <p>then you prefer</p> <p>T</p> <p>Thinking</p>	<p>3. How do you prefer to make decisions? If you:</p> <ul style="list-style-type: none">• Base your decisions on personal values and how your actions affect others• Value harmony, forgiveness• Like to please others and point out the best in people• Could be described as warm, empathetic <p>then you prefer</p> <p>F</p> <p>Feeling</p>	<p>4. How do you prefer to live your outer life? If you:</p> <ul style="list-style-type: none">• Prefer to have matters settled• Think rules and deadlines should be respected• Prefer to have detailed, step-by-step instructions• Make plans, want to know what you're getting into <p>then you prefer</p> <p>J</p> <p>Judging</p>	<p>4. How do you prefer to live your outer life? If you:</p> <ul style="list-style-type: none">• Prefer to leave your options open• See rules and deadlines as flexible• Like to improvise and make things up as you go• Are spontaneous, enjoy surprises and new situations <p>then you prefer</p> <p>P</p> <p>Perceiving</p>

And the resulting in these 16 personality types:

ISTJ

Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

ISFJ

Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

INFJ

Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

INTJ

Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

ISTP

Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

ISFP

Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

INFP

Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

INTP

Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

ESTP

Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

ESFP

Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

ENFP

Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

ENTP

Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

ESTJ

Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

ESFJ

Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

ENFJ

Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

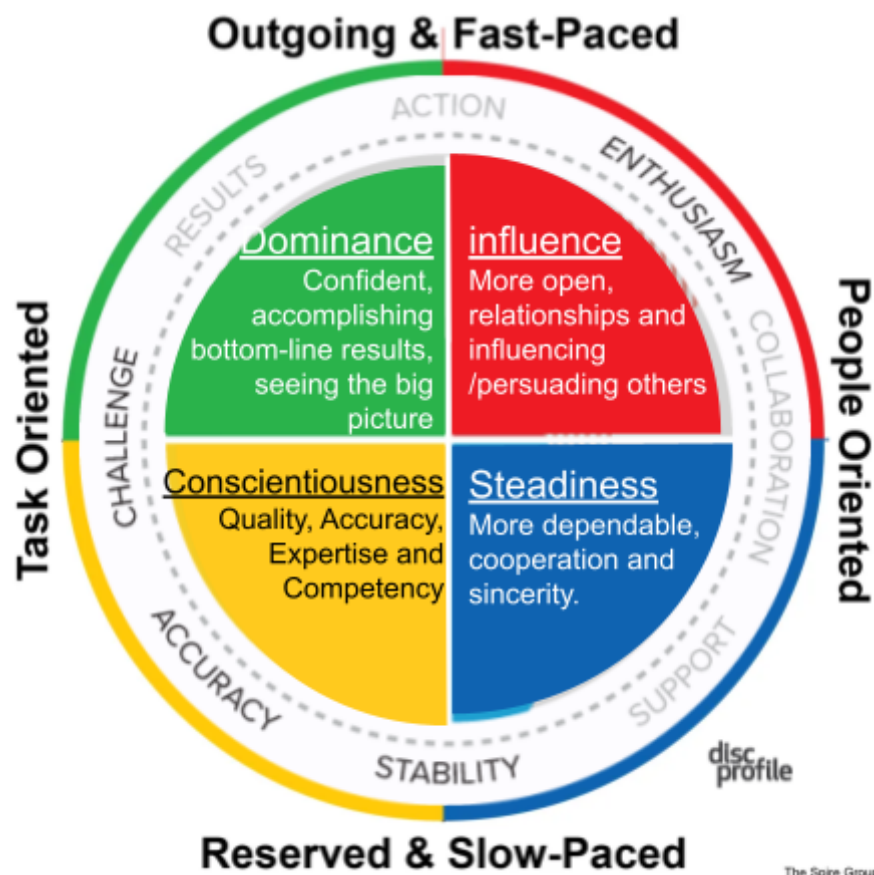
ENTJ

Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

DiSC

Free test at: <https://www.tonyrobbins.com/disc/>

DiSC's publisher is Wiley, and it is also used as part of Tony Robbins' coaching program. Tony Robbins developed one you can access for free. You will find less information about DiSC, not getting as much attention as MBTI and Enneagram. It receives less criticism, probably for the fact it is not getting much attention and therefore it is not worth investing time on it for researchers.



DiSC assesses:

- Your modalities : most outward words on the diagram above, for instance : Outgoing & Fast-Paced
- Your priorities : middle words, for instance : RESULTS
- Your personality profile : most inward words, for instance: Dominance

Here is a deeper dive at each personality profile mainly based on the information available at discprofile.com :

	D Dominance <u>"Just do it"</u>	i Influence <u>"Having fun doing it"</u>	S Steadiness <u>"Do it together"</u>	C Conscientiousness <u>"Do it right"</u>
Tend to be	Confident, accomplishing bottom-line results, seeing the big picture Direct Results-Oriented Decisive Competitive Problem Solver Sometimes: blunt, outspoken, and demanding.	More open, relationships and influencing /persuading others Charming Enthusiastic Optimistic Persuasive Inspiring	Dependable, cooperation and sincerity. Understanding Team Player Patient Stable, Calm. Sincere	Quality, Accuracy, Expertise and Competency Independent Analytical, Organized Diplomatic Precise Compliant Objective
Tend to place a strong emphasis on:	Shaping the environment and overcoming opposition to accomplish results.	Shaping the environment by influencing or persuading others.	Cooperating with others within existing circumstances to carry out a task.	Working conscientiously within existing circumstances to ensure quality and accuracy.
Motivated by	winning, competition, and success.	social recognition, group activities, and relationships.	cooperation, opportunities to help, and sincere appreciation.	opportunities to gain knowledge, show their expertise, and produce quality work.
Prioritize	Taking action, accepting challenges, and achieving results.	Taking action, collaboration, and expressing enthusiasm	Giving support, collaborating, and maintaining stability	Ensuring accuracy, maintaining stability, and challenging assumptions.

Often described as	Direct and demanding, strong-willed, driven, and determined. Outspoken, but can be rather skeptical and questioning of others.	Warm, trusting, optimistic, magnetic, enthusiastic, and convincing.	calm, patient, predictable, deliberate, stable, and consistent.	careful, analytical, systematic, diplomatic, accurate, and tactful.
Fears	being seen as vulnerable or being taken advantage of	loss of influence, disapproval, being ignored, rejection	change, loss of stability, offending others, letting people down	criticism and being wrong; strong displays of emotion
Values	competency, action, concrete results, personal freedom, and challenges	coaching and counseling, freedom of expression, democratic relationships	loyalty, helping others, security	quality and accuracy
Overuses	the need to win, resulting in win/lose situations	optimism, praise	modesty, passive resistance, compromise	analysis, restraint
Influences others by	assertiveness, insistence, competition	charm, optimism, energy	accommodation, consistent performance	logic, exacting standards
In conflict	speaks up about problems; looks to even the score	expresses feelings, gossips	listens to others' perspectives; keeps their own needs to themselves	focuses on logic and objectivity; overpowers with facts
Could improve effectiveness through	patience, empathy	being more objective, following through on tasks	displaying more self-confidence, revealing their true feelings	acknowledging others' feelings; looking beyond data
DiSC Classic patterns	Developer, Result-Oriented, Inspirational, Creative	Promoter, Persuader, Counselor, Appraiser	Specialist, Achiever, Agent, Investigator	Objective Thinker, Perfectionist, Practitioner
Goals	<ul style="list-style-type: none"> ● strive for unique accomplishments ● explore new opportunities ● maintain control of the audience ● achieve independence ● get bottom-line results 	<ul style="list-style-type: none"> ● attain victory with flair ● pursue friendships and happiness ● achieve status through authority and prestige ● seek approval and be popular ● generate excitement 	<ul style="list-style-type: none"> ● cultivate harmony and stability ● strive for team accomplishments ● find group acceptance ● achieve power through formal roles and positions of authority ● maintain status quo and control of the environment 	<ul style="list-style-type: none"> ● stick to objective processes ● be accurate and correct ● demonstrate stability and reliability ● attain knowledge and expertise ● continue personal growth
Challenge	<ul style="list-style-type: none"> ● show patience ● display sensitivity ● explain the details ● allow for deliberation 	<ul style="list-style-type: none"> ● get organized ● research the facts ● resist impulses ● speak directly and candidly ● stay focused for long periods ● follow through completely 	<ul style="list-style-type: none"> ● quickly adapt to change or unclear expectations ● multitask ● promote themselves ● confront others ● overcome indecisiveness ● resist over-accommodation 	<ul style="list-style-type: none"> ● resist being overcritical or overanalyzing and isolating themselves ● let go of and delegate tasks ● compromise for the good of the team ● join in social events and celebrations ● make quick decisions
Leadership Style	Often commanding and confident, taking care and focusing on results.	Love to take a new idea and run with it. They energize teams and build enthusiasm for projects. They can also be erratic leaders who see little need for consistency or caution.	Natural collaborators who like to reach consensus and create win-win situations. However, they can sometimes be passive and overly trusting, letting others take advantage of their supportive, patient nature.	Can be conscientious, disciplined, and diligent, providing high-quality outcomes through careful analysis and planning. They can also be risk-averse perfectionists, who may not pay enough attention to the human element.
	<ul style="list-style-type: none"> ● commanding ● resolute 	<ul style="list-style-type: none"> ● energizing ● pioneering 	<ul style="list-style-type: none"> ● inclusive ● humble 	<ul style="list-style-type: none"> ● deliberate ● humble

	• pioneering	• affirming	• affirming	• resolute
Quotes	<ul style="list-style-type: none"> What is the point of playing if winning isn't the goal? — JD ROBB 	<ul style="list-style-type: none"> Whoever is happy will make others happy too. — ANNE FRANK 	<ul style="list-style-type: none"> The invariable mark of wisdom is to see the miraculous in the common. — RALPH WALDO EMERSON 	<ul style="list-style-type: none"> It takes less time to do a thing right than to explain why you did it wrong. — HENRY WADSWORTH LONGFELLOW
	<ul style="list-style-type: none"> I always had the ability to say no. That's how I called my own shots. — SIDNEY POITIER Fortune favors the bold. Actions speak louder than words. 	<ul style="list-style-type: none"> The more you praise and celebrate your life, the more there is in life to celebrate. — OPRAH WINFREY Variety is the spice of life. All work and no play makes Jack a dull boy. 	<ul style="list-style-type: none"> I like people who are loyal to me, and I like to be loyal, too. — GEORGE STRAIT Two heads are better than one. Better safe than sorry. 	<ul style="list-style-type: none"> Ignore the naysayers. Really the only option is, head down and focus on the job. — CHRIS PINE If you want something done right, you have to do it yourself. Knowledge is power.

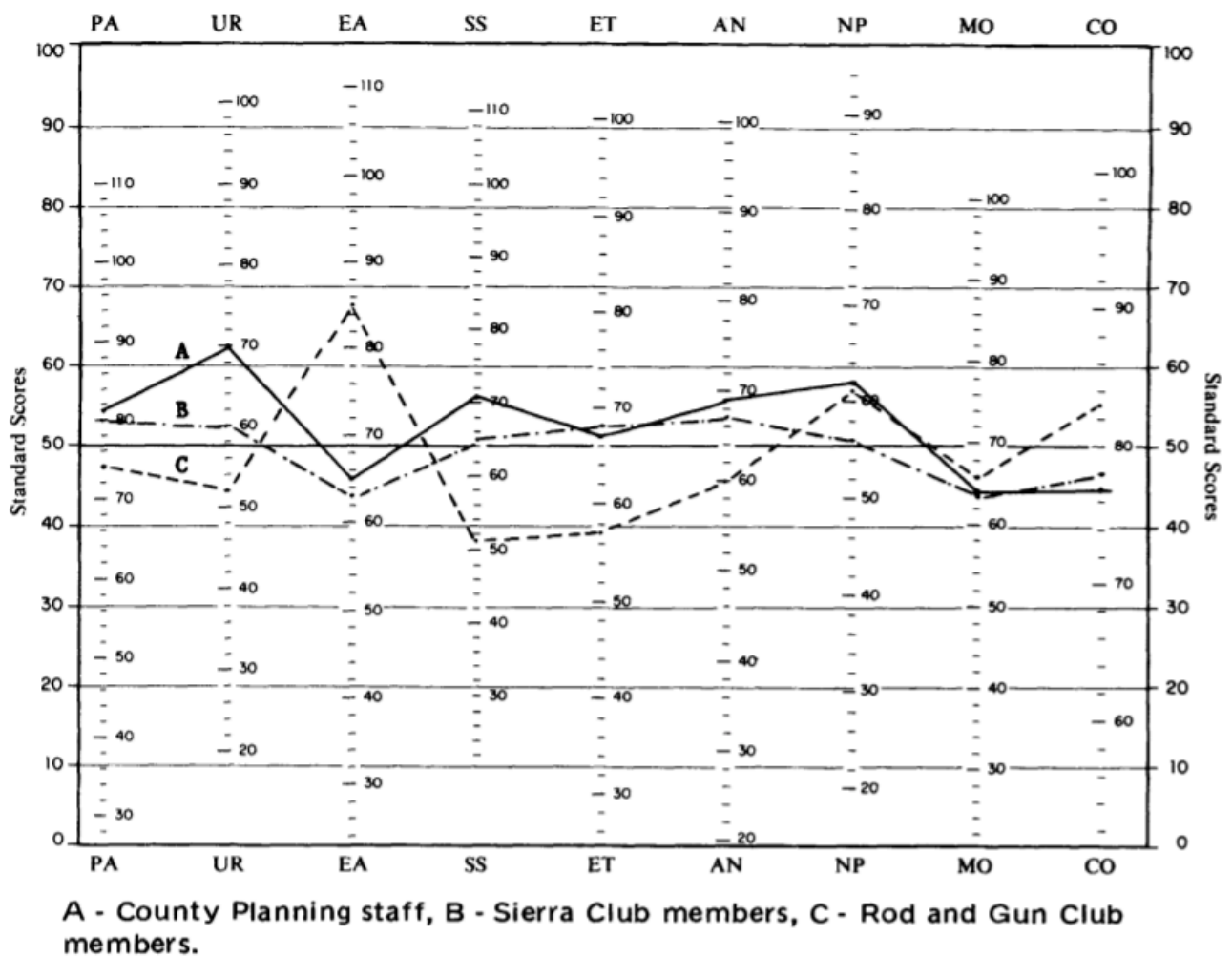
discprofile.com also provides mix between personality profiles at the bottom of each personality profiles description: [Di and DC](#) , [iD and iS](#), [Si and SC](#), and [CS and CD](#)

Environmental Response

George McKechnie created the most comprehensive assessment device for tapping into our environmental dispositions, the Environmental Response Inventory (ERI)

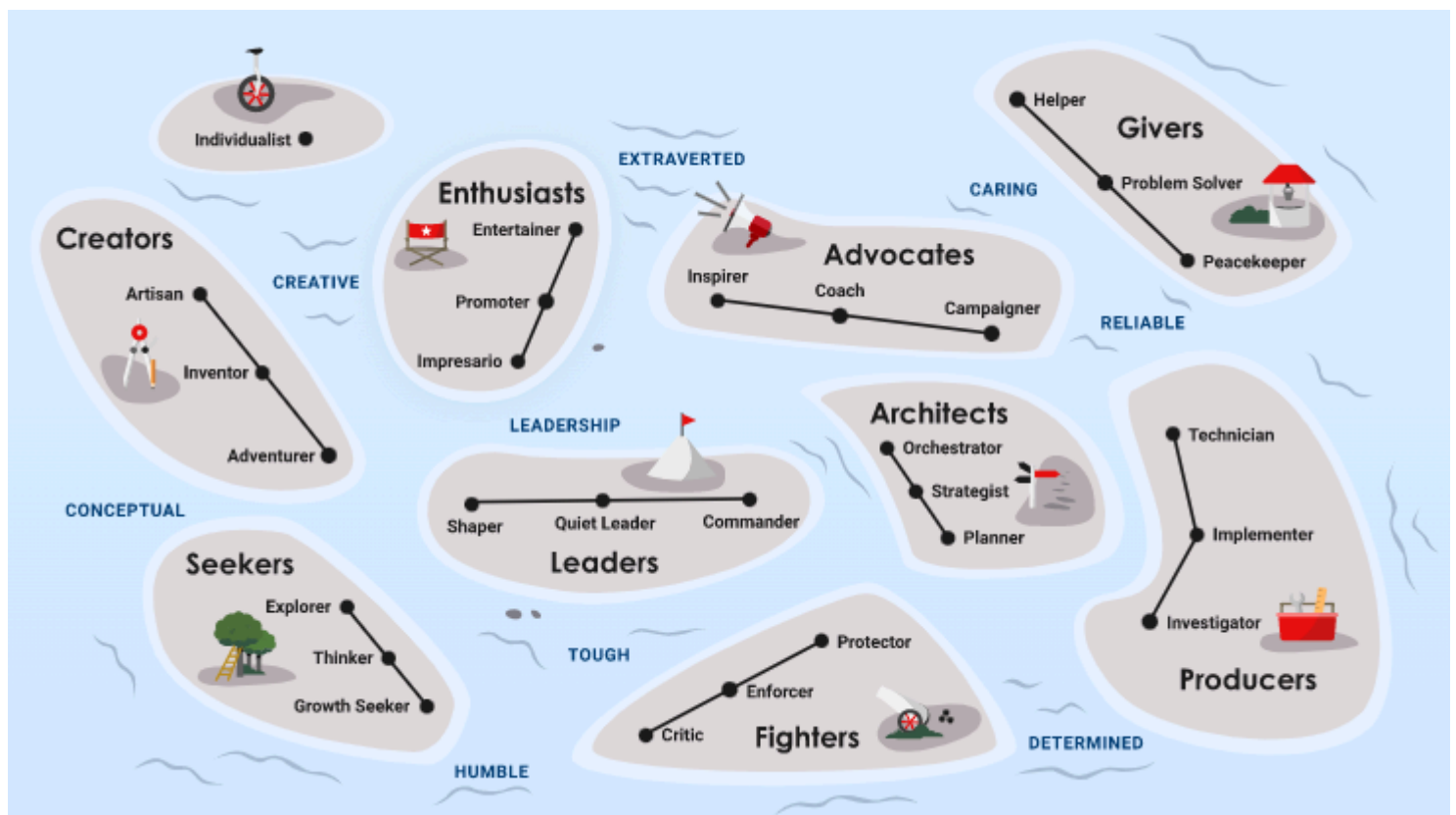
Pastoralism (PA)	People high on PA display sensitivity to pure environmental experience, opposition to land development, appreciation of open space, and preservation of natural resources. They also are accepting of natural forces as shapers of human life and endorse self-sufficiency in the natural environment.
Urbanism (UR)	People high on UR enjoy high-density living and appreciate the unusual and varied stimulation of urban areas. They take an interest in cultural life and enjoy the richness of human diversity.
Environmental Adaptation (EA)	Those scoring high on EA regard the environment primarily as providing comfort, leisure, and the satisfaction of human needs, and they endorse modification of the environment to achieve those ends. They endorse private land use and the use of technology to solve problems, and they prefer stylized environmental details.
Stimulus Seeking (SS)	People high on SS express great interest in travel and the exploration of unusual places. They enjoy intense and complex physical sensations and display a great breadth of interests.
Environmental Trust (ET)	Those who score high on ET are responsive, trusting, and open to the environment and have a sense of competence in navigating the surroundings. They are relatively unconcerned about their security and are comfortable being alone and unprotected.
Antiquarianism (AN)	People high on AN enjoy antiques and historical places and have a preference for traditional vs. modern design. They have an aesthetic sensitivity to well-crafted environments, landscape, and the cultural artifacts of earlier eras. They have a tendency to collect objects for their emotional significance.
Need for Privacy (NP)	Those high on NP have a strong need for physical isolation from stimuli and distraction. They enjoy solitude and dislike extensive contact with their neighbors.
Mechanical Orientation (MO)	People high in MO are interested in how things work and in mechanics in its various forms. They enjoy working with their own hands and have an interest in technological processes and basic principles of science.

An example of how such test results are offered:



PrinciplesYou

Free test at: <https://principlesyou.com/>

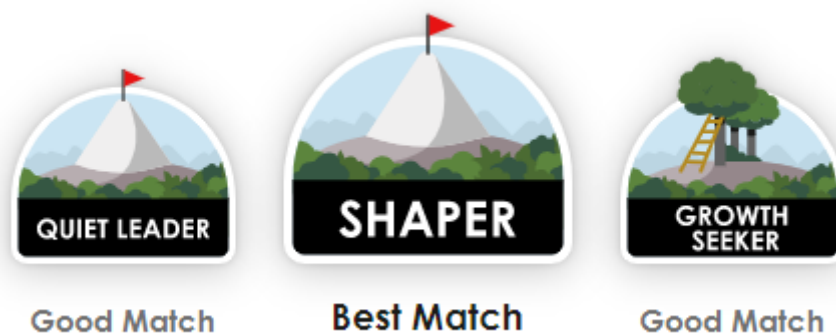


We use PrinciplesYou:

- because the model is easy to understand and actionable, at individual, relationship and group level.
- because we trust Dalio (for [his Philosophy](#), his data driven performance at [Bridgewater](#), the [Dot Collector](#))
- because Dalio's practical approach at Bridgewater, their data and data science expertise are leveraged
- because of the [transparency](#) of the project
- because there is a great free version
- because the team of psychologists he assembled is world class and relevant and complement Dalio well:
 - Brian Little (Author of Me, Myself and Us: The Science of Personality and the Art of Well-Being),
 - Adam Grant (Author of Think Again, Give and Take, Originals, Option B, and Power Moves) brought contemporary developments in personality and organizational research,
 - John Golden brought 50 years of experience developing [personality and values assessments](#).

Your Archetype Matches

PrinciplesYou categorizes 28 archetypes into 10 categories: matches you with one best match and two good matches.



Apart from a detailed description, you get clear on your Talents and Growth Needs:

Shaper Talents

- Creating and achieving their vision and goals
- Developing mental maps of how things can and should be done
- Holding others accountable to high standards
- Shifting priorities and plans to accommodate changing demands
- Having big, lasting impact on the things that are important to them

Shaper Growth Needs

- Sensitivity to other people's feelings and needs
- Showing appreciation for other people's contributions
- Practicing patience and being in the present moment
- Giving space to others instead of micromanaging

Personality traits assessment

PrinciplesYou gives you an assessment on traits regarding:

- How you prefer to think
- How you engage with others
- How you apply yourself

How You Prefer to Think

Now let's look at your more detailed results along the 17 core traits and facets of your personality. Your Cognitive Orientation describes your approach to thinking. Your approach to thinking can reveal what type of work you might prefer, at which aspects of a job you are more likely to excel, and how you tend to approach and solve problems.

Creative >

You heavily favor creative thinking, have a comfort with the unknown, think independently, and find your own way of doing things.



Deliberative >

You tend to be methodical and process-oriented, and strive for objectivity and impartiality when reaching decisions and making choices.



Detailed and Reliable >

You have a strong desire to meet commitments and obligations in a timely way, tend to be precise and detail-oriented, and generally organized in work and planning.



Conceptual >

You have a preference to think abstractly and philosophically, using theories and models to solve problems.



Practical >

You have a moderate preference to focus on direct, real-world consequences in making decisions and choices.



How you respond in different situations

- When interacting with others, you...
- As a leader, you...
- When planning, you...
- When solving problems, you...
- When setting goals, you...
- On a team, you...
- Under stress, you...
- When learning, you...

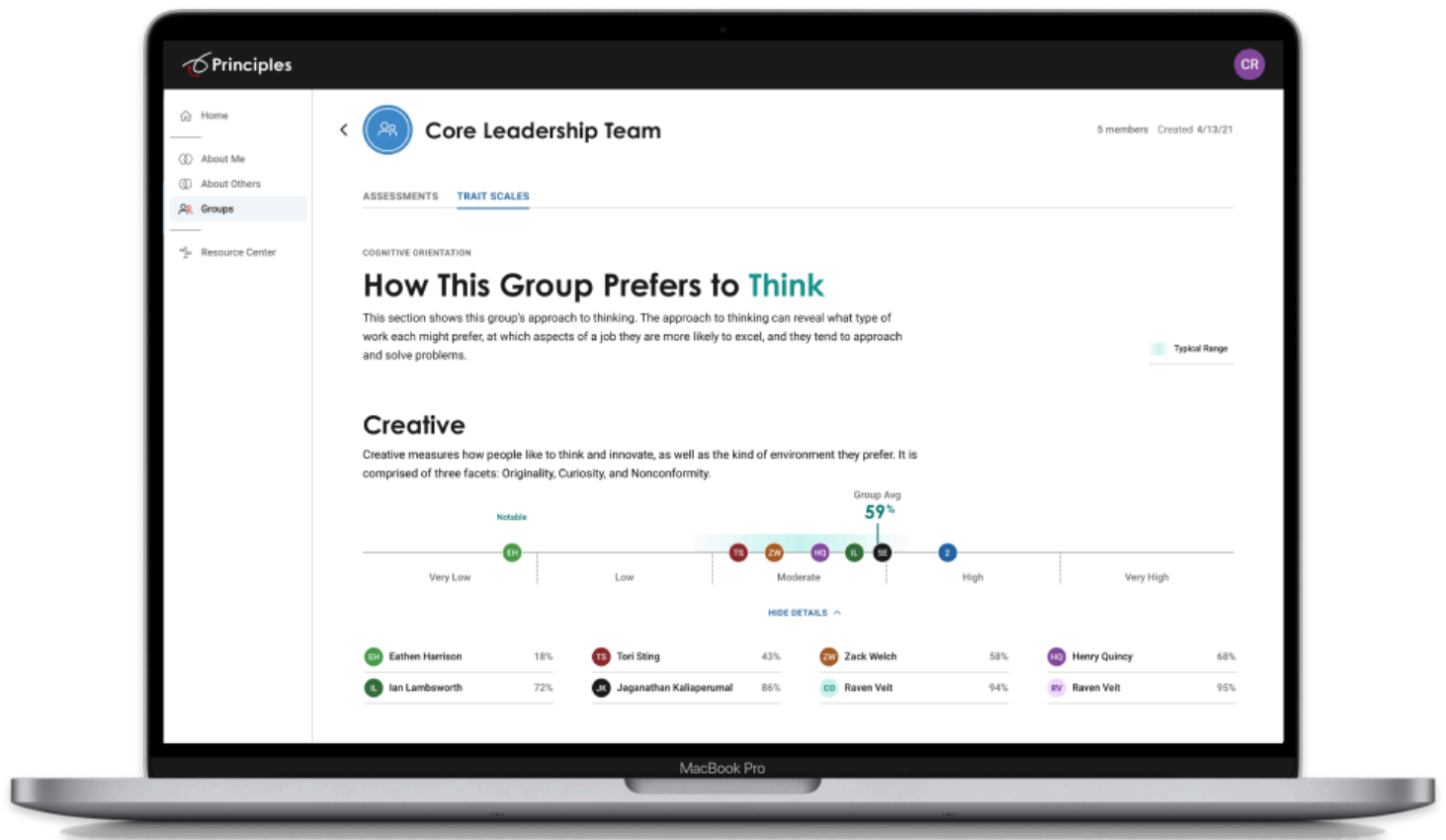
You can compare yourself to friends and family

There are details on how similar and different you are, and you can look at each trait.



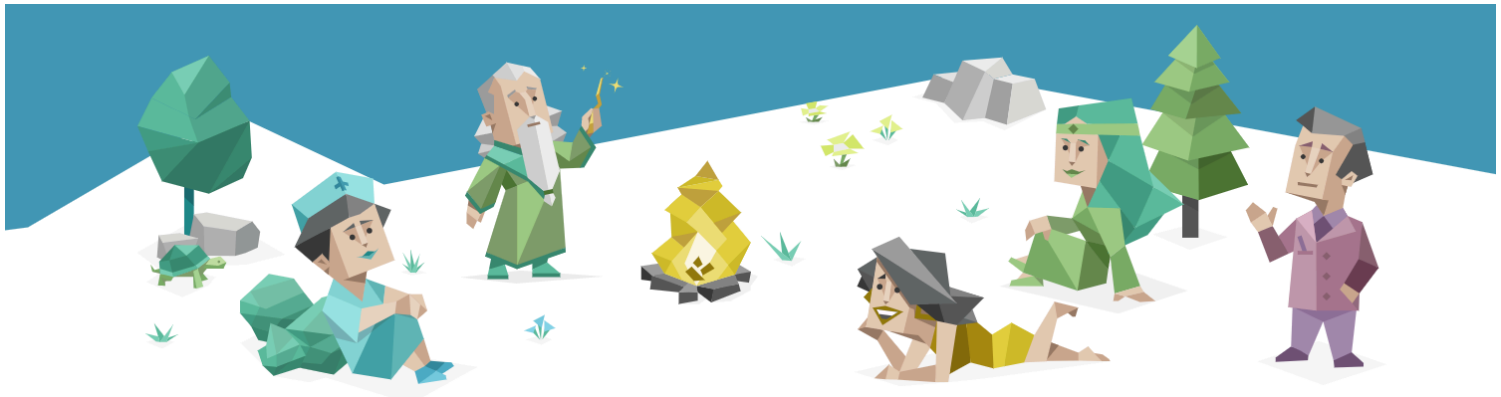
The paid version gives tools for Teams

Where you can see the different perspectives present in the team and what is missing.



16 personalities

Free test at: <https://www.16personalities.com/>



Looks like a well designed online copycat of the MBTI. The creators mention they use elements of Jung, MBTI and elements of the Big 5. It adds the [Assertive - Turbulent] dimension to the 4 MBTI dimensions. At the end there are still 16 personalities. The framework is easier to relate to as the creators have developed profiles. INTJ for instance becomes the Architect.

Here is how they talk about the 5 dimensions ("they call personality aspects"):

Mind

how we interact with our surroundings

Introverted individuals prefer solitary activities and get exhausted by social interaction. They tend to be quite sensitive to external stimulation (e.g. sound, sight or smell) in general.

Extraverted individuals prefer group activities and get energized by social interaction. They tend to be more enthusiastic and more easily excited than Introverts.

<h2>Energy</h2> <p>how we see the world and process information</p>	<p><u>Observant</u> (Sensing in MBTI) individuals are highly practical, pragmatic and down-to-earth. They tend to have strong habits and focus on what is happening or has already happened.</p>	<p><u>Intuitive</u> individuals are very imaginative, open-minded and curious. They prefer novelty over stability and focus on hidden meanings and future possibilities.</p>
<h2>Nature</h2> <p>how we make decisions and cope with emotions</p>	<p><u>Thinking</u> individuals focus on objectivity and rationality, prioritizing logic over emotions. They tend to hide their feelings and see efficiency as more important than cooperation.</p>	<p><u>Feeling</u> individuals are sensitive and emotionally expressive. They are more empathic and less competitive than Thinking types, and focus on social harmony and cooperation.</p>
<h2>Tactics</h2> <p>approach to work, planning and decision-making</p>	<p><u>Judging</u> individuals are decisive, thorough and highly organized. They value clarity, predictability and closure, preferring structure and planning to spontaneity.</p>	<p><u>Prospecting</u> (Perceiving in MBTI) individuals are very good at improvising and spotting opportunities. They tend to be flexible, relaxed nonconformists who prefer keeping their options open.</p>
<h2>Identity</h2> <p>underpins all others, showing how confident we are in our abilities and decisions</p>	<p><u>Assertive</u> individuals are self-assured, even-tempered and resistant to stress. They refuse to worry too much and do not push themselves too hard when it comes to achieving goals.</p>	<p><u>Turbulent</u> individuals are self-conscious and sensitive to stress. They are likely to experience a wide range of emotions and to be success-driven, perfectionistic and eager to improve.</p>

Here are their naming of the personality types:

Analysts

Intuitive (**N**) and Thinking (**T**) personality types, known for their rationality, impartiality, and intellectual excellence.

Architect
INTJ

Logician
INTP

Commander
ENTJ

Debater
ENTP

Diplomats

Intuitive (**N**) and Feeling (**F**) personality types, known for their empathy, diplomatic skills, and passionate idealism.

Advocate
INFJ

Mediator
INFP

Protagonist
ENFJ

Campaigner
ENFP

Sentinels

Observant (**S**) and Judging (**J**) personality types, known for their practicality and focus on order, security, and stability.

Logistician
ISTJ

Defender
ISFJ

Executive
ESTJ

Consul
ESFJ

Explorers

Observant (**S**) and Prospecting (**P**) personality types, known for their spontaneity, ingenuity, and flexibility.

Virtuoso
ISTP

Adventurer
ISFP

Entrepreneur
ESTP

Entertainer
ESFP

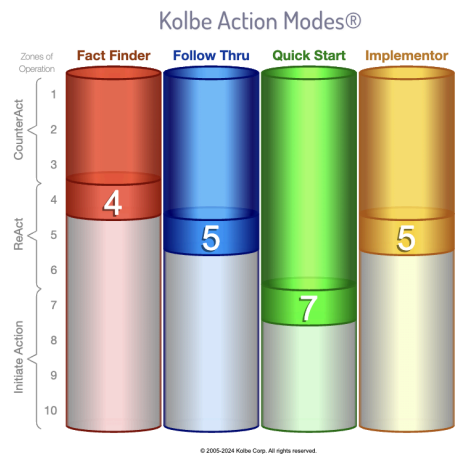
And here are all their possible types along with their roles and strategies:

Analysts	Confident Individualism	Architect (Assertive), Logician (Assertive)
	People Mastery	Commander (Assertive), Debater (Assertive)
	Constant Improvement	Architect (Turbulent), Logician (Turbulent)
	Social Engagement	Commander (Turbulent), Debater (Turbulent)
Diplomats	Confident Individualism	Advocate (Assertive), Mediator (Assertive)
	People Mastery	Protagonist (Assertive), Campaigner (Assertive)
	Constant Improvement	Advocate (Turbulent), Mediator (Turbulent)
	Social Engagement	Protagonist (Turbulent), Campaigner (Turbulent)
Sentinels	Confident Individualism	Logistician (Assertive), Defender (Assertive)
	People Mastery	Executive (Assertive), Consul (Assertive)
	Constant Improvement	Logistician (Turbulent), Defender (Turbulent)
	Social Engagement	Executive (Turbulent), Consul (Turbulent)
Explorers	Confident Individualism	Virtuoso (Assertive), Adventurer (Assertive)

People Mastery	Entrepreneur (Assertive), Entertainer (Assertive)
Constant Improvement	Virtuoso (Turbulent), Adventurer (Turbulent)
Social Engagement	Entrepreneur (Turbulent), Entertainer (Turbulent)

Conative (*Doing*) Test: Kolbe's

<https://www.kolbe.com/kolbe-a-index/>



All the other tests presented above are affective tests (*Feeling*), they evaluate your personality, preferences, and motivations — someone's interpersonal skills.

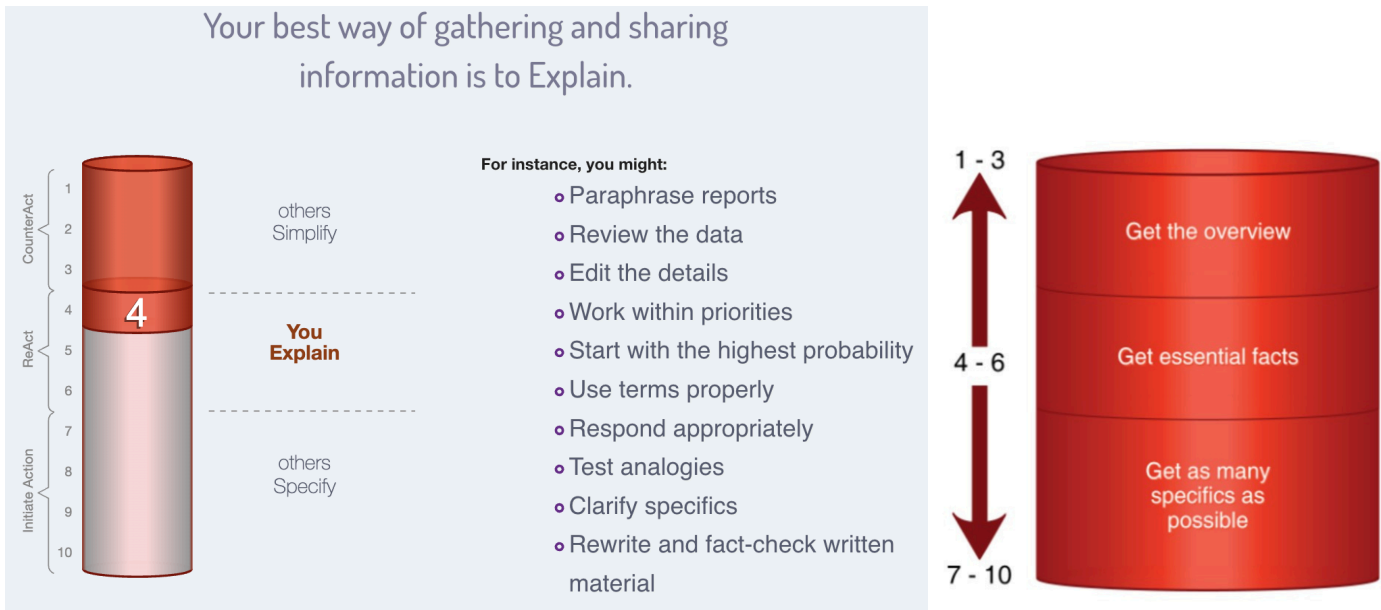
Kolbe is the only Conative one we found (so far Jan 23 2024). Kolbe evaluates your instinctive talents — the way you naturally take action to do your job.

It is about the creative thinking process.

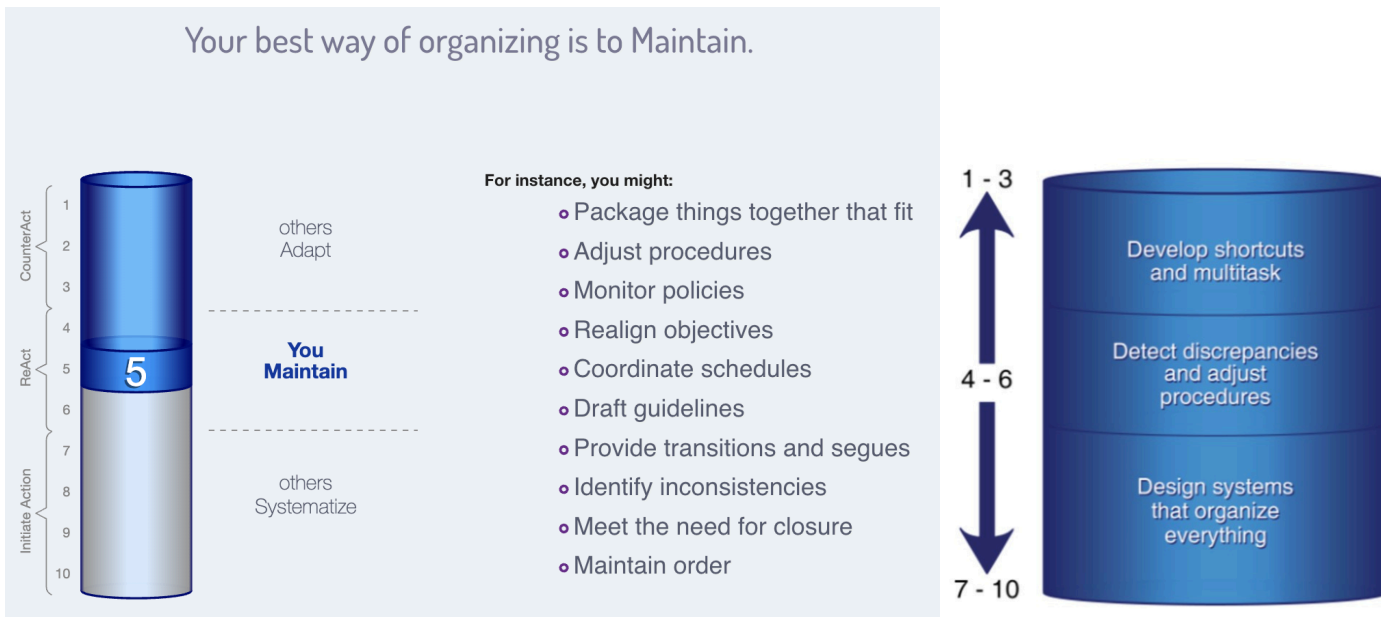
There are 4 MOs/Action Modes, each action mode contains a spectrum of behaviors. Kolbe gives you a number on the continuum and which cluster your typical behavior belongs to. In Fact Finder: Simplify, Explain and Specify are the Clusters.



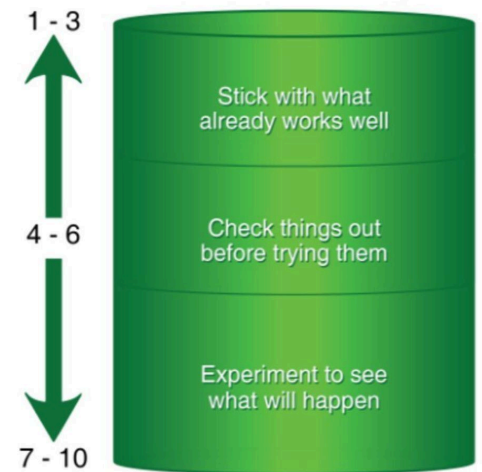
FACT FINDER/Explain helps bridge the gap between the people who simplify and the people who specify for instance.



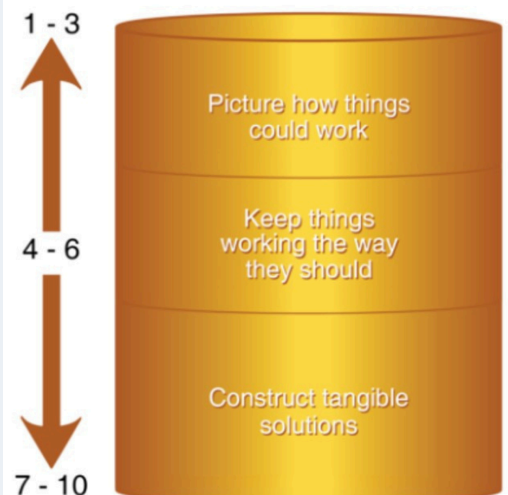
FOLLOW THROUGH/Maintain: Maintain structures, rearrange information, able to store and actually retrieve it. The bridge again. You can interpret the structure for other people, you can make decisions. You put things into structure when necessary. You can classify and change that system as needed. Celebrate the ability to do both.



QUICK START/Innovate: Go to person when taking risk. What's next? Do you have any ideas? Take chances, taking challenges.



IMPLEMENTOR/Restore: You can both imagine and construct to some degree. You restore what is already built (renovate), you can imagine what it is going to look like. You can communicate with other people on how things need to be done. Dealing 3D + vision. Bridge again.



Fact Finder	Gathering and sharing Information	Doing things in a simple/overview way	Doing things in a complex/specific way
		Generalize/Simplify	You become an Authority/Expert
Follow Through	Organizing, storing and sorting information	Highly adaptive and multi task	Systematic, sequencing, categorization, structure
		Chaos	Highly organized/Sequential
Quick Start	Dealing with Risks and Unknown/Uncertainty to Innovate	Bring Stability, deal with what is known, manage risk so that there are as few unknowns and as little risk as possible	You innovate, improvise, take a risk without needing to know what the outcome will be. You can't really explain your

			ideas in advance.
Implementor	Tackling space and tangibles	Abstract: Imagine	Concrete: Need to touch it, 3D builders, construct.

Answer by asking yourself,
If free to be myself I would ...

1. If I were solving a difficult problem, I would rely on my:

	Most	Least
skill	<input type="radio"/>	<input type="radio"/>
research	<input type="radio"/>	<input type="radio"/>
ability to structure	<input type="radio"/>	<input type="radio"/>
experimentation	<input type="radio"/>	<input type="radio"/>

Two responses required for each question – 1 MOST and 1 LEAST.

Note: Hard to choose between the answers... Would be better to assign limited number of points. Forcing the ranking has not worked for me (in a satisfying manner) on this one.

How much can you change?

Human personality has both an inner and an outer reality. The inner reality consists of what we are intending to do - what personal projects we are pursuing at any given time. The outer reality consists of images that we create, consciously or not, for others. It is in the nexus between these two realities that our personalities are constructed, challenged, and reconstructed.

When we explore this nexus, all sorts of strange behaviors can be observed. Neurotics, trying to appear stable, may "leak" their neuroticism, such as when a genuinely nice guy in the bar acts like a complete jerk because he is redressing a painful insult to his partner from the night before. And an introverted Harvard lecturer will appear as a "pseudo-extravert" when he's "on".

The average level of trait expression differs from situation to situation. But the rank order stability of trait expression - where you stand relative to other people on a particular trait in a given situation - is impressively stable. Although everyone, even you, will tilt in the direction of extraversion at a party, the true extravert is more likely to be exceptionally outgoing, overly garrulous, and, perhaps, from an introvert's perspective, borderline obnoxious. Introverts, relatively speaking, would be engaged in a more modulated extraversion, relatively outgoing but hardly exuberant.

Why do you act out of character in this way, and what are the consequences for you?

We engage in free trait behaviors out of professionalism and out of love. The great benefit of adopting free traits is that they can advance the personal projects that bring a sense of meaning to your life. Free traits expand us, but enacting free traits also takes a toll on us. It requires us to consciously suppress intuitive S1 responses and instead act in a manner we believe is better for the situation. And we know how limited our S2 is.

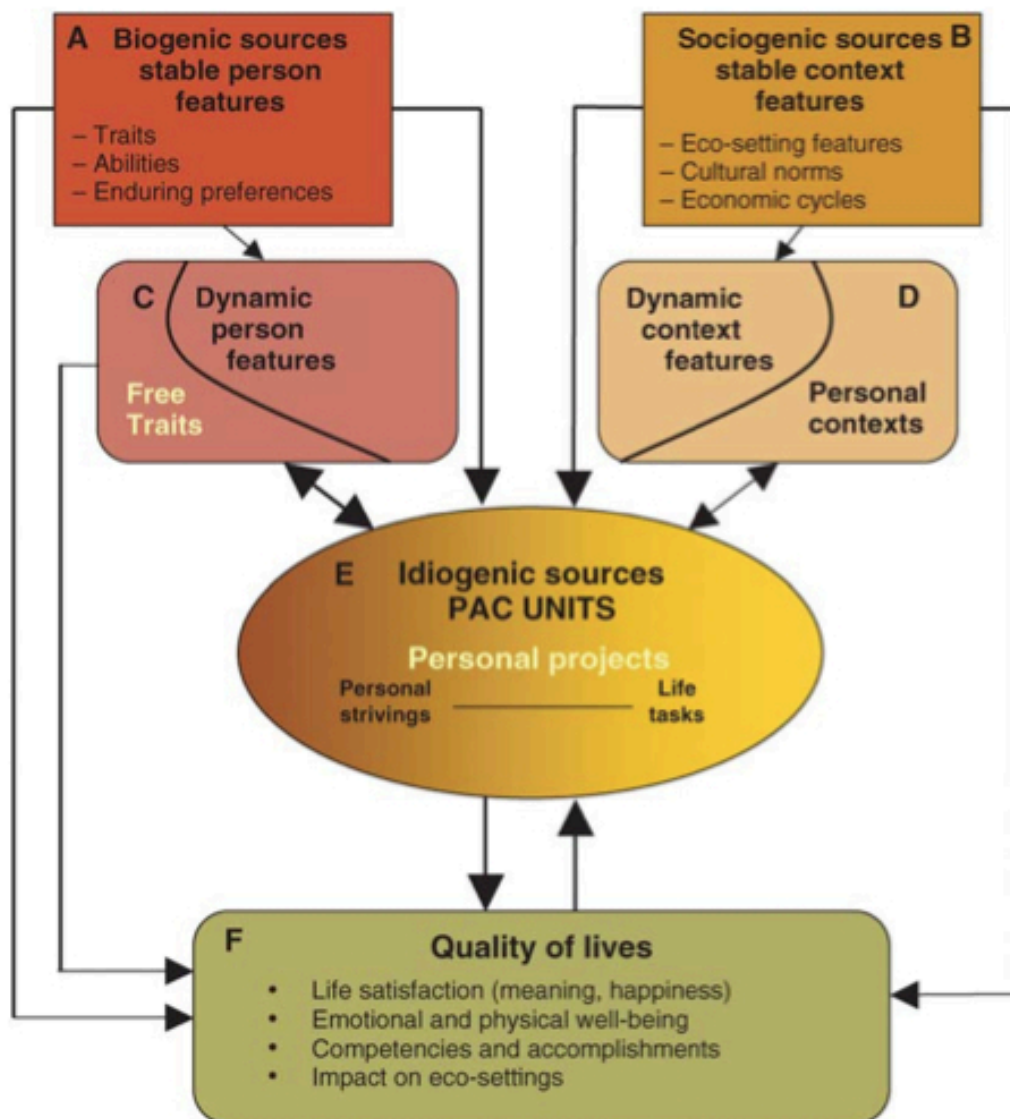
The better the “fit” between a person’s biogenic traits and the characteristics of the environment, the context of our daily lives the better the consequences for well-being and performance. Suppression causes arousal in the autonomic nervous system, and if such arousal becomes chronic, it can extract a health cost.

Choose or shape your environment to enable your personal projects and live in alignment with your stable traits. Highly sociable individuals are happier if they are engaged in personal projects that involve a lot of social interaction. Highly disagreeable people, for example, are more likely to thrive as bill collectors than as counselors.

Personal Projects

What do we think we are doing?

Explore how your life is more actively shaped by your goals, aspirations, and personal projects - self-defining ventures that provide meaning in your life. Looking at personality in this way provides you with a vantage point from which to reflect upon your life and think about your future. You are not simply a passive pawn manipulated entirely by forces beyond your control, even though you may have your doubts when you wake up and reflect on what an idiot you were last night. — BRIAN LITTLE



Little states that personal projects can be formally defined as “extended sets of personally salient action in context”. Each term can be delineated as follows:

- Extended: A project is not a momentary act, but typically a sequence that is extended in space and time (minutes, hours, days, or years).
- Set: A project encompasses a series of actions that are considered interrelated by the project pursuer.

- Personally salient: A project is a noteworthy aspect of the life of the person who pursues it, and can be defined as such only by that person.
- Action: A project is not a passive response to external forces but an intentional sequence of behavior involving cognitive, affective, conative, and volitional processes.
- In context: A project is enacted in physical, social, cultural, and temporal contexts that can facilitate or thwart project pursuit.

Let's have a look at Little's Personal Project Analysis (PPA) tool.

When analyzing the projects of our participants, we will benefit in following Little's methodological criteria underlying personal projects analysis:

Criteria	Description: PPA.
Reflexive	Provides a theoretical framework that is jointly applicable to the scientist's actions and those of the participants being studied.
Personally salient	Focuses on noteworthy aspects of the participants' existence, as defined by themselves and expressed in their idiosyncratic language.
Evocative	Gives participants an opportunity for self reflection and new insights about themselves.
Ecologically representative	Documents the influence of objective and subjective features (e.g., physical, social) of the participants' ecosystem.
Temporally sensitive	Documents the dynamic nature of personal projects through their stages of progression.
Social indicator potential	Provides policy-relevant data on the quality of the social ecological settings where the participants evolve.
Systemic	Documents the interrelations between the multiple projects pursued concomitantly by participants, and which, aggregated, comprise their personal project systems.
Middle-level	Provides access to both lower order (e.g., acts) and higher order (e.g., values and aspirations) aspects of human experience.
Modular	Provides modules that can be selected, adapted, and supplemented to offer the best answer to the study question, in the specific research setting.
Conjointly idiographic and normative	Allows analysis of relationships between projects dimensions at the participant level (across each participant's different projects) and at the sample level (across all the participants' project systems).
Integrative	Provides a single instrument to document cognitive, behavioral, affective, and social aspects of the participants' experience, integrated around their personal projects.
Directly applicable	Focuses on a tractable unit of analysis that can be targeted in individual and social interventions to promote well-being.

Little starts by asking individuals to create a list of their current personal projects. People just list, without any attempt to prioritize or overanalyze, the things they are currently doing or thinking of doing: interpersonal projects, work (or school) projects, health projects, and recreational projects...

Project elicitation

To start, please take 10–15 minutes and type in the following cells as many personal projects and activities you can that you are currently engaged in or considering – remember these need not be formal projects or even important ones – we would prefer you to give us more of the everyday kinds of activities or concerns that characterize your life at present.

Please be completely honest in your answers, as they will not be connected to your name. Also, if possible, please fill out this survey in one sitting.

Project #	Project description
1	Become a better person
2	Complete my PhD
3	Exercise 4 times a week
4	Move in with Emily
5	Be less anxious
6	Lose 15 pounds
7	Have fun with my friends this week-end
8	Go at the beach for a couple of days
9	Organize my time to work less during week-ends
10	Walk the Way of St.James
11	Phone my parents more often
12	Be happy
13	Write the first part of my dissertation
14	Write that research report that has been due for one month
15	Adopt a child

People typically report that they are pursuing about fifteen personal projects at any one time.

The language used to list the projects is informative. Phrasing projects as 'tryings' or as things to avoid for example was found to be related to lower well-being.

After having elicited their projects, participants are asked to select i projects (i = usually 10) that are more important for understanding them. Then, they appraise each project on a scale from 0 to 10 along j dimensions, thus filling in an $i \times j$ matrix.

Matrix 1: What do you think about what you are doing?

Please rate each project below from 0 – 10 on the series of dimensions listed above them.

For example, Michelle might rate her project 'Get the car muffler replaced' as an 8 on importance, 3 on difficulty, 5 on visibility, 7 on control, 9 on responsibility, 2 on time adequacy and so on.

Your projects:		Importance	Difficulty	Visibility	Control	Responsibility	Time Adequacy	Outcome / Likelihood of Success	Self Identity	Other's View	Value Congruency	Progress	Challenge	Absorption	Support	Competence	Autonomy	Stage
1	Become a better person	8	8	5	7	10	3	7	7	5	9	7	8	3	7	7	9	6
2	Complete my PhD	10	7	10	8	10	8	10	10	7	10	8	9	10	10	8	10	7
3	Move in with Emily	9	6	6	7	7	4	10	8	5	10	5	6	5	7	9	8	4
4	Be less anxious	10	8	7	7	10	3	7	7	8	8	9	9	3	10	6	10	7
5	Lose 15 pounds	9	8	6	7	10	3	6	7	9	7	4	8	3	7	6	8	3
6	Have fun with my friends this week-end	8	7	9	5	6	2	7	10	9	10	7	9	5	9	7	9	7
7	Walk the Way of St.James	5	9	0	5	8	5	3	3	5	7	0	10	2	5	3	10	1
8	Phone my parents more often	8	5	0	10	10	0	6	7	7	6	2	5	2	3	5	6	2
9	Be happy	10	10	7	5	10	7	7	8	9	9	6	10	3	10	5	10	7
10	Adopt a child	6	8	5	6	6	5	7	6	5	8	1	9	2	5	3	9	1

One of the most important features of personal projects is that they typically provide sources of meaning in a person's life. For example, on scales from 0 to 10, individuals appraise their projects, on average, to be consistent with their core values (7.7), important (7.5), self-expressive (6.8), absorbing (6.2), and enjoyable (6.1).

What kinds of projects are most likely to be experienced in a positive fashion - as truly meaningful? People are especially likely to appraise positively both interpersonal and recreational pursuits: love and leisure are clearly rewarding pursuits. Academic work for students and occupational projects for working individuals are consistently rated as less enjoyable and more onerous.

People experience more well-being when their projects are:

- More meaningful (e.g., importance, self-identity, value congruency)
- Manageable (e.g., control, likelihood of successful completion, progress)
- Positively connected with others (e.g., visibility, importance as viewed by others, support from others), and
- Associated with more positive affect (e.g., enjoyment, hope, love) relative to negative affect (e.g., stress, angry, depressed)

Meaningful: One of the most intriguing dimensions of project meaning is that of self-identity: the extent to which you identify with a personal project and regard it as truly "you." Are you the primary initiator (high scores) or, it was other people who initiated the project (low scores)?

Manageable: Efficacy assesses whether you anticipate your projects to have successful outcomes. High scores (in the 8 to 10 range) mean that you see them as being highly likely to succeed; low scores (below 5) mean they are almost certainly not going to succeed. This is assessed by asking respondents to rate the degree of progress on personal projects as well as their likelihood of success. This appraisal dimension is the best positive predictor of well-being.

Control is a key psychological variable that has important links with success. Very similar to that of efficacy in that both are concerned with the extent to which you feel you can influence the events in your life. A sense of control is adaptive to the extent that it is based on an accurate reading of ecosystem resources and constraints.

Simply knowing whether the personal projects a person is pursuing are stressful predicts differences in well-being well beyond knowing that person's socioeconomic status, race, gender, and other key demographic factors. Having highly meaningful pursuits does contribute to well-being but only rather modestly. Whether projects are accomplishable is more likely to enhance your well-being than whether they are meaningful. A project that connects you with others is likely to enhance your well-being too.

Well-being is influenced by stable and dynamic features of both persons and their contexts and that each of these sources of influence is integrated in the personal projects individuals pursue.

Matrix 2: How do you feel about what you are doing?

Please rate from 0 to 10 the extent to which you feel each emotion while engaged or thinking about each project.

Use 10 if you experience the emotion very strongly, and 0 if you don't feel it at all.

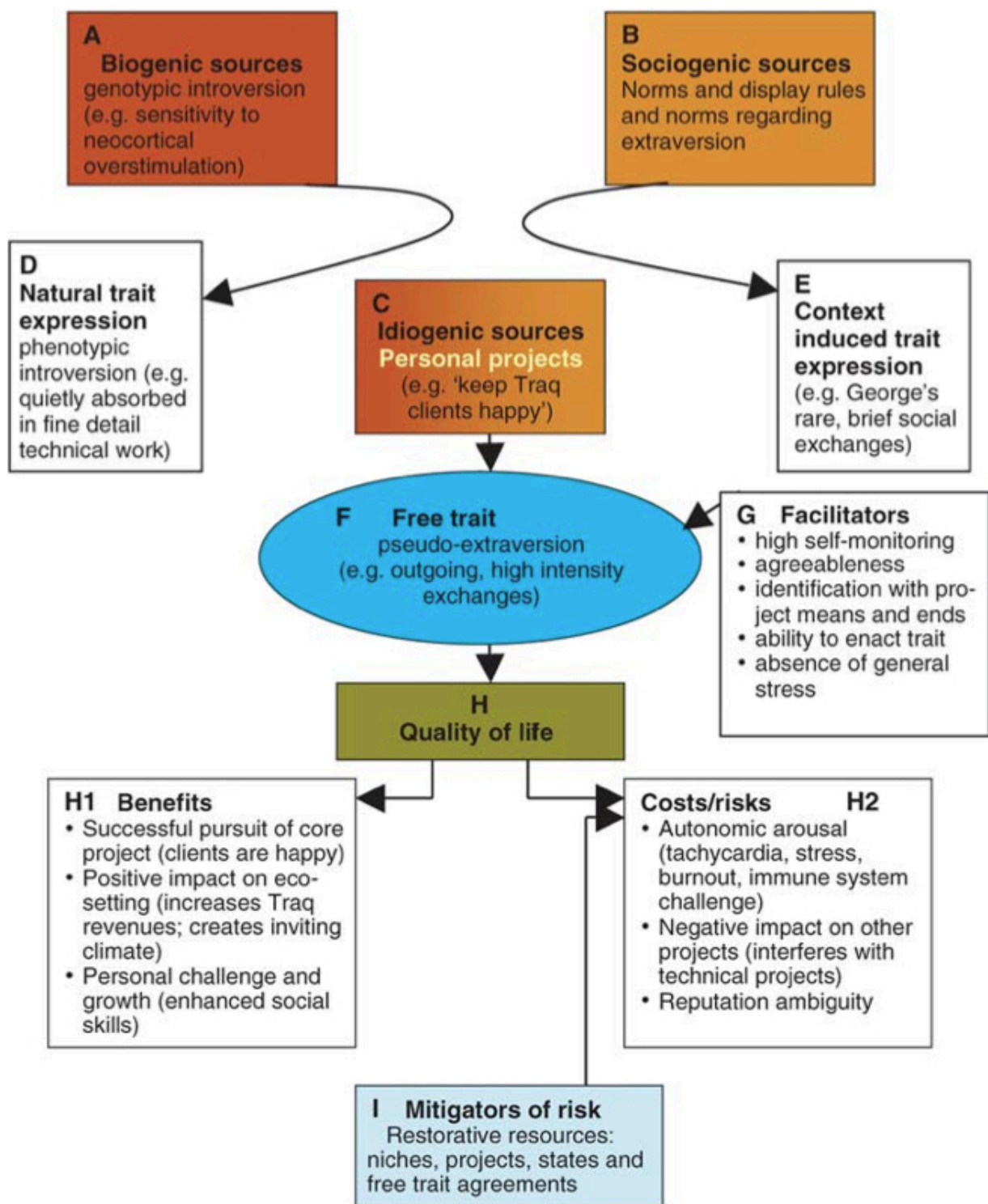
In the 'Other Emotion' column, you have the opportunity to write in any specific emotion that you feel characterizes your project, but may not have been mentioned.

Your projects:		Sad	Fearful / Scared	Full of Love	Angry	Happy / with Enjoyment	Hopeful	Stressed	Uncertain	Depressed	Other Emotion
1	Become a better person	3	6	7	4	7	7	7	7	4	
2	Complete my PhD	2	7	7	4	8	9	9	2	3	
3	Move in with Emily	0	3	10	0	9	10	5	1	0	eager
4	Be less anxious	1	7	2	3	8	7	7	4	3	
5	Lose 15 pounds	0	2	0	4	8	7	4	5	2	energized
6	Have fun with my friends this week-end	0	0	7	0	8	7	5	4	0	excited
7	Walk the Way of St.James	0	10	2	0	6	3	9	9	0	confused
8	Phone my parents more often	0	0	8	3	6	5	1	2	0	
9	Be happy	3	6	8	3	9	7	7	7	2	
10	Adopt a child	0	10	8	0	7	7	9	8	0	

From these matrices, you can evaluate each project, each dimension and the overall contribution of projects to well being. In order to fully understand each participant's ratings, we need to know about them. Are a participant's projects ranking low on one dimension because of the projects themselves? Or because of a stable person feature like a trait, an ability? Or because of a stable context feature?

Also, are the projects chosen by an individual conditioning specific free traits? Or specific personal contexts?

Below an example of such dynamic: How a free trait (pseudo-extraversion, going against a stable person feature of introversion) born from an environmental need (satisfy a client) generates both benefits and costs/risks:



Another important aspect is how the different projects impact each other:

Matrix 3: How do your projects impact each other?

Now for each project separately, starting with project 1 on the left, decide whether the project will have (or is having) a positive (+) very positive (++), negative (-) very negative (- -) or neutral impact (0) on the remaining projects (across the top).

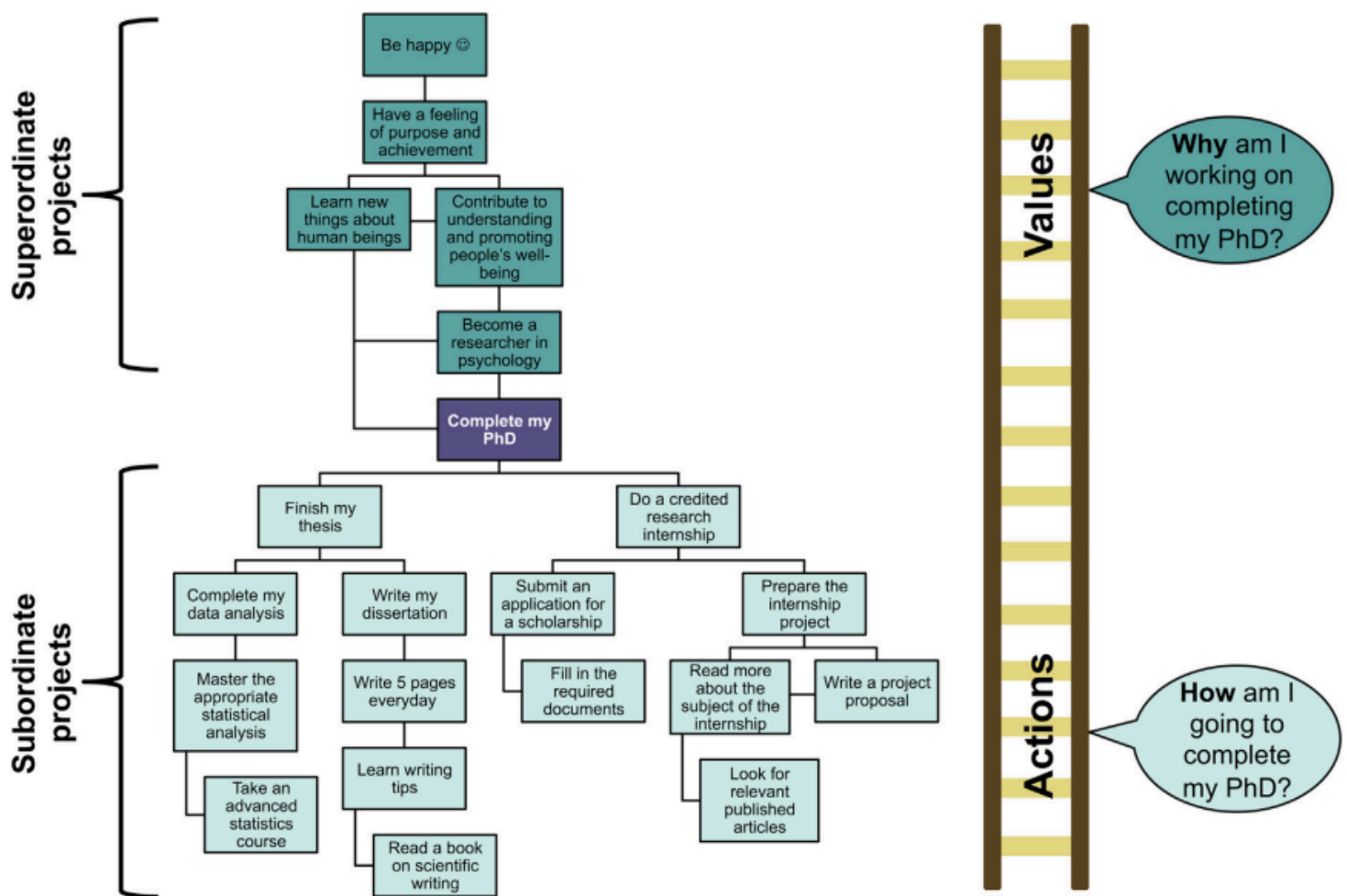
Do the same for project 2, 3 etc. all the way to 10, filling in the blocks on both sides of the diagonal.

Remember, evaluating the impact of project 2 on project 3 is not necessarily the same as evaluating the impact of project 3 on project 2. That is why we want you to complete the entire matrix.

Your projects:		Become a better person	Complete my PhD	Move in with Emily	Be less anxious	Lose 15 pounds	Have fun with my friends this week-end	Walk the Way of St.James	Phone my parents more often	Be happy	Adopt a child
1	Become a better person		0	0	++	+	0	+	++	++	+
2	Complete my PhD	+		+	++	++	0	+	+	++	++
3	Move in with Emily	+	0		0	-	0	0	0	++	++
4	Be less anxious	++	+	0		++	0	-	+	++	++
5	Lose 15 pounds	0	0	0	+		0	0	0	+	0
6	Have fun with my friends this week-end	0	0	0	+	0		0	0	+	0
7	Walk the Way of St.James	++	0	0	++	+	-		0	++	0
8	Phone my parents more often	++	0	0	+	0	0	0		+	0
9	Be happy	++	0	+	++	+	++	+	+		+
10	Adopt a child	++	0	+	-	-	0	0	++	+	

This matrix enables you to see which projects are core: more central to the project system, those which are strongly linked to other projects and which would have the most impact if abandoned.

The last PPA module (optional) focuses on the hierarchy of personal projects. This module derives from the conceptualization of personal projects as middle-level units located in a hierarchy between schedulable acts (at the molecular level) and superordinate goals or values (at the molar level).



In Why-laddering (like the above diagram), individuals are asked why they are engaged in each of their projects. To each of these answers they are again asked why they are engaged in them. This iterative process continues until the answer is regarded as an end in itself – a terminal value.

How-laddering proceeds in the same way but asks how each project is going to be carried out. Again, for each answer the 'how' question is repeated iteratively until a schedulable act is reached.

More archetypal models

The Hero's Journey

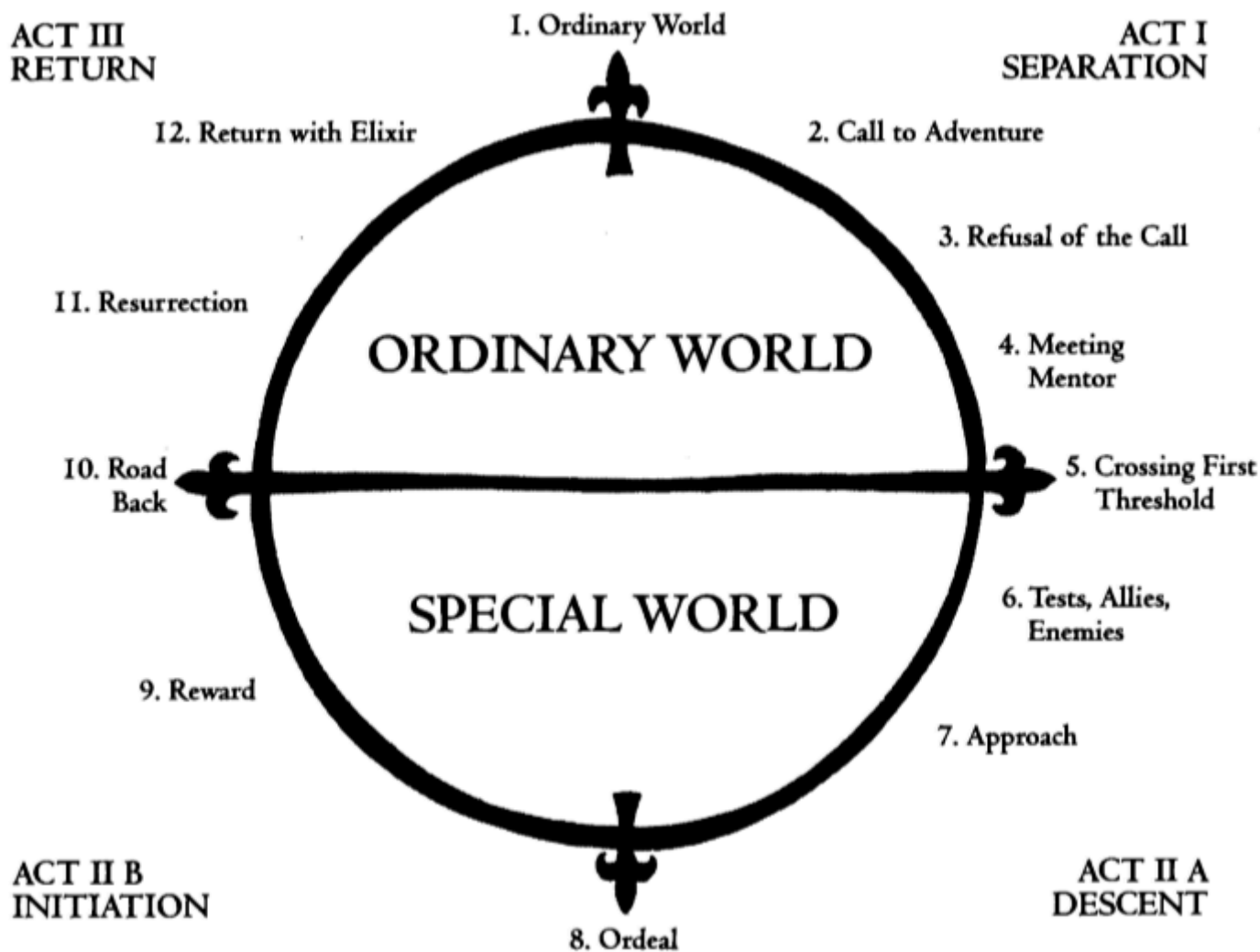
Our identities are dynamic. And the way we construct our identity is around key episodes, key movements. The way we tell our life stories tend to follow a pattern, one we use to present the movement under a specific light.

Popularized by Joseph Campbell, the Hero's Journey was part of his idea of the "Monomyth," a term describing the universal progression of all human storytelling, which we use in our own lives when we create our identity. He developed this while studying mythology from cultures across the world and throughout history, writing about them in *The Hero With a Thousand Faces*. As a follow up, Christopher Vogler wrote *The Writer's Journey*, further distilling the ideas of Campbell into a usable storytelling guide. The Monomyth builds on ever-present patterns of growth and change that is at the core of our lives.

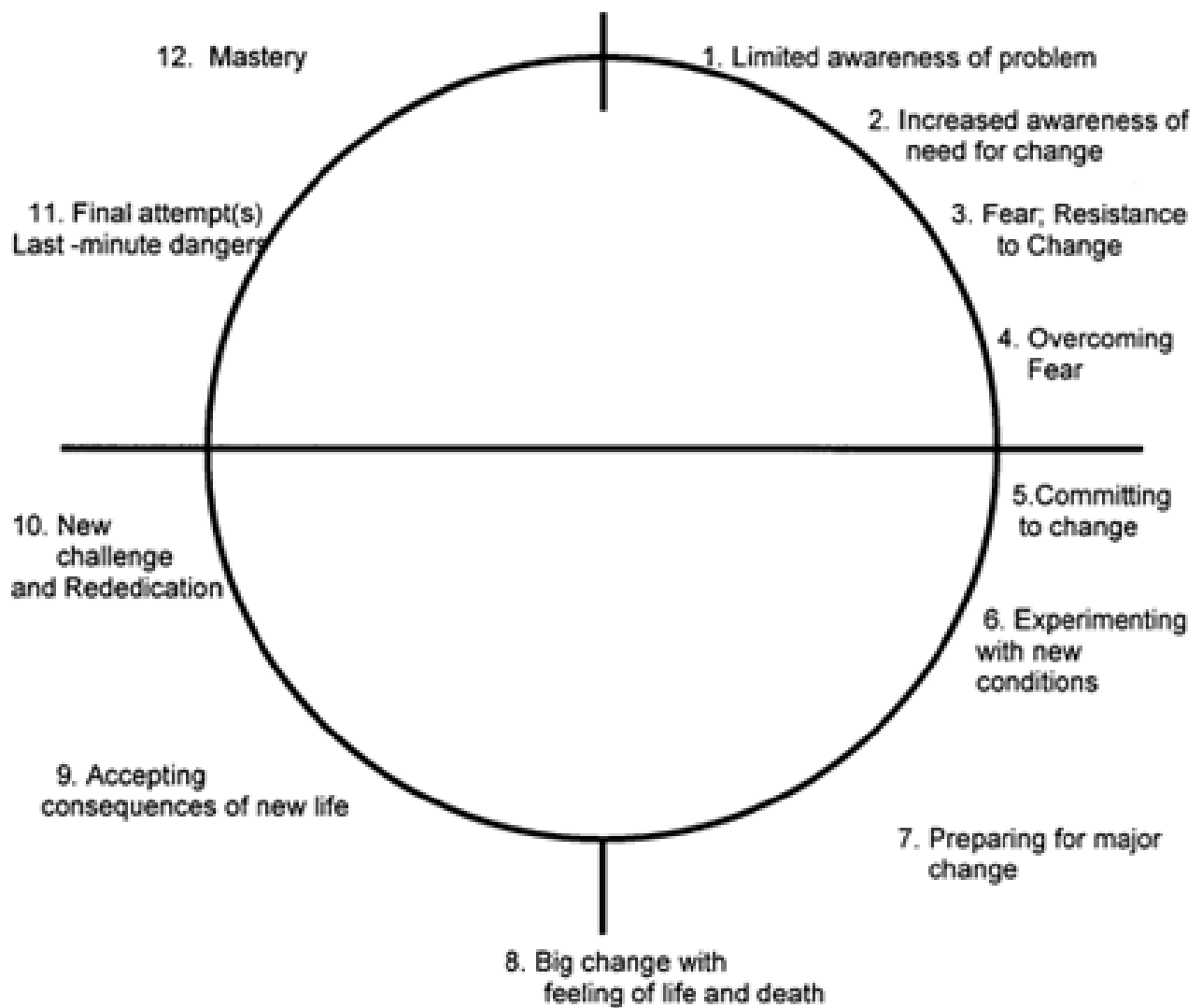
Overall, the Hero's Journey is split into two halves: The Ordinary World, and the Unknown World. The Ordinary World is exactly what it sounds like - your protagonist's everyday life, complete with all of their flaws and insecurities. However, a problem is brewing beneath the surface, and this is what will force them to leave home and enter the Unknown World. This Unknown World is where they'll be tested and forced to grow as a person.

Along the way they'll gain new allies and skills, until they finally return to their Ordinary World to heal its suffering and take their place among the heroes. Throughout this structure, your protagonist's inner development will mirror the conflict of the story, giving your novel a cohesive and resonant feel.

We use Vogler's hero journey model below because of its simpler form.



We are most interested in the inner journey so let's discount the importance of the plot which is just there to make the character uncomfortable and force change. What it's really about for the character - and the audience - is not the External Plot but the internal Emotional Journey. Here is the inner journey associated with Vogler's hero journey:



Allen Palmer has modified Vogler's inner journey model in order for the hero's inner change to occur later: in Vogler's model, the hero changes from the start whereas Palmer invites us to consider a later change: at (8) Ordeal. The flawed character makes the plot more interesting/funny, and postponing the change leads to much greater conflict and emotion in that confrontation scene. Also, it probably is better aligned with our experience of change.

World	Act	Steps		Campbell's	
Ordinary	Separation	(1) Ordinary World [incomplete]	The "special" world exists only if the ordinary does. The inner struggle exists already, it just is not much visible, just cracks under the surface. There are parts the hero knows about, others he is totally unconscious of. The incompleteness of which the hero might be aware will generally be a "Want". They're not happy with their lives and they're convinced that getting this thing will fix it. However, while it might be important for the Hero's external journey to establish this incompleteness of which they're aware, it is at least as important to make your audience aware of an inadequacy of which they will almost certainly be unaware: their flaw.	Departure	(1) The Call to Adventure
		(2) Call to Adventure [unsettled]	Call to go into the unknown. A distant land, a forest, a kingdom underground, beneath the waves, or above the sky, a secret island, lofty mountain top, or profound dream state; a place of strangely fluid and polymorphous beings, unimaginable torments, superhuman deeds, and impossible delight. The call can just be a problem or an opportunity.		(2) Refusal of the Call (3) Supernatural Aid (4) The Crossing of the First Threshold (5) Belly of the Whale

		(3) Refusal of the call [resistant]	<p>The hero first refuses. Because of fear. They might rationalize their refusal by saying that they can't afford to go, that this person is totally wrong for them, or that the goal is impossible, crazy or both, they have responsibilities, etc.</p> <p>The quest imposes itself though, he will have no choice but to go through the journey.</p>		
		(4) Meeting Mentor [encouraged]	<p>The hero, having resisted the call, is "Encouraged" - one way or another - into reconsidering the challenge that's been thrown down. The advice does not have to be wise.</p> <p>The mentor/guide/magical helper appears or becomes known once the hero has committed to the quest, consciously or unconsciously. In Campbell's monomyth, more often than not, this supernatural mentor will present the hero with one or more talismans or artifacts that will aid them later in their quest. Protective power is always and ever-present within or just behind the unfamiliar features of the world. One has only to know and trust, and the ageless guardians will appear.</p>		
		(5) Crossing 1st Threshold [committed]	<p>Point where the hero actually crosses into the field of adventure, leaving the known limits of their world and venturing into an unknown and dangerous realm where the rules and limits are unknown. The hero is swallowed by the special world.</p> <p>Sometimes the hero wants to commit to the journey but they need to convince a Threshold Guardian to let them go on the "adventure".</p> <p>Sometimes, the hero doesn't really get to decide whether they go on the journey: they need to flee.</p> <p>Whether the hero is thrilled about it or not, after step 5 of the Hero's Journey, the hero is "committed" to tackling the goal, problem or opportunity with which they've been presented.</p>		
		(6) Tests, Allies, Enemies [disoriented]	<p>Remember how scary that first day at school was for you when you were 5 or 6? Your hero is similarly disoriented. In their Ordinary World, the hero might have been "incomplete", and they might not have been entirely happy, but at least everything was familiar. Now, as soon as they begin to pursue their goal or fix their problem, their world is turned upside down.</p> <p>Different rules might exist in this Special World, or people may have special powers.</p> <p>Screenwriters will enjoy the possibility of conflict, so the disoriented Hero goes through some sort of "test", a little test, before the journey escalates into danger and threats in Ordeal and Resurrection.</p> <p>Possibly the best way to disorient the hero is by having them try to work out who they can trust and who they should be wary of in this new world – again just like you did at school.</p> <p>By the end of this stage, the hero gains new allies, new enemies, and new skills. They'll be beaten down repeatedly, only to get back up again that much stronger and wiser. Essentially, this period is all about preparing them for the bigger battles that lie ahead. It provides a stark contrast from the more stable Ordinary World and thrusts your protagonist into their new life. However, it also gives them the opportunity - through their new experiences - to prove their strengths, befriend others in the special world, and begin to threaten the antagonist. Overall, these tests will form nearly a quarter of your story's overall runtime as you</p>		
Special	A descent			Initiation	<p>(6) The Road of Trials</p> <p>(7) The Meeting with the Goddess</p> <p>(8) Woman as the Temptress</p> <p>(9) Atonement with the Father</p> <p>(10) Apotheosis</p> <p>(11) The Ultimate Boon</p>

	Initiation		approach the Major Ordeal.		
		(7) Approach [inauthentic]	There is a gap between how the character presents to the world - their "identity" - and who they really are - their "essence". Maybe it is S1 vs S2, maybe what they still are vs what they try to become, etc.		
		(8) Ordeal [confronted]	Up until now, the hero won't have addressed their flaw because they haven't had to. Not only have they done nothing about it but they've possibly been exploiting it. But here they reach an impasse because here someone – often an antagonist or mentor/antagonist – holds a mirror up to the hero and says, "Here you go, pal, take a good long, hard look at yourself. Not pretty, is it!?" This is where, in the great films, the inauthentic identity the hero has been presenting to the world will crack and crumble away, revealing for the first time their true essence. Facing their biggest conflict yet gives the hero a chance to show how far he has come from his Ordinary World. However, don't let them get ahead of themselves. They haven't overcome their inner struggle yet, though they may think they have.		
		(9) Reward [reborn]	Having been confronted with their flaw at The Ordeal, the old, flawed Hero will have died, and a new, "reborn" Hero will emerge in this sequence. If they've been cowardly, they'll now display courage. If they've been selfish, they'll now demonstrate compassion. But, more importantly, their transformation will be revealed through the fresh perceptions of those around them.		
Ordinary	Return	(10) Road back [desperate]	The journey isn't over yet. There are still cracks because of their flaw. No matter how much they try to cover them up, they must deal with them soon. In the last sequence, the Hero was feeling pretty good about themselves because they'd just climbed their personal Everest, but in this sequence they have a daunting realization: now they've got to get down. This is where some complication occurs that makes the attainment of the Hero's original goal seem much more difficult or downright impossible. Dilemma: the hero needs to choose between what they want and what they need, between two different values, hopefully one more material need and one higher value. More than "conflicted", the hero is "desperate". The inner journey is catalyzed by the plot: seeking out the antagonist, and likely beginning the trek to wherever their final showdown will take place. Here your pacing will speed up as well. You're preparing for a climactic showdown, and both your cast and your readers are ready to see this journey come to its conclusion.	Return	(12) Refusal of the Return (13) The Magic Flight (14) Rescue from Without (15) The Crossing of the Return Threshold (16) Master of the Two Worlds (17) Freedom to Live
		CLIMAX (11) Resurrection [decisive]	Showtime. Here they'll face the most difficult test of their flaws, and will have to use all of the knowledge, skills, and alliances they've gained to survive. This is where the dramatic question that was raised in Act 1 is finally answered. More importantly, it's where we discover whether the Hero will take this opportunity to prove to us that they have indeed been transformed by their journey. It's not about winning and it's not about saving the Hero's arse. They can't be rescued by external forces because that would deny them their ultimate character test. It demands that the hero be the active agent – that they make the choice that determines whether they are		

			<p>going to draw on the better part of their humanity or fall back into the weaknesses of the past.</p> <p>But just because the Hero is decisive, it doesn't mean the ending has to be "happy". It just has to be satisfying, which it can be if the Hero loses the external battle but wins the more important personal war with their demons.</p> <p>This overlaps with the Climax and the Climactic moment from the Three Act Structure. Here they'll do battle against your antagonist and face their final test, hopefully overcoming their inner struggle in the process. All of your themes, subplots, characters, symbols, motifs - it's called the Climax for a reason! Of course, this is also the culmination of your protagonist's arc.</p>		
		(12) Return with Elixir [complete]	<p>When you watch the 100m Final at the Olympics, you don't go home after the race is run. You stay for the medal ceremony. That's what this sequence is all about. We've just witnessed some heroics at the climax; now we want to stick around to soak up those overwhelming emotions. It is a moment to celebrate, integrate the insights.</p> <p>With your story's conflict resolved, it's now time for your protagonist to recover. To Return with the Elixir references the end of many myths where the hero brings the rewards of their journey back to their home village, healing the lives of everyone around them - not just their own. In terms of the traditional Three Act Structure, this mirrors your Resolution.</p> <p>Essentially, your goal in these final scenes is to complete the circle of your story.</p> <p>At the end of many adventures the protagonist returns home to their Ordinary World, experiencing echoes from the start of their journey. Yet everything feels different, and they quickly realize how their quest has changed them. Others don't make a physical return, but instead see similar situations to those they struggled with or felt uncomfortable in at the start, this time unfazed by what seemed so intimidating before.</p> <p>Either way, these final moments will be bittersweet, joyful, and maybe even a bit sad.</p>		

Mythical elements from Campbell's Hero's Journey

The Crossing of the First Threshold	<p>This is the point where the hero actually crosses into the field of adventure, leaving the known limits of their world and venturing into an unknown and dangerous realm where the rules and limits are unknown. Campbell tells us,</p> <p>With the personifications of his destiny to guide and aid him, the hero goes forward in his adventure until he comes to the "threshold guardian" at the entrance to the zone of magnified power. Such custodians bound the world in four directions - also up and down - standing for the limits of the hero's present sphere, or life horizon. Beyond them is darkness, the unknown, and danger; just as beyond the parental watch is a danger to the infant and beyond the protection of his society danger to the members of the tribe. The usual person is more than content, he is even proud, to remain within the indicated bounds, and popular belief gives him every reason to fear so much as the first step into the unexplored.</p>
The belly of the whale	<p>The idea that the passage of the magical threshold is a transit into a sphere of rebirth is symbolized in the worldwide womb image of the belly of the whale. The hero, instead of conquering or conciliating the power of the threshold, is swallowed into the unknown and would appear to have died.</p> <p>This popular motif gives emphasis to the lesson that the passage of the threshold is a form of self-annihilation. ... Instead of passing outward, beyond the confines of the visible world, the hero goes inward, to be born again. The disappearance corresponds to the passing of a worshiper into the temple - where he is to be quickened by the recollection of who and what he is, namely dust and ashes unless immortal. The temple interior, the belly of the whale, and the heavenly land beyond, above, and below the confines of the world, are one and the same. The devotee at the moment of entry into a temple undergoes a metamorphosis. ... Once inside he may be said to have died to time and returned to the World Womb, the World Navel, the Earthly</p>

	Paradise. ... Allegorically, then, the passage into a temple and the hero-dive through the jaws of the whale are identical adventures, both denoting in picture language, the life-centering, life-renewing act.
Refusal of the Return	Having found bliss and enlightenment in the other world, the hero may not want to return to the ordinary world to bestow the boon onto their fellow beings. The full round requires that the hero shall now begin the labor of bringing the runes of wisdom, the Golden Fleece, or his sleeping princess, back into the kingdom of humanity, where the boon may redound to the renewing of the community, the nation, the planet, or the ten thousand worlds. But the responsibility has been frequently refused. Even Gautama Buddha, after his triumph, doubted whether the message of realization could be communicated, and saints are reported to have died while in the supernal ecstasy.
The Magic Flight	If the hero in his triumph wins the blessing of the goddess or the god and is then explicitly commissioned to return to the world with some elixir for the restoration of society, the final stage of his adventure is supported by all the powers of his supernatural patron. Sometimes the hero must escape with the boon if it is something that the gods have been jealously guarding. It can be just as adventurous and dangerous returning from the journey as it was to go on it.
The Crossing of the Return Threshold	The trick in returning is to retain the wisdom gained on the quest, to integrate that wisdom into human life, and then maybe figure out how to share the wisdom with the rest of the world. Many failures attest to the difficulties of this life-affirmative threshold. The first problem of the returning hero is to accept as real, after an experience of the soul-satisfying vision of fulfillment, the passing joys and sorrows, banalities, and noisy obscenities of life. Why re-enter such a world? Why attempt to make plausible, or even interesting, to men and women consumed with passion, the experience of transcendental bliss?
Freedom to Live	In this step, mastery leads to freedom from the fear of death, which in turn is the freedom to live. This is sometimes referred to as living in the moment, neither anticipating the future nor regretting the past. The hero is the champion of things becoming, not of things become, because he is. "Before Abraham was, I AM." He does not mistake apparent changelessness in time for the permanence of Being, nor is he fearful of the next moment (or of the "other thing"), as destroying the permanent with its change. [Quoting Ovid's Metamorphoses:] "Nothing retains its own form; but Nature, the greater renewer, ever makes up forms from forms. Be sure that nothing perishes in the whole universe; it does but vary and renew its form." Thus the next moment is permitted to come to pass.

Archetypes of the Hero's Journey

What character do we play in other people's journey? What do others play in ours? Lighten up, every character is useful for your journey to be what it is.

The Hero	This is the main protagonist of the story, the one who goes through the journey. Other characters can also wear the Hero archetype at different points in your story. An Ally may become the Hero while your protagonist is incapacitated, or a Trickster may face a sudden change of heart. This dynamic allows other characters to temporarily take the spotlight and fulfill important story functions or resolve subplots.
The Shadow	Just as the Hero archetype aligns with your protagonist, the Shadow is linked to your antagonist. This archetype seeks the antithesis of your Hero's goals, often the destruction of what the Hero wishes to preserve. Essentially, the Shadow embodies the dark aspects of the Hero. The Shadow is meant to personify the suppressed wounds and inner struggles that the Hero will need to overcome - and this is why antagonists are often called "foil characters." They're a warning about what your protagonist will become if they fail to learn. Of course, just like many characters can act as the Hero, many characters take on aspects of the Shadow. Your Hero may behave like the Shadow in moments. Allies, Heralds, and Threshold Guardians may do so as well, allowing you to create depth in characters that have thus far served only one purpose.
The Mentor	Acting as the Hero's main guidance throughout their journey, the Mentor comes in many forms, but they always serve a critical purpose. An elderly woman giving a soon-to-be bride a magic mirror to see the true face of her new husband or a veteran sports coach training young players both embody the Mentor archetype. This archetype is there to equip the Hero through knowledge, encouragement, skills (artifacts and powers in magic settings) that allow them to overcome the conflict of the story and eventually surpass their flaws. Because of this, Mentors often take on aspects of Threshold Guardians as Heroes prove their worth in exchange for help. Meanwhile, Shadow Mentors may seem to guide the Hero while actually misleading

	<p>them - sometimes maliciously, sometimes mistakenly.</p> <p>The hero has to learn how to survive in the new world incredibly fast, so the mentor appears to give them a fighting chance. This mentor will describe how the new world operates, and instruct the hero in using any innate abilities they possess. The mentor will also gift the hero with equipment, because a level one hero never has any decent weapons or armor. Sometimes the mentor puts the hero on the right path.</p> <p>Once the hero is on the right path and has what they need to survive, the mentor disappears. Heroes must fight without their help.</p>
The Ally	<p>Heroes need a friend to lean on, someone to lighten the load of the journey or to practice their growing skills with.</p> <p>An Ally might act as a Mentor or may descend into a period of being a Shadow or Trickster. Thanks to this complexity, Allies are a great tool for humanizing your Hero, relieving tension, and further exploring your story's themes through subplots.</p>
The Threshold Guardian	<p>Often an aspect of the Shadow, Threshold Guardians are there to represent the fears of your Hero and to challenge them as they progress along their journey. Of course, much like the midterm exams you may have had in school, Threshold Guardians aren't the final test. Still, without your Hero proving they've mastered their new skills, these Guardians will prevent them from reaching their final test at all.</p> <p>While Threshold Guardians are often henchmen of the Shadow, Mentors and Allies can also fulfill this role. For example, an Ally who has second thoughts about their quest might challenge the resolve of your Hero, forcing them to overcome their own doubts to convince their uncertain ally.</p>
The Herald	<p>The Herald's name gives away much of its function - your story's Herald is there to give the Call to Adventure, to foreshadow the coming conflict, and to warn the audience that your Hero's Ordinary World will soon fall away. Based on this description, the Herald may sound like another aspect of the Shadow, and it certainly can be. However, it can also be a positive force.</p>
The Trickster	<p>A classic comedy character seen in sidekicks from a variety of genres, Tricksters are a great way to manage the pace of your story. These moments of comedy relieve the tension built up by more action-packed moments, letting your readers take a moment to breathe.</p> <p>Used in reverse, Tricksters are also great at increasing the weight of key scenes. A character that's been light-hearted throughout your story can suddenly turn serious as they approach the Climax. Your readers will take notice, and will soon find themselves anxiously wondering about what's to come. If this previously comedic character is suddenly changing their tune, then the stakes of the adventure must be rising.</p>
The shapeshifter	<p>Shapeshifters disorient us: is this character friend or foe?</p> <p>If you like to fill your stories with suspense you likely have one - if not many - important Shapeshifter characters.</p> <p>Like the example of the traitorous friend we talked about at the start of this article, the Shapeshifter shows a different face when looked at from different angles. Seductresses, both sexually and in other ways, work to trick the Hero by presenting an alluring offer to their problems while seeking to trap or defeat them when they aren't looking.</p> <p>For instance, the Hero may believe they have an Ally only to find a Shadow, leaving them betrayed and confused. Other times the Shapeshifter may start out as a Shadow, before becoming an Ally later on. This flexibility lets you layer the Shapeshifter archetype into existing characters to create suspense and tension in your story.</p>

Steps in the journey around specific characters

The Meeting with the Goddess	<p>Campbell proposes that the ultimate adventure, when all the barriers and ogres have been overcome, is commonly represented as a mystical marriage of the triumphant hero-soul with the Queen Goddess of the World. The meeting with the goddess (who is incarnate in every woman) is the final test of the talent of the hero to win the boon of love: amor fati: loving life.</p> <p>The great German philosopher Friedrich Nietzsche would describe his formula for human greatness as amor fati - a love of fate. "That one wants nothing to be different, not forward, not backwards, not in all eternity. Not merely bear what is necessary, still less conceal it....but love it."</p>
Woman as the Temptress	<p>The hero faces those temptations, often of a physical or pleasurable nature, that may lead them to abandon or stray from their quest, which does not necessarily have to be represented by a woman. A woman is a metaphor for the physical or material temptations of life since the hero-knight was often tempted by lust from his spiritual journey.</p>
Atonement	<p>The hero must confront and be initiated by whatever holds the ultimate power in their life. In many myths</p>

with the Father /Abyss	<p>and stories, this is the father or a father figure who has life and death power. This is the center point of the journey. All the previous steps have been moving into this place, all that follow will move out from it. Although this step is most frequently symbolized by an encounter with a male entity, it does not have to be a male - just someone or something with incredible power. Per Campbell, Atonement consists in no more than the abandonment of that self-generated double monster - the dragon thought to be God (superego) and the dragon thought to be Sin (repressed id). But this requires an abandonment of the attachment to ego itself, and that is what is difficult. One must have faith that the father is merciful, and then a reliance on that mercy. Therewith, the center of belief is transferred outside of the bedeviling god's tight scaly ring, and the dreadful ogres dissolve. It is in this ordeal that the hero may derive hope and assurance from the helpful female figure, by whose magic (pollen charms or power of intercession) they are protected through all the frightening experiences of the father's ego-shattering initiation. For if it is impossible to trust the terrifying father-face, then one's faith must be centered elsewhere (Spider Woman, Blessed Mother); and with that reliance for support, one endures the crisis - only to find, in the end, that the father and mother reflect each other, and are in essence the same.</p> <p>Campbell later expounds: The problem of the hero going to meet the father is to open his soul beyond terror to such a degree that he will be ripe to understand how the sickening and insane tragedies of this vast and ruthless cosmos are completely validated in the majesty of Being. The hero transcends life with its peculiar blind spot and for a moment rises to a glimpse of the source. They behold the face of the father, understand - and the two are atoned.</p>
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Enneagram

Free test at: <https://personalitypath.com/free-enneagram-personality-test/>

\$12/test at: <https://www.enneagraminstitute.com/>

The Enneagram has become more popular since 2019. With [Shopify in the news for using it](#), we are expecting the personality tool to get more traction. Considered pseudoscience, it is based on the intuitive mystical experiences of Claudio Naranjo (philosopher and spiritual teacher). Don Riso and Russ Hudson also have contributed to the model through their books and the Enneagram Institute which has published in-depth information about the model on the Institute website, where the information below comes from.

There are 9 personality types:

	Type	Traits	Desire	Fear	Key Motivation	Description
1	Reformer	Rational, Idealistic Principled, Purposeful, Self-Controlled, and Perfectionistic	To be good, to have integrity, to be balanced	Of being corrupt /evil, defective	Want to be right, to strive higher and improve everything, to be consistent with their ideals, to justify themselves, to be beyond criticism so as not to be condemned by anyone.	Conscientious and ethical, with a strong sense of right and wrong. They are teachers, crusaders, and advocates for change: always striving to improve things, but afraid of making a mistake. Well-organized, orderly, and fastidious, they try to maintain high standards, but can slip into being critical and perfectionistic. They typically have problems with resentment and impatience. At their Best: wise, discerning, realistic, and noble. Can be morally heroic.
2	Helper	Caring, Interpersonal Demonstrative, Generous, People- Pleasing, and Possessive	To feel loved	Of being unwanted, unworthy of being loved	Want to be loved, to express their feelings for others, to be needed and appreciated, to get others to respond to them, to vindicate their claims about themselves.	Empathetic, sincere, and warm-hearted. They are friendly, generous, and self-sacrificing, but can also be sentimental, flattering, and people-pleasing. They are well-meaning and driven to be close to others, but can slip into doing things for others in order to be needed. They typically have problems with possessiveness and with acknowledging their own needs. At their Best: unselfish and altruistic, they have unconditional love for others.
3	Achiever	Success-Oriented, Pragmatic Adaptive, Excelling, Driven,	To feel valuable and worthwhile	Of being worthless	Want to be affirmed, to distinguish themselves from others, to have attention, to be admired, and to impress others.	Self-assured, attractive, and charming. Ambitious, competent, and energetic, they can also be status-conscious and highly driven for advancement. They are diplomatic and poised, but can also be overly concerned with their image and what others think of them. They typically have problems with workaholism and

		and Image-Conscious				competitiveness. At their Best: self-accepting, authentic, everything they seem to be - role models who inspire others.
4	Individualist	Sensitive, Withdrawn Expressive, Dramatic, Self-Absorbed, and Temperamental	To find themselves and their significance (to create an identity)	That they have no identity or personal significance	Want to express themselves and their individuality, to create and surround themselves with beauty, to maintain certain moods and feelings, to withdraw to protect their self-image, to take care of emotional needs before attending to anything else, to attract a "rescuer."	Self-aware, sensitive, and reserved. They are emotionally honest, creative, and personal, but can also be moody and self-conscious. Withholding themselves from others due to feeling vulnerable and defective, they can also feel disdainful and exempt from ordinary ways of living. They typically have problems with melancholy, self-indulgence, and self-pity. At their Best: inspired and highly creative, they are able to renew themselves and transform their experiences.
5	Investigator	Intense, Cerebral Perceptive, Innovative, Secretive, and Isolated	To be capable and competent	Being useless, helpless, or incapable	Want to possess knowledge, to understand the environment, to have everything figured out as a way of defending the self from threats from the environment.	Alert, insightful, and curious. They are able to concentrate and focus on developing complex ideas and skills. Independent, innovative, and inventive, they can also become preoccupied with their thoughts and imaginary constructs. They become detached, yet high-strung and intense. They typically have problems with eccentricity, nihilism, and isolation. At their Best: visionary pioneers, often ahead of their time, and able to see the world in an entirely new way.
6	Loyalist	Committed, Security-Oriented Engaging, Responsible, Anxious, and Suspicious	To have security and support	Of being without support and guidance	Want to have security, to feel supported by others, to have certitude and reassurance, to test the attitudes of others toward them, to fight against anxiety and insecurity.	Committed, security-oriented type. Sixes are reliable, hard-working, responsible, and trustworthy. Excellent "troubleshooters," they foresee problems and foster cooperation, but can also become defensive, evasive, and anxious - running on stress while complaining about it. They can be cautious and indecisive, but also reactive, defiant and rebellious. They typically have problems with self-doubt and suspicion. At their Best: internally stable and self-reliant, courageously championing themselves and others.
7	Enthusiast	Busy, Fun-Loving Spontaneous, Versatile, Distractible, and Scattered	To be satisfied and content, to have their needs fulfilled	Of being deprived and in pain	Want to maintain their freedom and happiness, to avoid missing out on worthwhile experiences, to keep themselves excited and occupied, to avoid and discharge pain.	Extroverted, optimistic, versatile, and spontaneous. Playful, high-spirited, and practical, they can also misapply their many talents, becoming over-extended, scattered, and undisciplined. They constantly seek new and exciting experiences, but can become distracted and exhausted by staying on the go. They typically have problems with impatience and impulsiveness. At their Best: they focus their talents on worthwhile goals, becoming appreciative, joyous, and satisfied.
8	Challenger	Powerful, Dominating Self-Confident, Decisive, Willful, and Confrontational	To protect themselves (to be in control of their own life and destiny)	Of being harmed or controlled by others.	Want to be self-reliant, to prove their strength and resist weakness, to be important in their world, to dominate the environment, and to stay in control of their situation.	Self-confident, strong, and assertive. Protective, resourceful, straight-talking, and decisive, but can also be ego-centric and domineering. Eights feel they must control their environment, especially people, sometimes becoming confrontational and intimidating. Eights typically have problems with their tempers and with allowing themselves to be vulnerable. At their Best: self-mastering, they use their strength to improve others' lives, becoming heroic, magnanimous, and inspiring.
9	Peacemaker	Easygoing, Self-Effacing Receptive, Reassuring, Agreeable, and Complacent	To have inner stability "peace of mind"	Of loss and separation	Want to create harmony in their environment, to avoid conflicts and tension, to preserve things as they are, to resist whatever would upset or disturb them.	Accepting, trusting, and stable. They are usually creative, optimistic, and supportive, but can also be too willing to go along with others to keep the peace. They want everything to go smoothly and be without conflict, but they can also tend to be complacent, simplifying problems and minimizing anything upsetting. They typically have problems with inertia and stubbornness. At their Best: indomitable and all-embracing, they

					are able to bring people together and heal conflicts.
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Wings and Connecting Lines:

They can enrich the model. They're controversial though: some use them and celebrate how dynamic it makes the Enneagram, others discard them.



The Enneagram theory proposes that the adjacent types are influencing one's personality. If you're type 3, types 2 and 4 can manifest themselves in your personality. 2 and 4 are called your "wings" and one or two wings can influence you without changing your core type.

There are two lines connected to each type, and they connect with two other types. One line connects with a type that represents how a person of the first type behaves when they are moving toward health and growth. This is called the Direction of Integration or Growth. The other line goes to another type that represents how the person is likely to act out if they are under increased stress and pressure - when they feel they are not in control of the situation. This second line is called the Direction of Stress or Disintegration. An average to unhealthy 1 under stress will eventually behave like an average to unhealthy 4. In health and growth, 1 behaves like a 7.

The Continuum of the Levels of Development:

One of the most profound ways of understanding the Levels is as a measure of our capacity to be present. The more we move down the Levels, the more identified we are with our ego and its increasingly negative and restrictive patterns. Our personality becomes more defensive, reactive, and automatic - and we consequently have less and less real freedom and less real consciousness. As we move down the Levels, we become caught in more compulsive, destructive actions which are ultimately self-defeating.

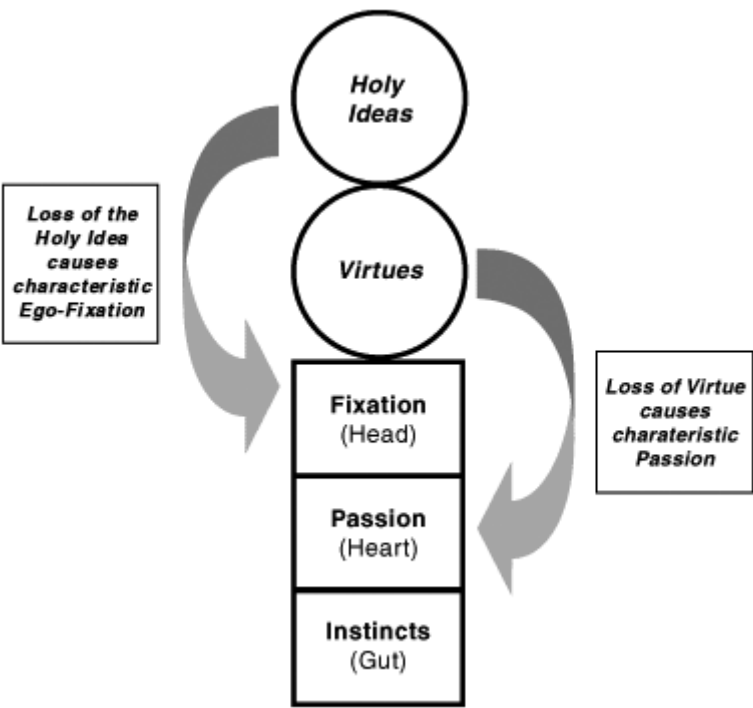
By contrast, the movement toward health, up the Levels, is simultaneous with being more present and awake in our minds, hearts, and bodies. As we become more present, we become less fixated in the defensive structures of our personality and are more attuned and open to ourselves and our environment. We see our personality objectively in action rather than "falling asleep" to our automatic personality patterns. There is therefore the possibility of "not doing" our personality and of gaining some real distance from the negative consequences of getting caught in it.

As we become more present, we see our personality traits more objectively and the Levels become a continuous guide to self-observation, a map that we can use to chart where we are in our psycho-spiritual development at any given time. As we move "up" the Levels, we discover that we are freer and less driven by compulsive, unconscious drives and therefore able to act more effectively in all areas of our lives, including in our relationships. When we are less identified with our personality, we find that we respond as needed to whatever life presents, actualizing the positive potentials in all nine types, bringing real peace, creativity, strength, joy, compassion, and other positive qualities to whatever we are doing.

		Example of Going Down	Type 1 Example
Healthy	Level 1: The Level of Liberation		(At Their Best) Become extraordinarily wise and discerning. By accepting what is, they become transcendently realistic, knowing the best action to take in each moment. Humane, inspiring, and hopeful:

			the truth will be heard.
	Level 2: The Level of Psychological Capacity		Conscientious with strong personal convictions: they have an intense sense of right and wrong, personal religious and moral values. Wish to be rational, reasonable, self-disciplined, mature, moderate in all things.
	Level 3: The Level of Social Value		Extremely principled, always want to be fair, objective, and ethical: truth and justice primary values. Sense of responsibility, personal integrity, and of having a higher purpose often make them teachers and witnesses to the truth.
Average	Level 4: The Level of Imbalance/ Social Role		Dissatisfied with reality, they become high-minded idealists, feeling that it is up to them to improve everything: crusaders, advocates, critics. Into "causes" and explaining to others how things "ought" to be.
	Level 5: The Level of Interpersonal Control	The person is trying to manipulate himself and others to get his or her psychological needs met. This invariably creates interpersonal conflicts. By this Level, the person has also fully identified with the ego and does not see himself as anything more than that: the ego must therefore be increasingly defended and inflated for the person to feel safe and to keep their identity intact. If this activity does not satisfy the person, and anxiety increases, he or she may deteriorate to the next state: L6	Afraid of making a mistake: everything must be consistent with their ideals. Become orderly and well-organized, but impersonal, puritanical, emotionally constricted, rigidly keeping their feelings and impulses in check. Often workaholics - "anal-compulsive," punctual, pedantic, and fastidious.
	Level 6: The Level of Over-compensation	L6 : Level of Overcompensation, where their behavior will become more intrusive and aggressive as they continue to pursue their ego-agenda. Anxiety is increasing, and the person is increasingly disruptive, and focused on getting his needs met, regardless of the impact on people around them.	Highly critical both of self and others: picky, judgmental, perfectionistic. Very opinionated about everything: correcting people and badgering them to "do the right thing" - as they see it. Impatient, never satisfied with anything unless it is done according to their prescriptions. Moralizing, scolding, abrasive, and indignantly angry.
Unhealthy	Level 7: The Level of Violation		Can be highly dogmatic, self-righteous, intolerant, and inflexible. Begin dealing in absolutes: they alone know "The Truth." Everyone else is wrong: very severe in judgments, while rationalizing their own actions.
	Level 8: The Level of Obsession and Compulsion		Become obsessive about imperfection and the wrongdoing of others, although they may fall into contradictory actions, hypocritically doing the opposite of what they preach.
	Level 9: The Level of Pathological Destructiveness		Become condemnatory toward others, punitive and cruel to rid themselves of wrongdoers. Severe depressions, nervous breakdowns, and suicide attempts are likely. Generally corresponds to the Obsessive-Compulsive and Depressive personality disorders.

If we have not lost you yet, you might be open to this last bit.

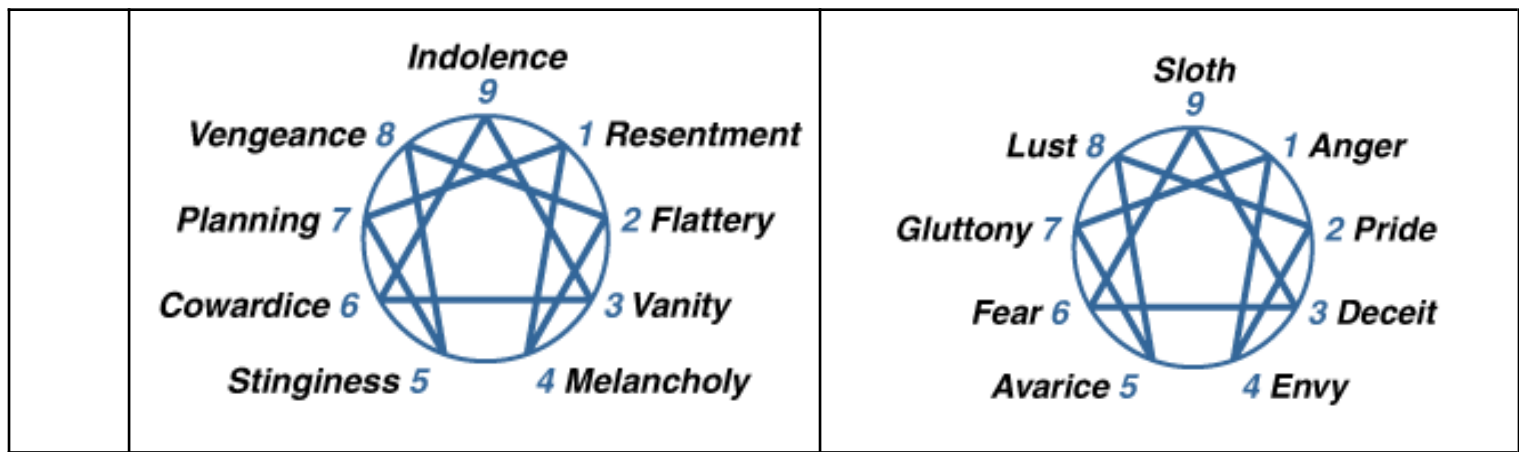


Ichazo conceptualized how divine values - he uses holy ideas and virtues - get distorted into our ego as fixation (thought) and passion (feeling)

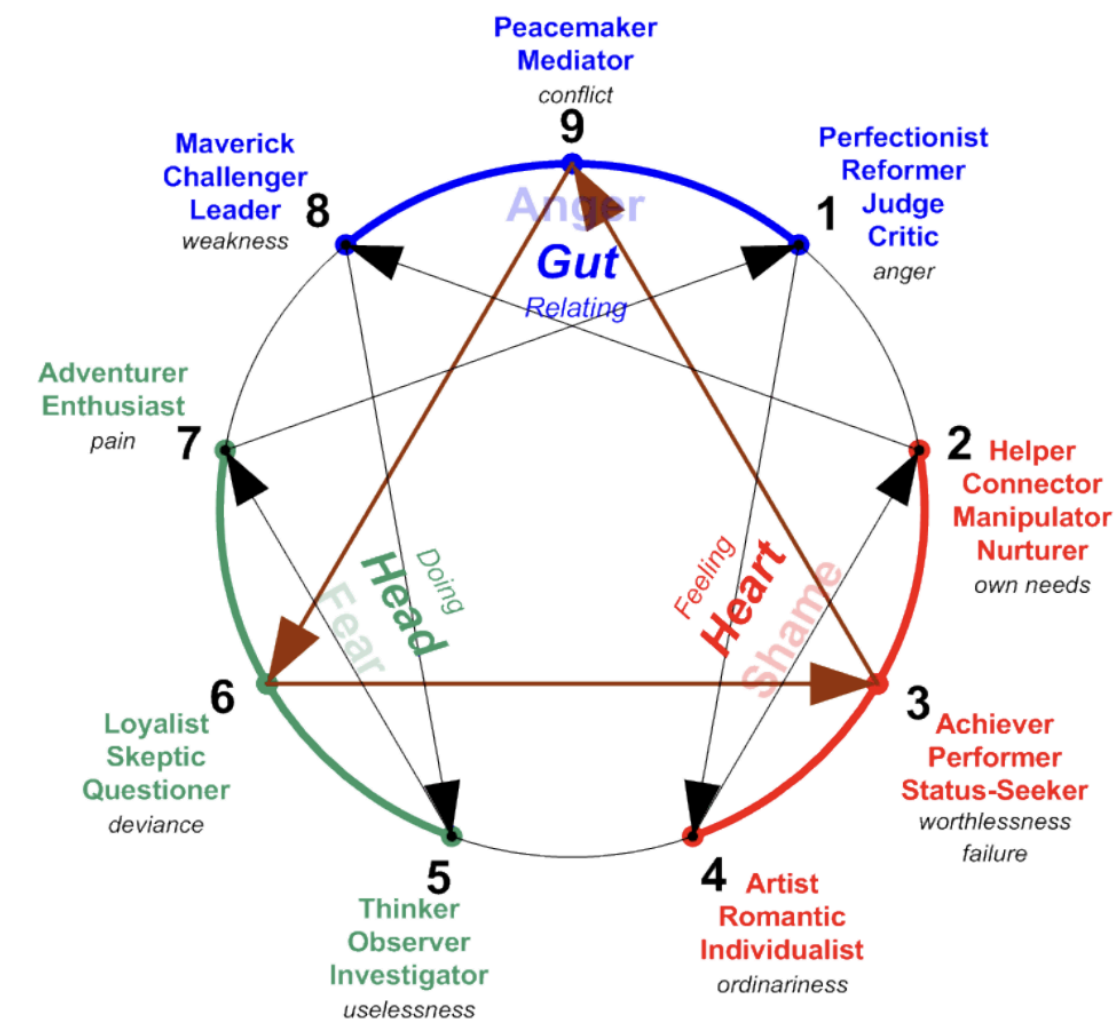
The Virtues are essential qualities of the heart experienced by human beings when they are abiding in Essence. As a person loses awareness and presence, falling away from Essence into the trance of the personality, the loss of awareness of the Holy Idea becomes a person's Ego-fixation, and the loss of contact with the Virtue causes the person's characteristic Passion. While everyone has the capacity to embody all of the Holy Ideas and Virtues, one pair of them is central to the soul's identity, so the loss if it is felt most acutely, and the person's ego is most preoccupied with recreating it, although in a futile, self-defeating way. Passions and Ego-fixations represent the ways that spiritual qualities become contracted into ego states.

By remembering or contemplating the higher quality, balance could be restored, thus accelerating the person's awareness of themselves as Essence. Knowing one's "type" was a way to direct one's inner work to facilitate the transformative process.

Divine Forms	<div><p><u>Holy Ideas</u></p><p>Holy Love 9 Holy Truth 8 Holy Perfection 1 Holy Will, Holy Freedom 2 Holy law, Holy Hope 3 Holy Origin 4 Holy Omniscience, Holy Transparency 5 Holy Faith 6 Holy Wisdom, Holy Plan 7</p></div>	<div><p><u>Virtues</u></p><p>Action 9 Serenity 1 Humility 2 Truthfulness 3 Equanimity 4 Non-Attachment 5 Courage 6 Sobriety 7 Innocence 8</p></div>
Ego Forms	<p><u>Fixation (head)</u></p>	<p><u>Passion (heart)</u></p>



The Enneagram



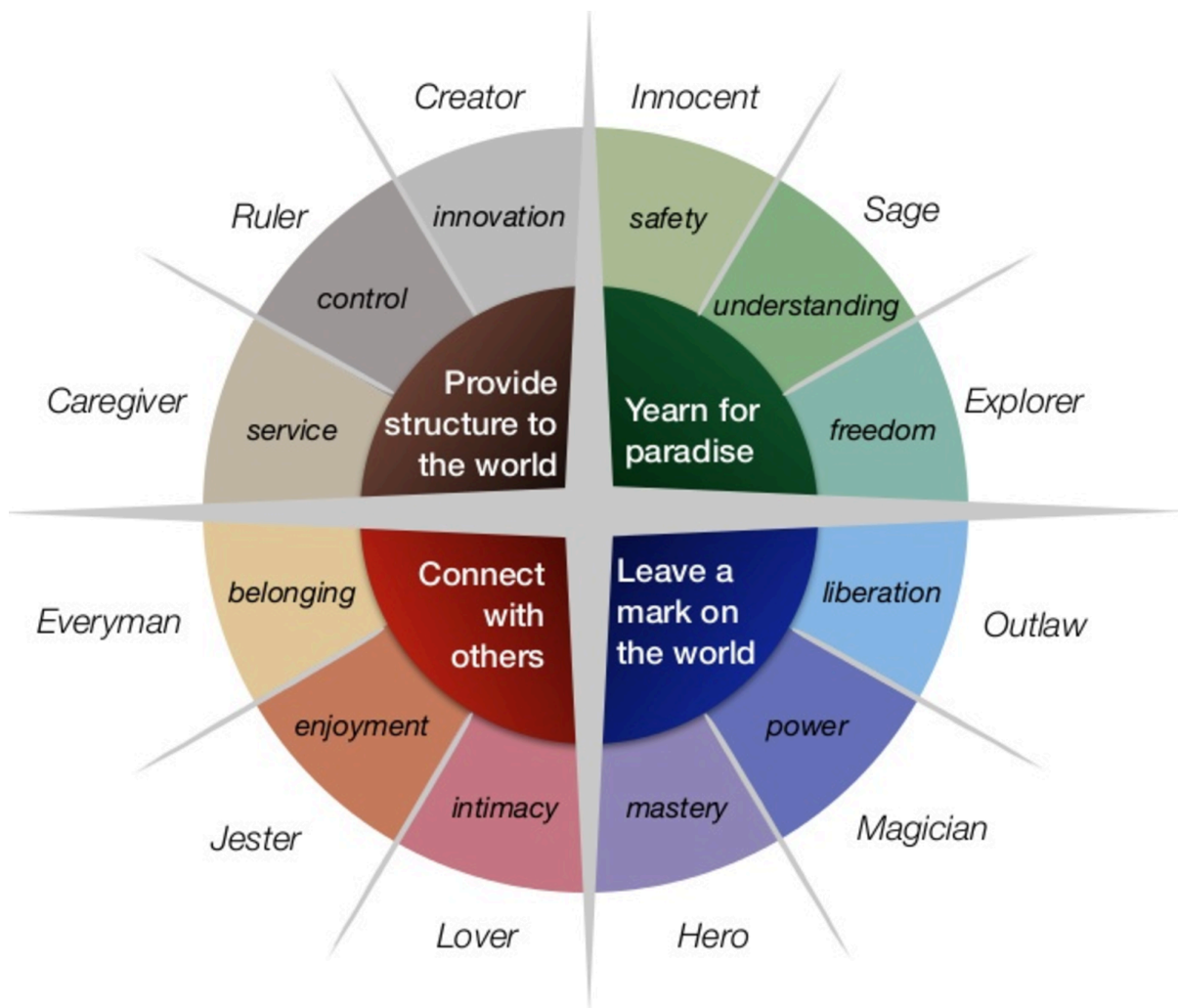
italics above are the avoidance

→ With Arrow – Disintegration (stress)
 ← Against Arrow – Integration (growth)

Sub Types (Instinctual Variant Stack)
 Sexual (one-on-one, intimate)
 Social
 Self-Preservation

www.CoCreativeJourneys.com

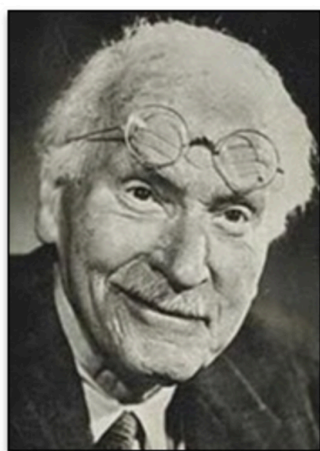
12 Archetypal Characters



Archetypes are a collectively-inherited unconscious idea, pattern of thought, image, etc., that is universally present in individual psyches.

There are forms or images of a collective nature which occur practically all over the earth as constituents of myths and at the same time as individual products of the unconscious. These are imprinted and hardwired into our psyches. — CARL JUNG

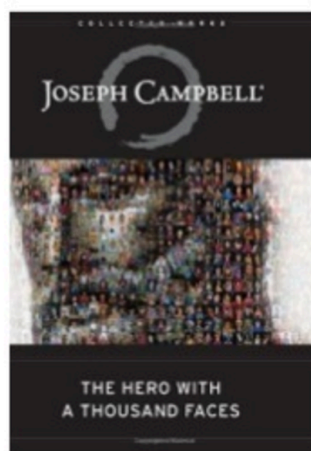
1919



Carl Jung

Psychologist who introduced the term Archetype in 1919

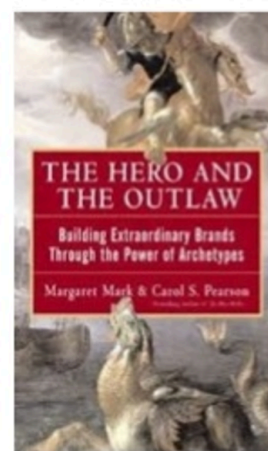
1949



Joseph Campbell

Demonstrated that the collective unconscious is cross-cultural 1949

2001



Margaret Mark

Applied Archetypes to Marketing and Branding

The 12 archetypal characters are used as a storytelling tool by brand marketers and novel writers because they enable us to tap into the collective unconscious by appealing to universal human needs and associations:

- We choose brands for the mental shortcuts they represent.
- We empathize with characters because we share some of their needs and challenges.
- We are inspired by characters because we strive for what they represent.

From a MasterClass article for writers:

Archetypes	Description	Strengths	Weaknesses	Examples
Lover	Romantic lead who's guided by the heart.	humanism, passion, conviction	naivete, irrationality	Romeo & Juliet, Noah Calhoun (The Notebook), Scarlett O'Hara (Gone With the Wind), Belle (Beauty & the Beast)
Hero	The protagonist who rises to meet a challenge and saves the day.	courage, perseverance, honor	overconfidence, hubris	Achilles (The Iliad), Luke Skywalker (Star Wars), Wonder Woman (Wonder Woman), Harry Potter (Harry Potter and the Sorcerer's Stone)
Magician	Powerful figure who has harnessed the ways of the universe to achieve key goals.	omniscience, omnipotence, discipline	corruptibility, arrogance	Prospero (The Tempest), Gandalf (The Lord of the Rings), Morpheus (The Matrix), Darth Vader (Star Wars)
Outlaw	Rebel who won't abide by society's demands.	independent thinking, virtue, owes no favors	self-involved, potentially criminal	Han Solo (Star Wars), Dean Moriarty (On the Road), Humbert Humbert (Lolita), Batman (The Dark Knight)
Explorer	Naturally driven to push the boundaries of the status quo and explore the unknown.	curious, driven, motivated by self-improvement	restless, unreliable, never satisfied	Odysseus (The Odyssey), Sal Paradise (On the Road), Huckleberry Finn (The Adventures of Huckleberry Finn), Sherlock Holmes (Sherlock Holmes)
Sage	Wise figure with knowledge for those who inquire. The mother figure or mentor is often based on this archetype.	wisdom, experience, insight	cautious, hesitant to actually join the action	Athena (The Odyssey), Obi-Wan Kenobi (Star Wars), Hannibal Lecter (The Silence of the Lambs), The Oracle (The Matrix)
Innocent	Morally pure character, often a child, whose only intentions are good.	morality, kindness, sincerity	vulnerable, naive, rarely skilled	Tiny Tim (A Christmas Carol), Lennie Small (Of Mice and Men), Cio-Cio-san (Madame Butterfly), Buddy the Elf (Elf)
Creator	Motivated visionary who creates art or structures during the narrative.	creativity, willpower, conviction	self-involvement, single-mindedness, lack of practical skills	Zeus (The Iliad), Dr. Emmett Brown (Back to the Future), Dr. Moreau (The Island of Dr. Moreau), Dr. Victor Frankenstein (Frankenstein)
Ruler	Legal or emotional power over others.	omnipotence, status, resources	aloofness, disliked by others, out of touch	Creon (Oedipus Rex), King Lear (King Lear), Aunt Sally (The Adventures of Huckleberry Finn), Tony Soprano (The Sopranos)
Caregiver	Continually supports others and makes sacrifices on their behalf.	honorable, selfless, loyal	lacking personal ambition or leadership	Dolly Oblonsky (Anna Karenina), Calpurnia (To Kill a Mockingbird), Samwell Tarly (The Game of Thrones series), Mary Poppins (Mary Poppins)
Everyman	Relatable character who feels recognizable from daily life.	grounded, salt-of-the-earth, relatable	lacking special powers, often unprepared for what's to come	Bilbo Baggins (The Hobbit), Leopold Bloom (Ulysses), Leslie Knope (Parks & Recreation), Winston Smith (1984)
Jester	Funny character or trickster who provides	funny, disarming,	can be obnoxious and	Sir John Falstaff (Henry V), King Lear's Fool (King Lear), Frank and Estelle Costanza

	comic relief, but may also speak important truths.	insightful	superficial	(Seinfeld), R2D2 and C-3PO (Star Wars)
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Some stuff to integrate:

From Seven Perspectives on the STAGES Developmental Model - Kim Barta - INTEGRAL REVIEW - April 2020 - Vol. 16, No. 1:

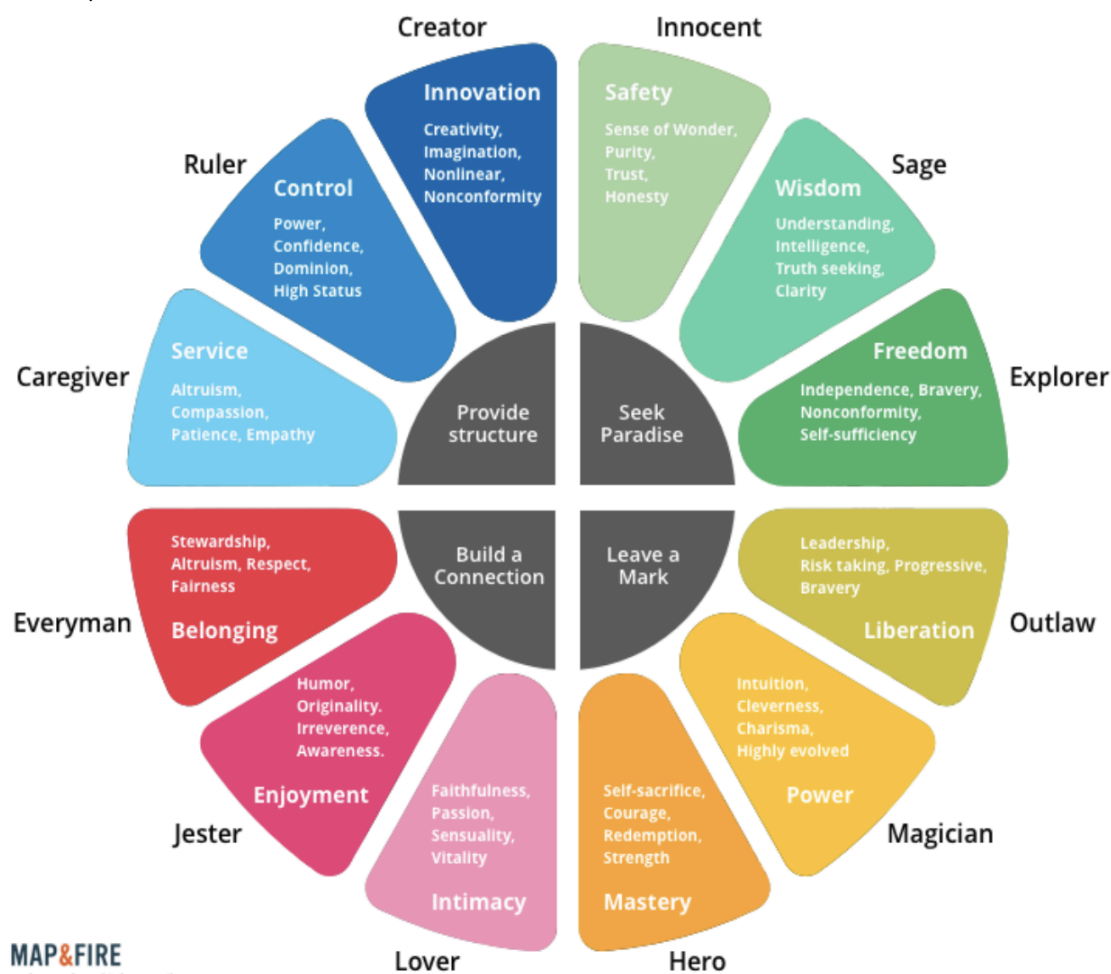


Table 2.1. Pearson's developmental model of archetypes.

Archetype	Fear	Strength	Weakness/Shadow
Innocent	Abandonment	Fidelity/Trust/Optimism	Denial Reality/Seek Rescue
Orphan	Exploitation	Process pain/Interdependence	Irresponsibility
Warrior	Weakness	Fight what matters/Courage/Discipline	Compromised Principles
Caregiver	Selfishness	Give to others/Compassion/Generosity	Guilt Manipulation
Seeker	Conformity	Be true to self/Autonomy/Ambition	Commitment Avoidance
Lover	Loss of Love	Follow your bliss/Passion/Commitment	Seductive Sirens
Destroyer	Annihilation	Ability to let go/Humility	Addictive Compulsions
Creator	Inauthenticity	Self-acceptance/Individuality/Calling	Obsessive Distractions
Ruler	Chaos	Take responsibility/Control/Order	Tyrant
Magician	Evil Sorcery	Align with Cosmos/Personal Power	Evil Sorcerer
Sage	Deception	Enlightenment/Wisdom/Nonattachment	Heartless Judge
Fool	Nonaliveness	Trust process/Joy/Freedom	Without Control dignity/No Self

Both the enneagram and Jungian typologies indicate we are all of them at once, but that we may focus on one or another to develop it. The enneagram has a specific sequence to follow while the Jungian archetypes orient to a more organic explore-as-you-like dynamic. Both styles can be useful in different ways. The former has a specific lesson in how to go about accessing other types in a systematic and healthy way. The latter offers more flexibility. As a result, I can call upon whatever type is needed in the moment. If I need a Caregiver, I call on that type within me, If I need a Warrior, I call on that type. If you need a new type all you need do is look within and find it.

5 wounds & masks

Removed from this section, can still be accessed here:

<https://docs.google.com/document/d/13i5w8kr6dLUHcLxNdRfMmSSzjizR3PymJK3dWhzbtY/edit#>