

The Leadership Archetypes Survey Guide



This document explains how to score and interpret the Leadership Archetypes Survey. It is not intended to be shared with participants.

The goal of the survey is to identify:

- A **Default Archetype** (how the leader copes under pressure)
- An **Authentic Archetype** (how the leader leads when grounded)
- The resulting **misalignment pattern**
- Appropriate **relief moves**

Archetype Key

Each answer option maps to one archetype:

- **A = Anchor**
Steadiness, calming, emotional regulation, stability
- **B = Catalyst**
Momentum, action, decisiveness, urgency
- **C = Steward**
Care, connection, emotional support, trust
- **D = Wayfinder**
Clarity, thinking, perspective, orientation
- **E = Architect**
Systems, structure, process, design

Question Mapping by Section

Section 1: Context

These are demographic questions only and are not scored. They are to help provide context for the answers given in terms of expected relevance of the answer given their current role, level of ambiguity they face, and current frame of mind.

Section 2: Default Mode Under Pressure

Questions 4–12

Purpose: Identify the archetype a leader relies on most when stakes are high.

Scoring:

"Most like me" = 2 points

"Second most like me" = 1 point

Add points by archetype across all Section 2 questions. The archetype with the highest total is the Default Archetype.

Section 3: Authentic Mode When Grounded

Questions 13–16

Purpose: Identify what leadership feels most natural, energizing, and sustainable when pressure is lower.

Scoring:

"Most like me" = 2 points

"Second most like me" = 1 point

Add points by archetype across these questions. The archetype with the highest total is the Authentic Archetype. If Default and Authentic are the same, the leader is relatively aligned.

Section 4: Friction and Exhaustion Signals

Questions 17–19

Purpose: Confirm overuse patterns and help resolve close scores. These questions do not typically change the Default or Authentic archetype unless scores are extremely close.

Instead, they:

Validate the experience described in the result

Help determine which misalignment language resonates most

Guide which relief moves to surface first

Interpreting Common Patterns

Default ≠ Authentic

This is the most common outcome.

Interpretation: The leader is coping effectively, but not sustainably. Over time, this creates fatigue, frustration, or quiet resentment.

The misalignment pairing (Default → Authentic) defines the core inner conflict.

Default = Authentic

Interpretation: The leader's natural leadership style is already aligned. Relief moves should focus on protecting this alignment under pressure rather than changing behavior.

Using the Results in Coaching or Feedback

1. Start by naming what the Default Archetype has been protecting.
2. Normalize why this pattern made sense.
3. Introduce the Authentic Archetype as a direction of relief, not a correction.
4. Offer 2–3 small relief moves tied to the pairing.

Avoid language that suggests fixing, upgrading, or replacing the leader.

Important Notes

- This survey measures behavior and energy, not personality.
- Results should be presented as patterns, not labels.
- The value is in the conversation and application, not the category itself.

The archetypes are a lens for relief, not a verdict.

Leadership Archetypes Survey

Section 1: Context

In this section only select the one answer that is most accurate for you.

1. Which best describes your current role?
 - a. Individual contributor
 - b. People manager
 - c. Manager of managers
 - d. Senior leader or executive
 - e. Founder or business owner

2. How often does your role require you to make decisions with incomplete information?
 - a. Rarely
 - b. Occasionally
 - c. Frequently
 - d. Constantly

3. Lately, leadership feels:
 - a. Mostly manageable
 - b. Busy but sustainable
 - c. Heavy and draining
 - d. Chaotic and overwhelming

Section 2: Default Mode Under Pressure

When things feel tense, overloaded, or high stakes, what you do instinctively matters more than what you intend. Think about these questions in the context of what you actually do, not what you believe is the best course of action.

*For each question, think about your reactions when overwhelmed, under pressure or navigating conflict, and then select the option that feels **most like your usual response** and then the **second most like your usual response**.*

4. When pressure is high and things feel messy, I tend to:
 - a. Slow things down and help everyone regain calm before moving
 - b. Push for a decision so we do not stall

- c. Check in on how people are feeling and try to reduce strain
 - d. Step back to think through what actually matters
 - e. Fix the process or system that seems broken
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5. When conflict or tension shows up on my team, my instinct is to:

- a. De-escalate and stabilize the situation
 - b. Move things toward resolution quickly
 - c. Make sure everyone feels heard and supported
 - d. Understand the root causes before acting
 - e. Adjust roles, rules, or workflows to prevent repeat issues
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6. When deadlines are tight and expectations are high, I usually:

- a. Try to keep things steady so people do not panic
 - b. Increase the pace and drive execution
 - c. Take on more myself so others are not overwhelmed
 - d. Reprioritize and reassess what truly matters
 - e. Improve how the work is structured so it flows better
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7. When things start to fall apart, I am most likely to:

- a. Become the calming presence in the room
 - b. Take control and start moving pieces
 - c. Support people emotionally so they can keep going
 - d. Pull back to get clarity before intervening
 - e. Identify what is broken in the system and fix it
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8. When I feel personally overwhelmed at work, I tend to:

- a. Hold it together and stay steady for others
 - b. Work faster and push through
 - c. Focus on helping others cope
 - d. Spend more time thinking and analyzing
 - e. Try to redesign how things are working
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9. When a problem keeps repeating, my first instinct is to:

- a. Smooth it over so things stay stable
 - b. Solve it decisively and move on
 - c. Support the people affected by it
 - d. Understand why it keeps happening
 - e. Change the underlying system or process
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10. When things are not going well and I feel responsible for the outcome, I am most likely to:

- a. Stay composed and try not to add to the chaos
 - b. Step in and drive action myself
 - c. Take on more so others are not overwhelmed
 - d. Pull back to reassess what is really going on
 - e. Start changing how the work is set up
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11. In high pressure situations, others often rely on me to:

- a. Be the steady one
 - b. Make things happen
 - c. Be understanding and supportive
 - d. Provide clarity and perspective
 - e. Fix what is not working
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12. When I feel like I cannot drop the ball, I tend to:

- a. Hold things together myself
 - b. Push harder and move faster
 - c. Protect people from stress
 - d. Think longer before acting
 - e. Rework the system so failure is less likely
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Section 3: Authentic Mode When Grounded

Now think about moments when your leadership feels sustainable, effective, and true to you. Think about your actions when you feel confident, controlled and fully aligned.

Again, select the option that feels **most like you**, and then the **second most like you**.

13. When I am at my best as a leader, I feel most energized by:

- a. Creating steadiness and calm
 - b. Creating momentum and progress
 - c. Building trust and strong relationships
 - d. Clarifying priorities and direction
 - e. Designing systems that make work easier
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14. The kind of leadership that feels most sustainable to me involves:

- a. Being a grounding presence
 - b. Making decisions and moving forward
 - c. Supporting people and morale
 - d. Providing clarity and perspective
 - e. Improving how work is structured
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15. When I imagine my ideal leadership rhythm, it includes:

- a. Calm, steadiness, and emotional regulation
 - b. Forward motion and visible progress
 - c. Connection, trust, and psychological safety
 - d. Thinking space and clear priorities
 - e. Well designed systems that reduce friction
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16. I feel most like myself as a leader when I am:

- a. Helping people feel grounded
 - b. Driving things toward action
 - c. Creating a supportive environment
 - d. Making sense of complexity
 - e. Building something that lasts
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Section 4: Friction and Exhaustion Signals

Answer based on what you thought and felt during a recent hard or demanding stretch.

17. What feels most draining for you right now?

- a. Feeling responsible for keeping everyone steady
 - b. Feeling like nothing moves unless I push it
 - c. Carrying other people's emotional weight
 - d. Having no time or space to think clearly
 - e. Dealing with constant inefficiency or broken systems
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18. Which frustration shows up most often?

- a. I am holding things together instead of moving them forward
 - b. I am moving fast but it never feels sustainable
 - c. I care deeply, but it is wearing me down
 - d. I see what needs to happen, but cannot get traction
 - e. I keep fixing things that should already work
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19. Which statement feels most uncomfortably true?

- a. I absorb more tension than I should
 - b. I carry momentum almost alone
 - c. I carry emotional weight that is not mine
 - d. I carry too many open loops mentally
 - e. I carry responsibility for broken systems
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