

Self Leadership

Carita Nyberg



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1st edition

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Preface

The author, Carita Nyberg, MSc. Economics, has further developed the Keys2Balance® method to assist workplaces in improving communication and leadership, in order to enhance the working climate.

The method is based on José Steven's, PhD, PersonEssence – Understanding People concept that has been utilized for more than 30 years in the US, both in one-to-one and group training sessions. After completing a course on this subject during the summer of 2002 in New Mexico, Carita Nyberg has continued to develop this method further, providing a variety of training and coaching for differing workplaces and individuals.



Photo: Marja Kasanen

Keys2Balance® is a versatile program that offers inspiring insights into self leadership, management, team building and successful collaboration. The program contains nine keys that cover communication, motivation and wellbeing. Each key can be put into effect separately or combined with others. They are applicable to all individuals, giving recommendations on a wide range of working situations in a practical format. These suggestions can be put into immediate use both at work and elsewhere.

The Keys2Balance® keys are for anyone looking for a challenge and interested in advancing their people skills. From leadership to team building, the keys can assist, helping to develop the individual for better sales results, customer service and recruiting.

My special thanks to the editor Charli Clark and illustrator Sini Ruuskanen.

For more information about the Keys2Balance® method go to www.keys2balance.com.

Contact info:

Webpage: www.keys2balance.com

E-mail: info@keys2balance.com

Skype: carita.nyberg

1 Self Leadership

A great leader needs to know who they are, by recognising their own strengths, as well as, areas in need of further improvement. The road to self leadership can be highly rewarding and this book will give you a number of insights, hints and tips to help you along your journey. Improving self leadership skills has shown to be a consistent way of becoming a great leader and work colleague. Once you know the key points, you can increase your understanding of yourself and others, using the practical tools learnt from this book to lead yourself and your team.

In this book, we will cover archetypes and vitality pillars. These two keys are part of the Keys2Balance® method that gives you versatile and practical insights as to your natural strengths and your stress behaviour, alongside the strengths and behaviours of others. Developing the ability to acknowledge your own archetypes, has been very important for many people, proving to be an eye opening experience that has resulted in big changes in a number of peoples' lives. It has also proved useful to be aware of the vitality pillars, as they balance your life and help keep stress at bay.

The book is divided into seven chapters, beginning with some of the basics about self leadership and moving on archetypes in chapter two. Archetypes are not only a fundamental key in the Keys2Balance® method, but are also strongly linked to self leadership so it is important to cover the basics of both before continuing. The third chapter describes the different archetypal combinations that are possible and the fourth gives examples of how powerful that knowledge and understanding can be when put into practice. The fifth chapter gives you the opportunity to do a self score test to find out about your natural strengths, and in the sixth you will learn about the four vitality pillars that may help you to keep balance in your life. To conclude the book ends with a chapter concerning how to find and implement balance to your daily activities now that you should have the knowledge to do so.

You will find examples, alongside hints and tips, in each chapter, and when you try them out for yourself, you will notice and, more importantly, activate the themes discussed in this book.

For more information about the Keys2Balance® method go to: www.keys2balance.com.

1. Definition

What is self leadership all about?

It means achieving complete competence and understanding in your own life, the ability to take charge of your actions and make good, clear and effective choices that help lead to a greater existence. The path to self leadership will give you deeper comprehension about yourself and provide you with new perspectives on your connections and relationships with others. Self leadership can also support you and give you more energy to meet the obstacles in your life with the strength and stamina to overcome them and succeed. When you know yourself and accept who you really are, you can free yourself from that which hinders you and reduce your need to gain acceptance from others. This can increase your sense of empowerment hugely and steer you onto a conscious path, giving you more choices and the ability to improve your work situation, relationships or anything you set your mind to achieve.

In the ancient Greek Temple of Apollo, in Delphi, there is a sign stating “Gnothise auton”, which in English translates to “Know thyself”. The phrase was meant to encourage individuals to find harmonic balance within themselves. An in-depth understanding of these words can form the basis for a great life, as when we become conscious of our own strengths and put them into use in day-to-day living, we tend to feel much better and projects progress with ease.

Many people still have this journey of understanding ahead of them and if this is the case with you, I strongly recommend reading one chapter at a time to enable you to digest the message properly and thoroughly. Pay attention to the hints and tips provided in each section and try to apply them in your daily life. It can also be helpful to discuss how you are perceived with good friends and family. With practice and an open mind, you can go far, so please try out these teachings, both at work, in the home and wherever else you can.

Hint:

Do you behave differently at work than elsewhere? Do you put on a character or role at work or in the home? Where do you act most naturally? Read more about the different archetypes to find out which ones are present in your personality whilst at work, as well as, those that are present in other areas of your life.

2 Archetypes

What is meant by the term archetypes?

Since the time of Greek mythology there has been an awareness of a number of different personalities and archetypes, and these were represented by a variety of Gods. More recently the Swiss psychologist Carl Jung has attempted to describe and categorise personalities, using introversion (shy, cautious) and extroversion (social, outgoing) to distinguish a visibly contrasting trait among people.

In this book however, you will find seven archetypes that each make a contribution to our personalities. They represent our natural strengths and show us what we can become when we utilize those abilities. The seven archetypes are artisan, storyteller, server, priest, warrior, king and scholar. No one archetype is better than another as they all have very different qualities that are important and useful in different situations. Although you have all seven within you to some extent, a few of them have a more dominant presence in your life and personality than others. As you become conscious of your own main archetypes, you can incorporate them more into your daily life, which is likely to result in you being happier and more at ease. This knowledge of archetypes can also be useful when interacting with others as recognising their archetypes will enable you to understand their point of view and support them as they are. Through recognising your own, as well as others, you can stay aware of yourself and reduce the stress you may face in any given situation. Putting on an archetype role that is unnatural to you makes you leave your comfort zone and that alone can cause you stress. By being aware of your natural position you can work with your strengths to tackle any problem.

When a person feels lost with themselves, it is usually because they are not using their natural archetypes, or are using them, but only partially. If this is the case for you, it can initially be difficult to realise which archetypes should be top priority in your life. The goal is to discover them, and this can be done by noticing which traits feel particularly good. It will take time and practice to put them into use, but it can be very rewarding and even life changing once you have figured out which archetypes are relevant to you. This has been the case for quite a few people that have been through this training, including myself.

Each archetype has its positive traits that are expressed when we are balanced. However, when we cannot use our strengths or feel unbalanced, we tend to use the negative ones. It is vital for our wellbeing to break that negative pattern and put our natural strengths into use, benefitting not only ourselves, but also those around us.

Most archetypes come in pairs and share a theme. Artisans and storytellers have a talent for expressing themselves with a creative flair, whereas servers and priests are inspiring as they know how to motivate and support other people. Warriors and kings make the final pair, both enjoying action with a desire for clear goals and getting things done. Scholars are the only ones who do not have a pair and their theme is integration. They enjoy to learn and understand, taking the time to research and delve deeper in the quest for knowledge.

It is helpful to be aware of all the archetypes when you are thinking of completing different assignments, as you can put to use different strengths in different job roles and projects. Some archetypes will thrive in a particular setting where others may feel uncomfortable. However, a word of warning, do not assume that only one archetype is suitable for certain positions as we are all complex beings and your other traits can strongly affect the overall situation. Nevertheless, it can prove useful to take into account the natural strengths of the different archetypes when working towards a common goal. It is also good to remember that our personality is made up of a number of archetypes, not just one, and that mixture is what gives us our own personal and unique qualities, which are present in everything we do and achieve. When we allow ourselves to work from our inner core, our archetypes will shine through and we will enjoy what we are doing. A meaningful job, good leadership and an amicable working environment can help bring out your real potential, as well as, the potential in others. Discovering what your main archetypes are can be truly rewarding as they can help you to fulfil your goals. Once you have a deeper understanding of yourself and your archetypes, you can become aware of the other people and the archetypes that surround you. This can also prove to be very valuable, as it can bring you closer to them, both at home and in the workplace.

You can start to discover your archetypes by filling in a questionnaire on page X, however, keep in mind that this result is not necessarily correct as you may currently be hiding some of your main traits without even knowing it. By reading further and practising the tasks provided, you will learn the tips you need to become more aware of yourself and those around you.

2.1 Archetypal themes with their positive and negative traits

Expression	
+ creation Artisan - self-deception	+ communication Storyteller - verbosity
Inspiration	
+ service Server - servitude	+ compassion Priest - fanaticism
Action	
+ persuasion Warrior - force	+ mastery King - tyranny
Integration	
+ knowledge Scholar - theory	

Table 1: Archetypes and their themes.

When you are in balance you express yourself and act through your positive traits. This is a good place to be, as it benefits both you and the people around you. However, when you become out of sync with your archetypes or experience an increase in stress, then you are more likely to act through your negative traits.

Hint:

Which of the traits are more familiar to you? One way to recognise your archetypes is by noticing the traits you are using, whether they be positive or negative.

2.2 Artisans – the creative multitaskers

An artisan is naturally creative and expressive, and this can be seen through their inventiveness, handiwork or artistry. Artisans need to be constantly creating, revamping and renewing. They typically have their own way of doing things and value a nice atmosphere at work and in the home. Artisans do not tend to follow the rules as they have their own path and like to stand out from the crowd. This can be expressed through the way they dress, what they say and what they do.

Artisans tend to dislike routine and often change their studies, work or hobbies in a heartbeat. This can also mean that they find it hard to stay in one place and have a tendency to move around more than others.

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Traits of a balanced artisan:

- colourful, spontaneous and expressive
- multi-tasker, tackling a multitude tasks with ease
- artistic and good with their hands, whether it be cooking or fixing machines
- innovative, enjoys restructuring things
- developer, sees what can be improved and works to improve it

Negative traits:

- chaotic, leaving behind many unfinished tasks
- poor concentration and absent mindedness
- rebellious

How to identify artisans:

- style changes frequently, through hair, colour and accessories
- dress colourfully, quirky in style
- sensitive, artistic
- decorate their personal space with flair

Artisans are discouraged when creativity is not supported and too much order or routine can scare them off. They are motivated when they can work independently within a versatile job description, on creative tasks in a nice environment.

Exercise:

Do you have many artisan traits? Arrange a day when your creative side is allowed some space. Try out something new, come up with ideas and renew or revamp things. If this feels good, then you need to do this more often.

Hint:

An artisan likes to create beauty. Gardening, decorating and building are things they love doing. You may meet them in handicraft stores and notice that they take on a variety of different hobbies.

2.3 Storytellers – the entertaining communicators

Storytellers stand out from the crowd. They are very social and have a natural talent for expressing themselves verbally. They are known for their wit and they enjoy entertaining others. Storytellers are great at changing the mood for the better and putting a smile on your face.

Storytellers don't like to be alone as they always have a story or two to share and can get bored without company with which to share their tales. They can have a tendency to create drama purely for attention.

Traits of a balanced storyteller:

- joyful and social,
- create a good atmosphere
- good speakers and humorous
- charming and easy-going
- enjoys being on the stage and getting attention

Negative traits:

- loud and self-centred
- trouble with moderation and can be manipulative
- shallowness and shirking of responsibility

How to identify storytellers:

- put people in better moods with the twinkle in an eye
- enjoy an audience
- exaggerating style, very verbal
- can behave like big children at times

Storytellers are discouraged when it is too serious, if they are isolated or if the rules are too strict. They get their motivation from social situations, doing things with others and just having fun.

Exercise:

Does storytelling come natural to you? How about a day when you are in the limelight, sharing stories and entertaining your friends or colleagues, does this appeal to you?

Hint:

A storyteller is typically loud and attention seeking. To help you recognise a storyteller, think of a friend who makes you smile as this is something that storytellers will often do.

2.4 Servers – the nurturing helpers

Servers are always there for you as they enjoy helping others. They like to take a back seat, keeping things going without making a fuss or overtly acknowledging what they do. Servers are usually great at motivating and supporting the people around them, both at work and elsewhere. They like working together and feeling part of a rounded and well supportive team.

Servers are known, or rather not known, for their invisible good deeds. They want people to enjoy themselves and like to take care of things for others. Sometimes servers focus too much on others and forget about themselves and this can wear them out.

Traits of a balanced server:

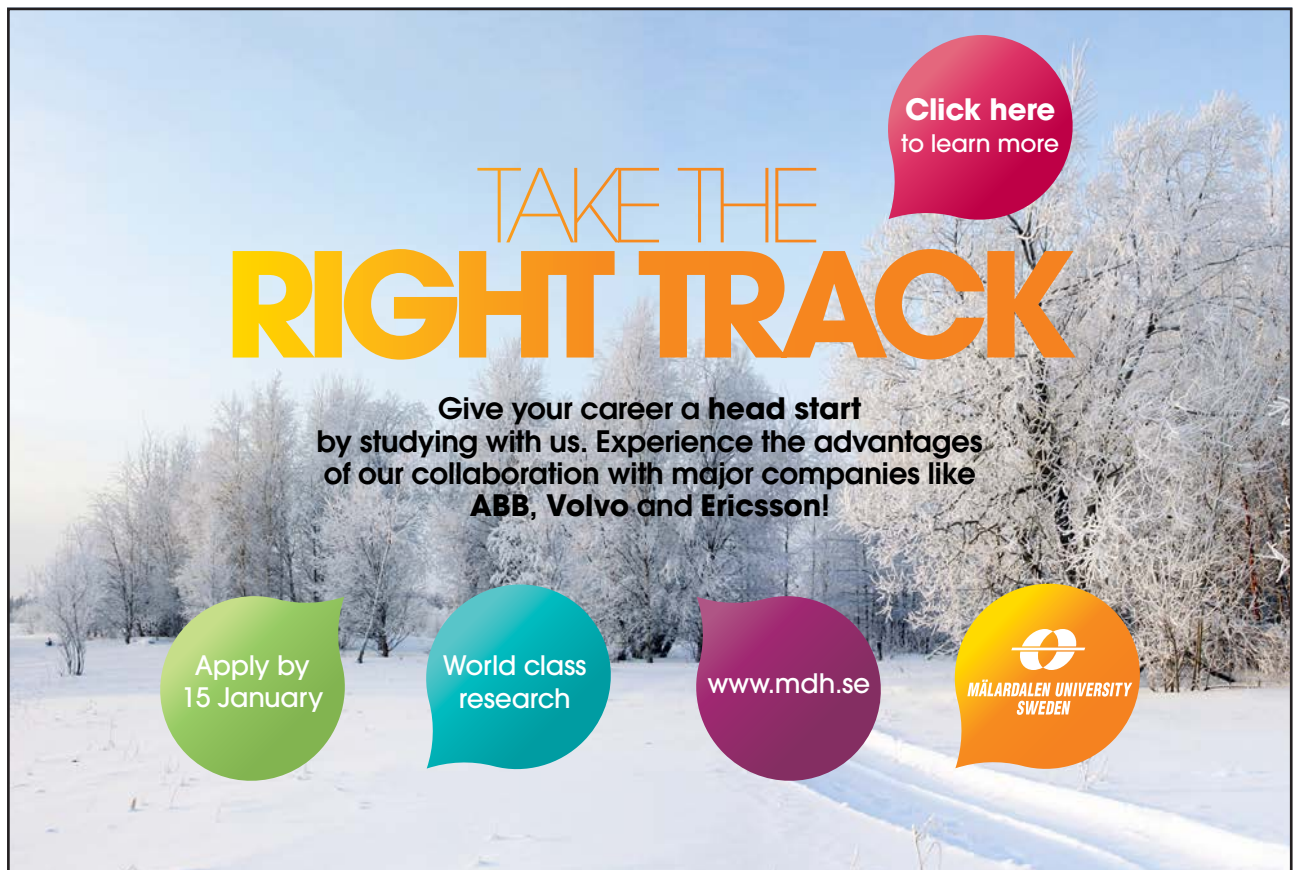
- considerate, helpful
- nurturing, conscientious
- supportive and assisting
- humble and outwardly 'ordinary'
- hard working team players

Negative traits:

- controlling
- workaholics, martyrs
- poor at defending themselves

How to identify servers:

- sympathetic and thus willing to do most tasks
- avoid publicity and do not like attention
- tendency to become indispensable
- often take on the wellbeing of others



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Servers are discouraged when their help is not accepted. They also dislike bad working conditions, getting stuck in a role and being taken for granted. They are motivated when they can be of help and serve the people around them, and find it rewarding to work in a team and be thanked for their efforts.

Exercise:

How would a day as a server feel? Try helping others around you wholeheartedly and take care of things that need an extra hand, and if you truly enjoy doing this, then keep on doing it.

Hint:

If you enjoy serving others without thinking that they need to give you something in return, then the traits of a server will come naturally to you. You will most likely find that many servers are teachers, nurses, assistants and care-giving colleagues.

2.5 Priests – the inspiring visionaries

Priests have an urge to change the world. They are opinionated and like to share what they find important. They are inspiring and can make having discussions easy. Giving advice comes naturally and they like to have followers to listen and agree with them. Priests will always be completing a mission or searching for a new one, wanting to make a difference to the lives of those around them, as well as further afield.

A priest can be spotted through their attempts to tackle anything that is unjust. They like to share their visions and thoughts on how to improve their surroundings. However, sometimes priests can be too strict and forget to let people choose their own path.

Traits of a balanced priest:

- high ideals
- ethical concerns
- gifted visionary
- compassionate, enabling people to open up easily
- inspiring speaker or counsellor

Negative traits:

- unconditional, fanatic
- self-centred, rude
- bossy and pushy

How to identify priests:

- radiant, ethereal
- self-contained, taking the lead
- strong opinions, wrongdoings are promptly addressed
- moral authority, influential

Priests respond badly when morals are low, there is lack of respect, poor working climate or it seems there are no ideals or ethics. They are motivated when they can inspire, support wellbeing, give advice and create a soothing environment through increasing morals and working towards higher ideals.

Exercise:

Do the traits of a priest ring any bells? Try out a day as a priest – what ideals would you like to share with your friends? If making an impact is important to you and you love to ‘preach’ about whatever you believe in, the priest may be your main archetype.

Hint:

Priests enjoy hobbies that have a special purpose and doing things that make a difference. It could be yoga classes, recycling or running the parental gatherings. It is good to recognise that one of the main typical features of a priest is that they have strong opinions.

2.6 Warriors – the organised achievers

Warrior are full of energy and need action. They focus on one task at a time and love tangible results. They are organised and like to get things ready. Warriors have a strong will and can be very determined, and once they have a goal set they like to achieve it. They are team players who enjoy being in the mist of the action.

You may spot a warrior through noticing their ability to focus when carrying out tasks. They often have their feet firmly on the ground, however, when stressed they can become too straightforward and restless.

Traits of a balanced warrior:

- accomplisher, focused
- one task at a time, goal-orientation
- good organiser
- loyal to and defensive over their principles
- enjoy challenges and physical tasks

Negative traits:

- aggressive, pushy
- shortsighted, narrow minded
- direct, tactless

How to identify warriors:

- solid and grounded
- look focused, often use direct eye contact
- action people, want to get things done
- create a sense of security and enjoy collaboration

Warriors are discouraged when there is chaos, a lack of collaboration and unclear instructions or tasks, disliking situations without distinct goals. They are motivated when they are given clear assignments, plenty to do, collaboration and enough resources to get those things done.

Exercise:

How does the warrior feel? Try a day as warrior by creating a to do list, finish whatever you start and be structured. If this is already your way of doing things, there is a lot of warrior in you.

Hint:

Action based volunteer work or sport activities call for warriors. A warrior enjoys challenges and clear goal setting.

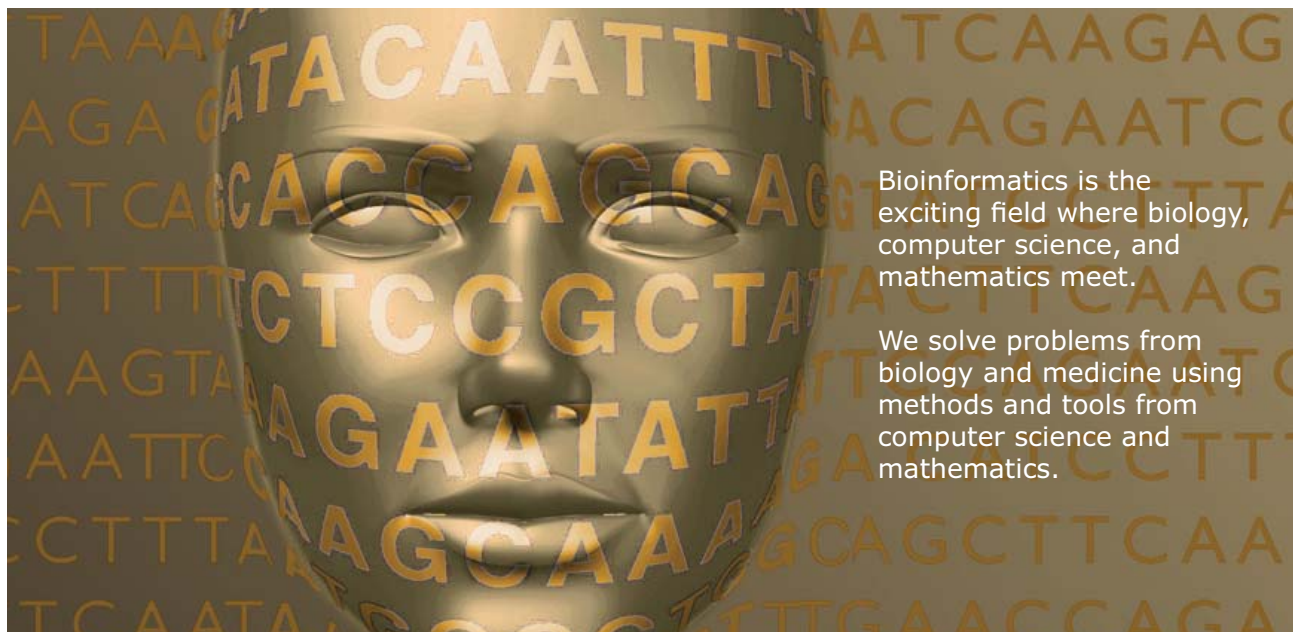
2.7 Kings – the strong leaders

Leading comes naturally to kings. They have strong personalities and enjoy the responsibility of seeing the big picture as they are good at delegating tasks. Only high quality, great resources are good enough for a king.

Kings can be identified through their ability to gain respect from people with ease. Many times kings' demand, not only a lot from themselves, but also from the people around them and they may come across as intimidating at times.



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Traits of a balanced king:

- impressive, authoritative
- perfectionist, demanding top quality
- generous, loyal
- goal-orientated, great at seeing the big picture
- talented at getting things done through other people

Negative traits:

- tyrant, commanding
- self-absorbed, arrogant
- ruthless

How to identify kings:

- demand trust and respect, solid
- perfectionists, hard to please
- keen on big projects and using the best resources
- natural leader to be taken seriously

Kings are discouraged when things are done on a small scale, when quality is compromised and there are unqualified people involved or a lack of vision. They find motivation in big challenges, with the possibility to take the lead and develop top of the range and fully functioning projects, striving for the highest quality possible in everything they do.

Exercise:

How strongly do you see yourself in the king archetype? Take a day as a king and delegate, look at the big picture and do not compromise on quality. Is this easy or difficult for you?

Hint:

Many of those with the king archetype do not use the qualities consciously. Take a moment to think if quality and an understanding of the big picture are things that you appreciate. Do you find yourself taking charge when participating in any project, with any group?

2.8 Scholars – the diplomatic experts

Scholars are calm, thorough and diplomatic and enjoy digging deeper into the areas of their interest. Many scholars are top experts in their field and people tend to turn to them when more insight or factual information is needed.

New courses and different sources of information keep scholars interested. They have a natural curiosity and like to get to the bottom of things. Scholars can often over analyse projects or information and forget to share their findings, even when they are great and could be highly useful to the working group.

Traits of a balanced scholar:

- thirst for knowledge, thorough
- philosophical, ponderer
- great with details
- diplomatic, conciliatory
- keen readers who love a good conversation

Negative traits:

- theoretical, stuck in their head
- insensitive, stiff
- over analytical, too detailed

How to identify scholars:

- curious look, ask a lot of questions
- friendly
- always in search for new learning experiences
- become withdrawn during conflicts

Scholars are discouraged when there isn't enough time to do things correctly or when their research is not valued. Scholars are motivated when there is enough time and plenty of resources for high quality research and the opportunity to learn and grow. It is also motivating for them to work in as part of a team.

Exercise:

Is the scholar one of your archetypes? Try a day or two as a scholar. Focus thoroughly on any task at hand, analyse it well and collect all facts you need. How does that work for you?

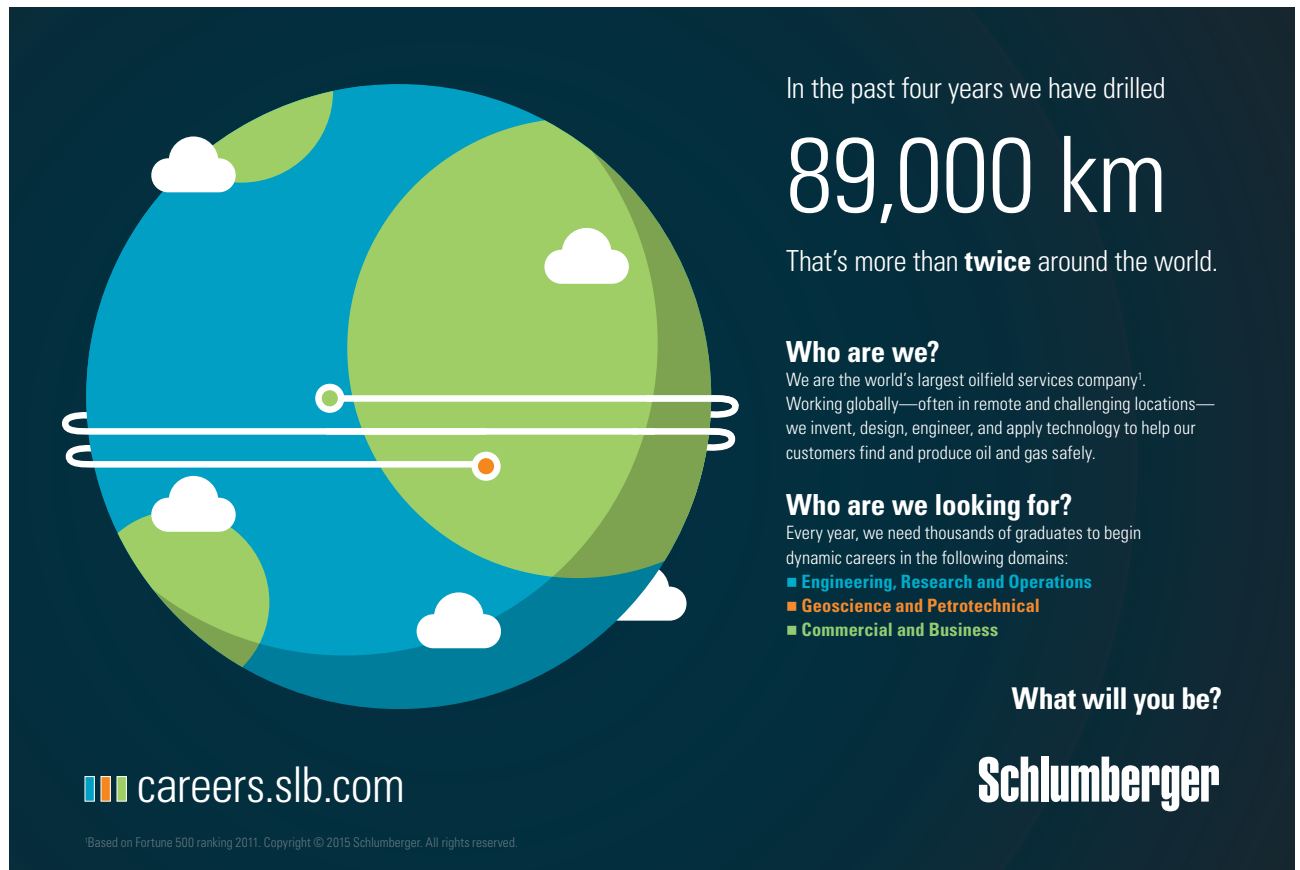
Hint:

You can find many scholars in bookstores and libraries. They also attend a variety of courses as they enjoy learning and reading.

3 Archetypes in the workplace

A good workplace has a good working climate and usually contains many of the listed traits in the people employed there: creativity, communication, wellbeing, conscientiousness, forward planning, leadership and learning. These seven traits also represent archetypal strengths and by taking these into account in the workplace, all archetypes can be given the chance to thrive and grow, and feel their natural talents are being supported.

You may find it somewhat difficult to recognise a few of the archetypes. However, some traits are typical for each archetype and practice makes perfect. Some people use the archetypes in a visible manner and others do not, so it can be helpful to start by eliminating what archetypes are definitely not present. Although it can be tempting to take on a certain archetypal role for a certain type of work, e.g. thinking you need to act like a king when becoming a leader, if the king is not one of your natural archetypes, then attempting to use it can result in the production of a fake and inconsistent leader. Those that apply a role that is not common to them will most likely show only the negative traits of the archetype as the archetype is not really part of them.



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Traits and how they can be of use in the workplace:

Creativity – artisan:

- new ideas, innovation
- versatility and independence

Communication – storyteller:

- exchange
- playfulness

Wellbeing – server:

- reasonable with work time and vacations
- sick leave is not banned

Conscientiousness – priest:

- ethical guidelines in practice
- respect and justice

Forward planning – warrior:

- clear work roles and goals
- success is rewarded

Leadership – king:

- responsible delegation
- long term development

Learning – scholar:

- available for guidance and support
- options to take courses or improve their expertise

3.1 Lack of different archetypes in the workplace

It is really important to have diversity in a workplace as this enables individuals to shine and work to progress. If a workplace is lacking in positive artisans for example, then new projects and the reworking of old systems may never come to fruition. On the other hand, if there are too many artisans then this can result in a chaotic environment with too many unfinished projects and the team attempting to juggle too many ideas.

When the workplace is lacking in storytellers, it tends to become too serious and this is a major problem for many workplaces. Communication and comfort are not always a priority and the working atmosphere can easily become too heavy and hard to deal with. However, too many storytellers can mean having fun becomes more of a priority than work and leads to a lack of productivity.

Without servers, a business unit might end up feeling like a group of individuals as opposed to a team, thinking only of themselves without taking their other colleagues into consideration. Too many servers can, on the other hand, result in control issues with each server looking to find their own territory where they can take sole care. Priests are visionaries, making them inspiring people and without them this can be lacking. However, if there are too many priests, then a workplace may face the problem of too much fanaticism.

Warriors are hard to find in most workplaces and this can often mean that rules, structures and the monitoring of achievements is missing. However, if there are too many warriors it can result in strict rules, shortsighted decisions and a pace that is too fast for the other workers. If the workplace has a leadership problem then that is often related to kings. When there are no kings around, the workplace can lack direction and consistency. In turn, too many kings is a crowd and war will be declared until the borders of the kingdoms are drawn.



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When scholars are missing, this can mean that important information either isn't available or is undervalued in decision making. The working atmosphere can also suffer without scholars as they are born mediators. However, too many scholars can suffocate a project with too much research and analysis. This can prevent the useful and necessary information from getting shared and understood across the whole team.

These examples highlight the challenges of creating a balanced workplace, as too few or too many of any archetype can tip the balance either way. An optimal result can be possible if the management is aware of supporting different archetypes through the work roles they provide, leading to motivated staff and great results.

3.2 Archetypes as managers

I am lucky to have had the privilege to work with each archetype as a manager during my earlier career roles. I can now say with experience, that understanding the different archetypes would have been highly useful then, as it would have allowed me to be aware of the many differing ways in which a team can be organised and run. During those years I was able to learn a number of useful lessons from my variety of managers and I am most grateful for the experience I gained whilst working for them. In the examples below you can recognise both the positive and negative traits expressed in the archetypes at work in management roles.

As managers, artisans stand out due to their continuous and extensive array of ideas. They like to start projects, sometimes many at a time, and get easily excited when changing things around. See picture 1.

Example. In a large service organisation, a new artisan was appointed as General Manager (GM). He immediately wanted to change many things and had a strong vision for his new workplace. With plenty of ideas to work with and dozens of projects to start, he had the work force busy in no time. However, he soon came across a number of challenges as the organisation contained many warrior employees already leading the way who did not cope well with all the quick changes. This meant that productivity turned into confusion, with many of the teams becoming paralysed. In less than a year most of his projects were stuck, lost or forgotten and the GM had to leave. Artisans perform best in roles like running Research and Development (R&D) or starting up new businesses. They should be cautious when entering an already established company and make themselves aware of the other archetypes already present in their team before they start jiggling things around.



Picture 1. An artisan can multitask with ease.

Storytellers have a natural talent for audience interaction and make for clear visible and highly audible managers. They enjoy taking on PR tasks and leading the way through presentations and are also able to have fun whilst working and teaching. When you work with a storyteller, you can be sure that the team spirit will be high, as storytellers don't take themselves or others too seriously. You can be sure that they will always have a joke ready to lighten the mood. See picture 2.

Example. A storyteller became the head of a business unit and really enjoyed the limelight. Whenever possible he had a presentation and wanted to show off. In the beginning, he and his unit got a lot of special attention, but this was not enough for the storyteller who constantly wanted more. This led to a situation where he became considered tiring and verbose, which in turn affected the morale of the whole team and the progress of their work. As the atmosphere worsened, the storyteller got fed up and left for new adventures. Thankfully, in his next job role he learned to balance his need for attention with the needs of the others in his team and was well appreciated.



Picture 2. A storyteller wants to share a story or two.

Servers are very low key managers. They make sure their team has the support it needs and want to help their employees shine. A server does not like to be in the spotlight and chooses to work behind the scenes wherever possible, giving space for others to take the lead. Servers are usually very pleasant and easy to approach, preferring not take the stand as they would rather work as a team member. See picture 3.

Example. In a customer service unit the manager was a typical server, and was always ready to help and support others. Things went smoothly as this server made sure her team could cope, even putting her job on the line for the sake of the team when times got tough. Although she was a well liked manager, some of her team members started to take advantage of her good nature and learned to delegate their unwanted tasks to their boss. Unfortunately she found it hard to say no, even when she was already overloaded with tasks that were meant to be handled by others in her team. Over the years the manager failed to cope with her workload and needed to take long term sick leave. After a period of chaos, the team thankfully learned to take more responsibility and that continued even after her return.



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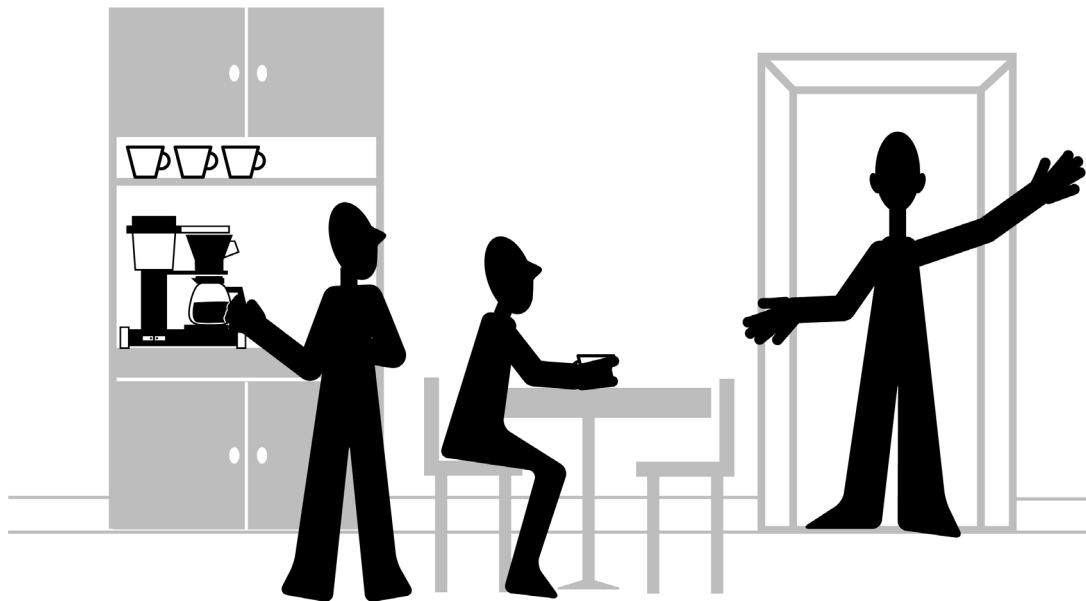
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Picture 3. A server takes care of their friends and work colleagues.

Priests enjoy taking charge, especially when it comes to ethical values and staff issues. As a manager they are known to be opinionated and can offer counselling whenever problems arise. They are ready to face any difficulties and do not hesitate to address injustice. Many priests are highly valued as managers, because they are ready to fight and make sacrifices for their team members. See picture 4.

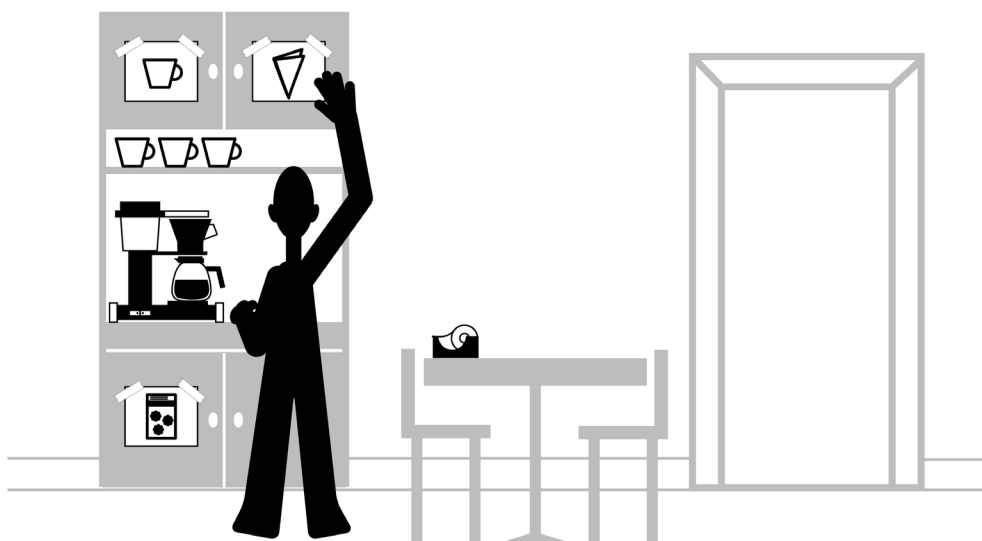
Example. In a medium sized company, the owner was a woman with a priest archetype. She prided herself in her staff as they were a very motivated team that gave great customer service. She provided them with plenty training opportunities, and they were happy to learn. After some consideration she decided to sell her business to a larger chain. Although she stayed to support the changes, staffing issues were not a major concern for the new owner and the working climate started to deteriorate. It was difficult for the former owner to sit back and see her team fall apart so she started to fight back by challenging the cases of injustice she was witnessing.



Picture 4. A priest has always something important to share.

Warriors are often top achievers and also make for efficient managers. They have a hard time delegating as they want to lead by example and they really enjoy taking part in all the action themselves. Warriors are great organisers and they always have a goal set and are ready to make things happen. They enjoy team work, organising projects and measuring performance. See picture 5.

Example. In a listed company a tough warrior started in the management team. She was very goal-oriented and direct which resulted in a strict working climate, with the goals for many projects becoming completely clear and measurable. However, for some team members this bluntness and commanding culture was too much, leading to a number of employees needing to be replaced as they left the organisation.



Picture 5. A warrior likes to organise.

Kings are natural leaders, and although many of them work their way to the top, some kings end up there with little effort. Kings love big challenges and like to work on huge projects. They strive for perfection, which can make them pretty demanding managers. However, they are respected and are often needed as leaders. Balanced kings are fully capable of creating a kingdom where work is done with a long term perspective without the quality of the work being compromised. See picture 6.

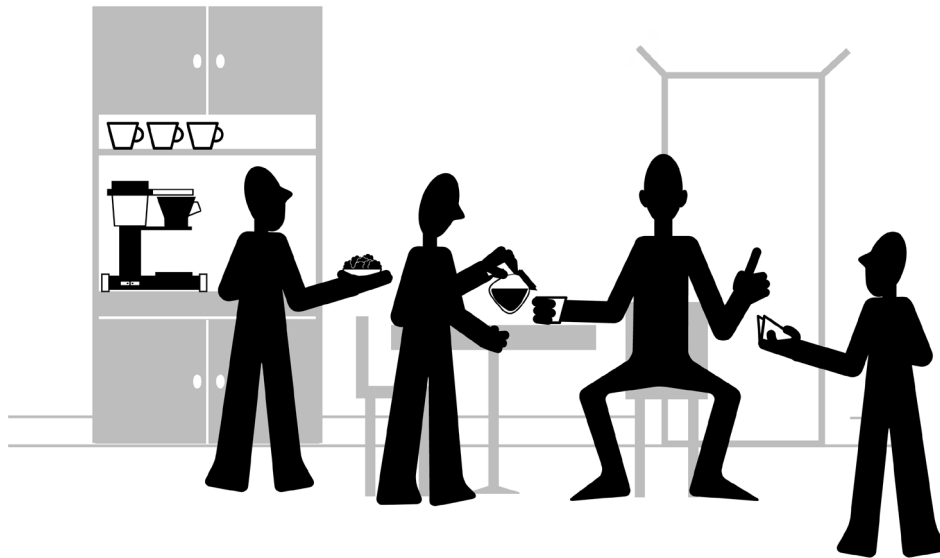
Example. In an association there was a strong king in charge. He was highly respected, but also feared. He had fantastic visions and his activities got off to a good start. From time to time the negative side, of being a tyrant, came to the forefront and that kept the whole organization on their toes. This behaviour led to the development of open and long standing conflicts causing some people to resign.

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Picture 6. A king likes a court.

Scholars are often the experts and whilst they avoid applying for management roles, they tend to end up as managers as experts in their field of work. They are precise and analytical managers who like reports and details and constantly want to develop their expertise. They are also conciliatory and take others into account. See picture 7.

Example. In an expert organisation, one of the top experts in their field was promoted to head of the unit. As manager she was calm and well liked, however, she wanted to continue with the research projects she specialised in and keep up her skills in her field of expertise. The problem was that she was not able to focus on leading her team as her own research took most of her attention. This culminated in a situation where both her expertise and her leadership were at stake and changes needed to be made.



Picture 7. A scholar checks all the facts.

3.3 Archetypes in teams

Team efficiency can be boosted by knowing the strengths of each team member. Here are some examples to illustrate why it is useful to know the differing archetypes.

Artisans enjoy new projects and are creative. They do not find satisfaction in postponed projects that never seem to end, especially if the work relies mostly on routine. An artisan will definitely benefit a project whenever it is in its starting up phase or when new perspectives are needed. However, it is good to bear in mind that artisans are not too keen on being a team player.

Storytellers are attention seeking and love to work in a good atmosphere. They are naturals at getting peoples' attention and great at selling projects to management or adding new thoughts and perspectives to the mix. They can always enjoy themselves and do not get bored of life.

Servers are excellent at supporting people and ensuring that everyone has the possibility to participate. They will make sure nothing important is missed and that things progress smoothly. Most servers find team work easy, and for some even motivating.

Priests like to take charge when in a team setting. They are ethical leaders, keen to keep up good morals and impartiality. They enjoy clear and effective visions and aim to produce projects that can make a positive difference in the world.

Warriors are great team players who need a clear goal and direction to work on any project. They love accomplishing things, but are also good at organising. Give them a goal-oriented task and you can rely on them to deliver it in no time.

Kings are born leaders. In a team setting they usually step up, make decisions and show the way. Quality and good resources are key areas for any king, and when a king takes part, a project often grows bigger and mightier than it might have done otherwise.

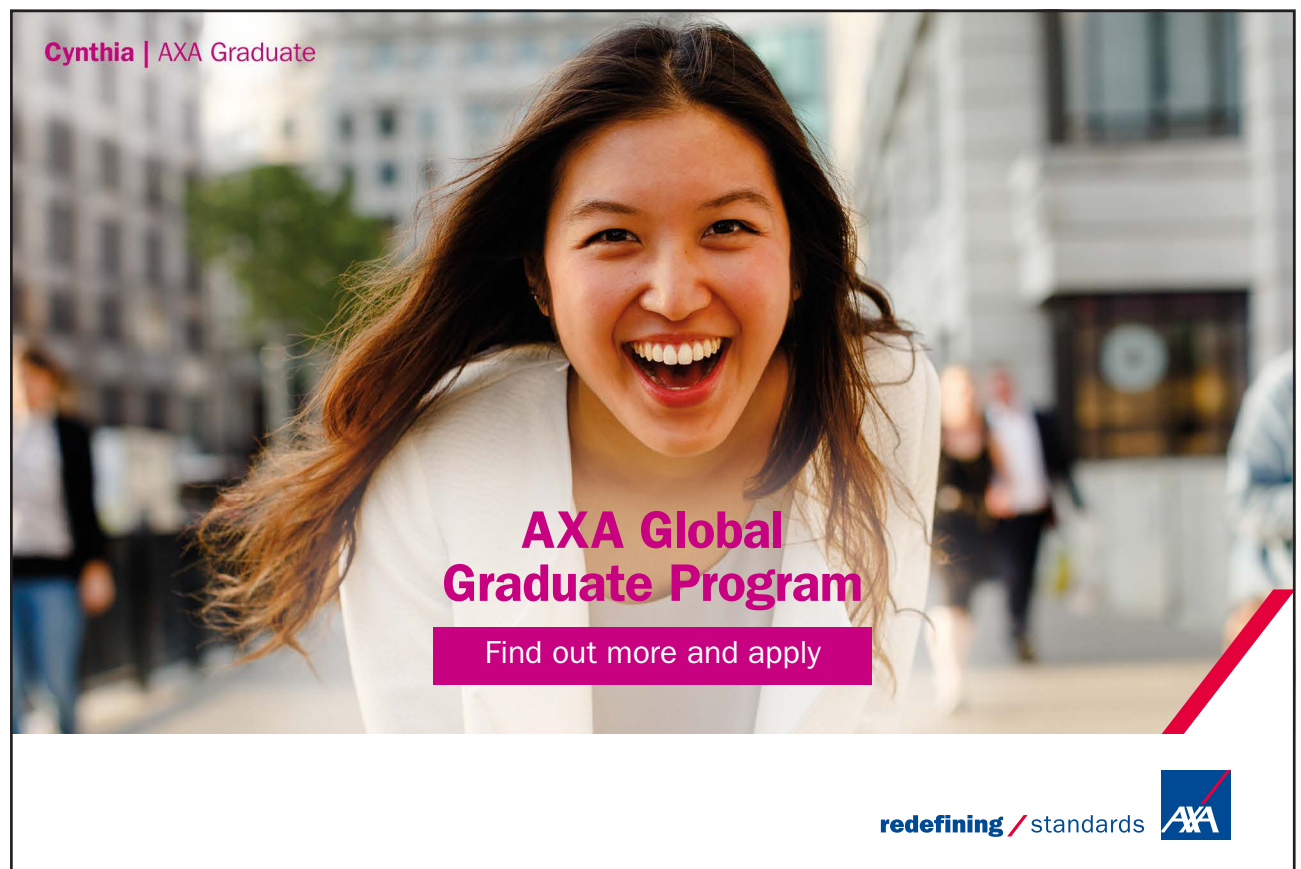
Scholars also have a vital role to play as part of a team. Without scholars many projects can suffer from a lack of quality information and depth. They make sure the latest knowledge is at hand and often have ways to smooth out problems or conflicts. The team is more in sync when a scholar is around.

A great team ideally has all archetypes within it. If any archetype is missing, it can be bridged if someone else in the team picks up the missing strengths. This can be successful if the missing archetype is known and information as to what needs to be done to bridge that gap is easily available for the person who takes on that role.

3.4 Good communication

Archetypes can help you to appreciate differences in others, but they can also enable you to succeed when you act from your natural strengths. It is good to know what works and what does not when you communicate with people with other archetypes.

- Give credit to artisans for their creativity and ability to multitask. Have them focus on getting tasks completed. Be concise in your wording, but make sure they have all the information they need to get things done. Artisans can be unpredictable and often want to modify whatever they are asked to do, so bare this in mind and work with their changes. Time limits are a must to avoid project delays and unnecessary trouble.
- Pay attention to storytellers as they need an audience. Present a project with humour if you can. Give them tasks that can be done together in a team. In a group they like to have their say so, although you should encourage them, it is important to set clear boundaries. Don't let them become too loud and forceful.
- Thank servers for their consideration and help, but avoid giving them public recognition. Hand them tasks where they can assist and support others. Set boundaries are good for their understanding of what you expect from them and avoids feeding martyr behaviour.



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- Priests need to have a higher calling. Praise them for inspiring thoughts and provide them with a stimulating work environment. Listen to their sound advice and let them make an impact, however raise any subject they treat as black-and-white with them quickly to ensure they realise their oversimplification.
- Warriors want to be thanked for a job well done. Give them plenty of assignments with clear goals. Be direct and do not beat around the bush. You can be firm and brief with your explanations, but do not forget to justify the reasons for their tasks. Be aware of their behaviour and keep an eye on it to ensure you do not let a warrior become a bully.
- Kings tend to take responsibility for all that they do. They appreciate their own territory and they like challenging situations. Listen to their concerns and let them have the resources they need to do well. Do not allow arrogant or tyrannical behaviour and confront a king if they cross the line.
- Give praise to scholars for their conciliatory approach. Give them time and space to think things through or accomplish the task in hand. Ask them for advice and information, and in turn, when they ask give them good reasons and well researched advice, and even arguments if those are necessary. Encourage them to be flexible and do not allow them to withdraw from the group too often.

Exercise:

How do you act in the workplace, are you happy and content, or are you burdened with too many tasks and responsibilities. Give a thought to how you could engage your archetypes more consciously at work.

Hint:

It may be useful to know the archetype of your manager. You need to get along with your manager, as an interesting job description alone will not motivate you in the long run if there are misunderstandings between you and your manager.

3.5 Archetypes and hobbies

Here some examples of what different archetypes typically enjoy as hobbies. These comments are based on my observations and should only be regarded as guidelines, as it is important that you think carefully about what actually interests you and what you truly enjoy doing.

Artisans enjoy hands on activities like playing instruments, revamping living spaces, gardening or baking. When the hobby involves creativity and freedom, artisans are happy. For example, when playing music they might prefer to use a musical arrangement of their own, or when baking they may choose to add their own twist to the recipe they are using or avoid a recipe all together.

Many storytellers love the theatre or any stage where they can put on a performance. They are keen on social and group activities and may enjoy selling antiques at a flea market and creating social networks this way. Being together with friends and in fun environments are where storytellers are at their best. Any seriousness is likely to change into laughter when a storyteller takes the stand.

Servers often prefer to stay at home. However, they truly enjoy the company of their friends and want to help them out whenever they can. Being a member of the parents committee at school, volunteering work for a local society or supporting the fundraising of their child's sport club are all typical hobbies for a server. Servers tend to put their own hobbies on hold whenever a project or association is in need of a helping hand.

Priests look for a mission, using their hobby as a way to influence others. They are likely to take on a visible role fighting for animal rights, politics or other environmental issues. Priests usually have strong opinions on how things should be changed and like to be in charge of making that change happen. They are ready to attack or defend a cause when something is not right and are often found doing charity work or other meaningful volunteering.

Warriors like active hobbies, be it sports, organising of events or being the treasurer of an association. The hobby needs clear goals and a schedule. If things are suspended or delayed, a warrior may challenge others in an effort to get things back on track. They love a variety of activities and want to feel productive and useful, even when they are off duty.

What hobbies are for kings one may ask? Usually they are drawn to chairman roles for committees and clubs in their neighbourhood. They like leading big projects outside the workplace and may be a team manager in a sports clubs for example. Leadership is handed over with ease to a king as they like to take control and are naturally proficient. Having a king take the lead usually results in the expanding and developing of projects or associations as a king often has a clear vision of how to move forward. They want to make sure the best resources are available to them in any project or situation, in and out of the workplace.

Scholars love to study and will attempt to do so for most of their lives. You can find them taking on many courses at a time, playing chess on the web or in a writing workshop. They are innately curious and always looking to learn something new, be it studying a foreign language, starting a programming course or attending a study circle. The desire to be constantly learning is something that is common for most scholars and once they become fascinated and engrossed in a hobby, they will want to become an expert.

Each archetype also differs in how they like to travel:

- Artisans need variation and spontaneity. Cultural or adventurous trips are often the most enjoyable.
- Storytellers enjoy travelling with others. They need to be involved with social activities and gatherings in order to avoid boredom.
- Servers are very flexible, but especially enjoy themselves whilst with dear family or good friends. They create a cosy atmosphere wherever they travel and often prefer an apartment over a hotel, so they can cook and entertain for themselves.
- Priests like to choose an inspiring target, either a cultural experience or an exotic challenge. They usually avoid package holidays and staying at beach resorts.
- Warriors love an active holiday, whether it be hiking, golf, water sports or exploring a new city on foot. Warriors enjoy planning ahead and do not like to be stuck in one place for any length of time.
- Kings like big cities and round trip tours, and new and expansive horizons intrigue them. They might also choose an all-inclusive package just to see if the quality is good enough for them.
- Scholars prefer travelling for culture or visiting interesting historical territories. They tend to gather as much factual information before the trip so they can choose to act as a guide to a destination if they wish.



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Exercise:

Focus on one of the archetypes for several days. When you notice you can easily identify people as having that archetype, choose another and start again. It may be easy to see the archetype in most people, however, some will be very tricky.

Hint:

It will take you time to master the differences between archetypes as this calls for patience and practice. Luckily it is very rewarding once you learn more and start noticing the differences.

3.6 Archetype traps and their challenges

Each archetype has its own lessons to learn and trap to overcome. The trap will become visible when an individual does not make enough room in their daily life to use the strengths of their archetype. The trap can also be triggered by a stressful event.

The challenge can show where there is room for personal growth and can be worked on as a way to help get you out of your trap. The strengths of each archetype can show once the challenge has been overcome.

Trap:

- Artisan: ➤ Living in a fantasy world
- Storyteller: ➤ Performing instead of living
- Server: ➤ Serving anything or anyone
- Priest: ➤ Forcing own ideals on to others
- Warrior: ➤ Seeing a challenge in everything
- King: ➤ “Prince syndrome” (using power without responsibility)
- Scholar: ➤ Over analysing everything

Challenge:

- Artisan: ➤ Goal orientation
- Storyteller: ➤ Reasonability
- Server: ➤ Self-care
- Priest: ➤ Tolerance
- Warrior: ➤ Diplomacy
- King : ➤ Responsibility
- Scholar: ➤ Sharing

Hint:

Can you see your own challenges in the list above? What could you do differently to face your challenge?

3.7 What is important to each archetype?

The list below may help you to realise what makes you tick. It has been simplified through key wording for each archetype, however it has depth and meaning. Go through the list and take note of the words that are important you to.

- Artisan – to create



- Storyteller – to express



- Server – to help



- Priest – to inspire



- Warrior – to achieve



- King – to lead



- Scholar – to understand

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If you are still uncertain which archetypes are the ones most prevalent in your personality, please try each of them out in practice. If you consider yourself to be perhaps artisan, priest and scholar, dedicate a day for each of them, observe yourself and take note of how this makes you feel. For example, during the artisan day you could spend time setting up new ideas, trying out new activities or play around with your friends. In this case the priest day could be quite different. You could think of friend, for example, who may need some inspiration and advice or spend your time tackling an injustice that you can rectify? A day as a scholar could include reading a good book or writing, or even planning for a new course in a topic of your choosing. The day that flies by with ease and feels most rewarding will definitely show you that the archetype in question needs more space. From then on make it habit to do things that this archetype enjoys and give yourself credit for acknowledging this and choosing a happier path for your life.

Exercise:

Go through the list and mark those words that feel at least somewhat important. When you have picked 3–5 of the themes, consider each one more in depth. Take a deep breath and dig deeper, letting the answers come to you.

Hint:

In chapter 5 you can do a test and see what comes out. If the result is different from the list above, it is likely that the list is more accurate than the test. This is because the test often reflects the outer you and some important archetypes can be hidden from view by the score. This is because the score typically shows archetypes we use a lot.

4 Combinations

Humans are complex and it takes more than one archetype to make up your personality. Some archetypes are present because of roles you may have taken on and others are more inherent. This chapter covers all combinations of the seven archetypes, noting the gifts, talents and natural strengths of each combination. You can either do the test on page X, then read the descriptions in this chapter to gain an insight into what your combinations may have to offer. However, I strongly recommend that you look critically at the test result as you may be missing an archetype of which your conscious mind is not currently aware. Or, you can read through the combinations and mark those that appear natural to you. We can often admire certain archetypal qualities in others and it may just happen that those qualities are also present in our hidden strengths.

As children our archetypes are normally visible. However, during school or even earlier, we learn to adapt to the demands of others and often take on another archetype. We are extremely malleable at that age, and if our parents focus was on conditioning us to be something they appreciate, then we could have easily lost sight of our true archetype at an early age.

When considering self leadership it is vital that you can act from your own archetypes in your daily life. This gives you more energy, motivation, results and happiness.

Below are some descriptions that will enable you to be aware of the different combinations, revealing both the natural strengths and stress pattern for each combination.

4.1 Artisan-combos

If the artisan is your primary archetype, then all combinations are influenced by the artisan. New subjects interest you, along with renewing, remodelling and creating with your hands.

Artisan-Storyteller

- Expression is important to you as this quality is present in both archetypes. You walk your own path, liking attention and often drawing attention to yourself. Your strengths are creativity and presenting things convincingly. Life is like a game with new opportunities around every corner.
- When stressed you leave things unfinished and can get carried away with your own ideas, neglecting others.

Artisan-Server

- You enjoy domestic affairs, handicrafts and helping others. Colour and aesthetics are important to you.
- When stressed you have a habit of offering help to anyone and can end up forgetting to look after yourself.

Artisan-Priest

- You are a visionary who is keen on new projects. You seek opportunities and like to start up ethically based projects.
- When stressed you can either act like a rebel or end up daydreaming.

Artisan-Warrior

- You can be a great initiator as well as strong finisher. You may put these extremes into use in different scenarios which really helps you to get things done.
- When stressed you become torn between the archetypes which stops you getting anything going.

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Inés Aréizaga Esteva (Spain), 25 years old
Education: Chemical Engineer

– You have to be proactive and open-minded as a newcomer and make it clear to your colleagues what you are able to cope. The pharmaceutical field is new to me. But busy as they are, most of my colleagues find the time to teach me, and they also trust me. Even though it was a bit hard at first, I can feel over time that I am beginning to be taken seriously and that my contribution is appreciated.



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Artisan-King

- You are creative and a big thinker, and innovative large projects await you. You like to put your personal touch or trademark on whatever you are producing and walk your own path, never dissuaded by others.
- When stressed you tend to lose sight of your own big picture and become frustrated, which does not go unnoticed.

Artisan-Scholar

- This combination gives you both artistic and profound qualities. You want to create things without forgetting the facts and checkpoints. You enjoy books and great conversations.
- When stressed you feel out of sync, you tend to isolate yourself from others and avoid sharing what could be valuable information.

4.2 Storyteller-combos

When the storyteller is your primary archetype, you are colourful and usually stand out from the crowd. You seek attention and achieve an audience with your witty comments and your presentation skills.

Storyteller-Artisan

- Expression comes naturally and you enjoy sticking out from the crowd one way or another. Drawing attention to yourself is fun and you are also a great innovator.
- When stressed you crave for attention too loudly, which may come across as obnoxious and lead to you losing your audience.

Storyteller-Server

- You are a visible caretaker. Although performing is your thing, you also pay attention to others.
- This combination becomes contradictory when under stress, as one side craves attention and the other does not, leaving you confused as to how to act.

Storyteller-Priest

- You enjoy performing and communicating. You please your audience with your humour, as well as your strong points of views.
- When stressed you are both 'black-and-white' and attention seeking. You may have tantrums like a child when you do not get the admiration you desire.

Storyteller-Warrior

- This combination gives you great presentations skills and a good focus on achievements. You may showcase and sell anything you choose in the blink of an eye.
- When stressed you do not seem to know when to stop or withdraw.

Storyteller-King

- It does not go unnoticed when you enter the room. You win your audience over with a prominent style that is often awe inspiring.
- When stressed you become full of yourself and can knock down the opinions of others too abruptly and without cause.

Storyteller-Scholar

- You are an analytical storyteller, you enjoy being the expert and sharing facts.
- When stressed you may withdraw from the crowds and become too serious.

4.3 Server-combos

Servers are all about helping and taking care of others. They create a cosy environment where you may feel at ease.

Server-Artisan

- You are creative and nurturing. Decorating, gardening or any other creative hobby may be your thing, especially if it is in the home. Beauty in its many forms interests you.
- When stressed things remain unfinished as you become lost in your dreams.

Server-Storyteller

- This combination makes you a talkative and cheerful helper. Friends and gatherings are important to you, and you still have your humorous side.
- When stressed you might become focused on your desire for attention and forget about others.

Server-Priest

- You are very emphatic and enjoy inspiring others.
- When stressed you can become 'black and white', quick to take sides and defend strongly.

Server-Warrior

- You are a hard worker and always ready to lend a helping hand. Loyalty is a given to you.
- When stressed you can get provoked more easily and can be too blunt whilst having your say.

Server-King

- Good people skills often come naturally to this combination. You like to be the one in charge, but are still considerate of others.
- When stressed, perfectionism and your need to control may take over and you can become over demanding, both of yourself and of others.

Server-Scholar

- You are conciliatory, knowledgeable and service minded. Reflecting and being thorough is combined with being compassionate.
- When stressed you think too much and forget to take care of yourself.

4.4 Priest-combos

If the priest is your primary archetype, you are strongly for or against things. You are always looking for a cause you can fight for or support.

Priest-Artisan

- You are a visionary, who enjoys both bold and eloquent thoughts. You see a creative solution in everything.
- When stressed you tend to daydream and lose track of your everyday life.

Priest-Storyteller

- You communicate strongly, draw attention and excite people easily.
- When stressed you create drama and need constant attention.

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Priest-Server

- Inspiration oozes from you. People come first and you like to serve the highest good.
- When stressed you become over controlling and think you know what is best for others.

Priest-Warrior

- Justice combined with strong will is typical to this pair. You like to have visions, but also act upon them.
- When stressed you are firm and definitive, sometimes even fanatical with your views.

Priest-King

- This combination makes for a strong and ethical leader. You have huge visions and positive causes.
- When stressed you can be bossy and categorical.

Priest-Scholar

- Knowledge and inspiration come together as you enjoy both studying and pondering.
- When stressed you may become withdrawn and criticise the skills of others.

4.5 Warrior-combos

Warriors are typically very driven and organised. They are also active, physical and like to get things done.

Warrior-Artisan

- These nearly opposite archetypes can give you both the ability to create and the desire to get things finished.
- When stressed it creates an inner conflict, you overreact and become uncompromising.

Warrior-Storyteller

- You can excel in selling your ideas when you combine the charms of the storyteller with the goal oriented warrior.
- When stressed you want attention and you can be too pushy.

Warrior-Server

- You are a diligent achiever but also attentive to others. You enjoy teamwork.
- When stressed you act as though you are carrying a heavy burden and you forget about your boundaries.

Warrior-Priest

- Goals and missions are important to you. Inspiration and action go hand in hand.
- When stressed you are too fanatical and oppressive.

Warrior-King

- You are a powerhouse, thinking big and working hard to reach your goals.
- When stressed you can be intimidating, as you demand results with a direct manner.

Warrior-Scholar

- This combination balances the warrior's 'always on the go' attitude, as the scholar calms you and makes you more conciliatory.
- When stressed you are restless and your thoughts may go round in circles.

4.6 King-combos

Kings have a natural magnetism, getting attention and respect with ease. High quality and huge projects are important to kings.

King-Artisan

- The scaled up thinking of a king is combined with creative ideas. You most likely enjoy the arts or handicrafts.
- When stressed you can be very sensitive and expect things to go exactly as you wish.

King-Storyteller

- People notice you for sure. Major plans and a strong presence are typical.
- When stressed you take up all the space and leave no room for others.

King-Server

- This combination often leads to you being a compassionate but also demanding leader of people. You would rather ask than command.
- When stressed you try to control all the strings and forget to delegate to others.

King-Priest

- Leading comes naturally to you and you immediately take charge. People follow you naturally.
- When stressed you can become a tyrant, putting down those who dare to disagree with you.

King-Warrior

- You always have your goal in mind and an action plan thought through. Only the best quality will do across all parts of your life.
- When stressed you are too straightforward and command others with too much force.

King-Scholar

- You appreciate having enough facts to back up your big decisions. You want to learn and improve your skills whenever possible.
- When stressed you get stuck in details and tend to aim for an unnecessary level of high quality.

4.7 Scholar-combos

When the scholar is your primary archetype, you enjoy conversations and always want to be learning. You are diplomatic and thorough.

Scholar-Artisan

- You are creative and analytical. You have an expert side to what you do, arts, music or sports.
- When stressed you start up many projects, but leave them unattended.

Scholar-Storyteller

- You make people laugh, but also have the facts you need to back up your stories and opinions.
- When stressed you get stuck and over analyse the details, telling stories beyond what is necessary for understanding, which leads to people becoming bored and disinterested with your words and information.



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Scholar-Server

- You are very conciliatory and friendly. Having the know-how and helping others are your trademarks.
- When stressed you dig around for unnecessary info and get burdened by it.

Scholar-Priest

- You gain inspiration from knowledge and get involved with whatever subject interests you. You are a visionary that is respected.
- When stressed you filter information too bluntly and you give advice without people asking for it.

Scholar-Warrior

- You seek practical information that you can put to use without delay, combining knowledge with action.
- When stressed you challenge yourself to do things that are unnecessary. You do not have to do everything yourself.

Scholar-King

- You are the undisputable master and expert in your kingdom. An academic career can be appealing to you.
- When stressed you keep your distance and it is difficult to approach you.

Exercise:

Think about your combination. For example, if the warrior-server scores high, give a thought if this is learned behaviour or natural. Observe yourself and make notes, you may find that some other archetype is even more important to you.

Hint:

Fill in the archetype test on the next pages and read about the combinations that you find in the test score. Which ones do you feel most comfortable with?

5 Archetypes – the test

5.1 Instructions

Read quickly through the statements and put a check mark next to any description that you feel, at least most of the time, applies to you. Use your first instinct and do not over analyse. Mark the sentences that feel the most like who you really are, not what you'd like to be or what you think are valuable traits in others.

Add up the checked statements for each group.

Group one

- ☐ I have a natural talent of doing things in a creative, unique way.
- ☐ I am usually the first one in our team to suggest new and different ideas.
- ☐ I am most stimulated by inventing, revamping or remodelling.
- ☐ I like a wide variety of colours and styles, and I use them as much as possible at home and at work.
- ☐ Sometimes I can create a lot of chaos around me.
- ☐ I have trouble focusing on only one task because I can do many creative things well in unison.
- ☐ I keep changing my plans, as I often get new and interesting ideas.
- ☐ I do not like routines that are too strict or rules that restrict my creative expression.
- ☐ Some say I have magic hands that can fix or do anything.

_____ checked statements

Group two

- ☐ I like to tell stories and jokes whenever I am with other people.
- ☐ I seem to spontaneously lead the discussion in our team.
- ☐ I secretly (or not so secretly) love to be on stage and be noticed.
- ☐ I have a little voice in my head that continuously comments and almost never shuts up. I often mentally edit the communication of others around me, whether it be written or verbal.
- ☐ I am renowned for my wit and sense of humour. My funny responses are instantaneous and seem to come from nowhere.
- ☐ I use a lot of metaphors and stories to illustrate my meaning. I hate it when my communication is misunderstood.
- ☐ Sharing information is what I do best and I enjoy noticing insights and communicating knowledge.
- ☐ If it is not fun, I am not that interested.
- ☐ People say I have a malleable face, therefore I can express a lot and I tend to draw attention to myself even without trying.

_____ checked statements

Group three

- ☐ Nurturing people and showing that I care for them is fulfilling and inspiring.
- ☐ I love to promote the team projects I work on and do this wholeheartedly.
- ☐ Sometimes I feel trapped in a caretaking role as I find it difficult to say no.
- ☐ I help to preserve harmony and the smooth running of things in our team.
- ☐ I gladly perform small tasks and odd jobs, however sometimes people take my services for granted.
- ☐ I like to have control of my own work situation and environment. I also like to quietly arrange situations for those around me.
- ☐ I would rather not be on stage, getting all the focus as I do not like attracting a lot of attention.
- ☐ People say I am helpful and easy to approach and always seem to ask me to help them, which is ok.
- ☐ I often have so much to do that I forget to take care of my own wants and needs.

_____ checked statements



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Group four

- ☐ I often feel a strong urge to tell people what I think is best for them.
- ☐ I have a deep sense of purpose for my life. I am inspired by giving great service to the world.
- ☐ I want to solve problematic circumstances whenever I notice something is wrong.
- ☐ I inspire and support my team members as it is important for wellbeing at work.
- ☐ I stand up for people who have not got the guts to or do not want to defend themselves.
- ☐ My friends consider me optimistic, energetic and inspirational, although I am not always sure why.
- ☐ People say I tend to be too eager or fanatical about things I consider to be important.
- ☐ I seem to be someone that others always come to for guidance and counselling. A lot of people rely on me for compassion or emotional support.
- ☐ I tend to express my opinions either way, pro or con.

_____ checked statements

Group five

- ☐ I am a doer; I like to get things organised and I am good at doing it.
- ☐ I enjoy challenges and being at the centre of what's going on. I like physical activities.
- ☐ I seem to be the team member who sets the timetables for projects.
- ☐ When my team is busy thinking up ideas, I can hardly wait to get stuck in and get going on the project in hand.
- ☐ I am loyal and principled. The one thing that really makes me furious is an attack on my principles, even an unwitting one. That is when my sword comes out.
- ☐ I like to focus intently on the task at hand.
- ☐ I like to make lists and check things off as I do them. It is important to get things done.
- ☐ I like to face things with a direct and honest manner, however, some people say I can be too blunt and tough.
- ☐ People say I am good at arguing as I can usually prove my point.

_____ checked statements

Group six

- ☐ I like to be the person in charge or ultimately responsible for a project.
- ☐ I easily notice when it is time to strengthen the project group by utilizing experts and consultants.
- ☐ If I do a task, I do it with excellence. I am only interested in an "A*" experience, an "A" is not quite good enough. I do not stop until I master whatever I'm trying to do.
- ☐ I am the ultimate decision maker in our team and responsible for the results.
- ☐ I take my own course and sometimes feel a bit of a loner socially as I do not have very many close friends.
- ☐ I enjoy seeing my projects and responsibilities expand.

- ☐ People often automatically turn leadership over to me or give me the responsibility. I like it when others to take care of the details and leave me to handle the bigger picture.
- ☐ People say I am solid and strong in character. They listen and report to me without my asking.
- ☐ I can be demanding; I expect others to strive for competence in the same way that I desire competence in all that I do.

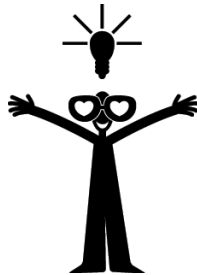
_____ checked statements

Group seven

- ☐ I am innately curious and love to study what interests me.
- ☐ I am known for being neutral and objective, and I am a good mediator. I get along well with most people and prefer to withdraw myself in the face of conflict or unpleasantness.
- ☐ I like to research and understand all facts before deciding anything.
- ☐ I like to be responsible for gathering, researching, and analysing the facts for our team.
- ☐ I seem to be someone with a lot of information and documentation carefully stored.
- ☐ I love books and often read articles and newspapers wherever I happen to be.
- ☐ I take notes about everything when I am learning as it helps me think. I am a record keeper.
- ☐ I prefer to keep my emotions to myself. I hate to express emotions in public, therefore I can seem a bit stiff or theoretical at times.
- ☐ Some people say I am a portable library and many come to me for information.

_____ checked statements

Have you found your type?



How many statements did you check in each group? Fill the table below to find out.

Find the top three scores and mark them with 1, 2, and 3. One of them will most likely be your main archetype and your true nature.

Mark with a “minus” the group that contains the least checked statements (or in some cases no checked statements). You should be aware that you may have difficulties understanding people who have this as their main archetype.

Types	Checked statements	Top three /Least checks
1 Artisan		
2 Storyteller		
3 Server		
4 Priest		
5 Warrior		
6 King		
7 Scholar		

You can read more about the different archetypes in chapter 2. It may also be helpful to learn about the variety of combinations possible in chapter 4.

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6 Vitality Pillars

Balanced choices are needed in order to live a good life. There are four Vitality Pillars, each has its only theme but they are all linked. The pillars will help you identify areas that are not balanced and give you ideas for what you can do to restore that balance.

True play, true rest, true study and true work bring you the energy you need to find more flow in your daily life. If you pay attention to these four pillars of vitality, it will impact you more than you could imagine. These natural vitamins, if you like, need a weekly intake but it's even better if you get a daily dose. True play brings you joy, true rest recharges your batteries, true study gives you a purpose and true work is the source of happiness.

True play is connected with expression, true rest with inspiration, true study with integration and true work with action. These four themes have a direct link to archetypes which you can read more about in chapter 7.5.

6.1 True play

When was the last time you really had fun and laughed? Are there any people close to you that can get you in a good mood with ease? Many of us suffer from being too responsible and have a hard time letting go. Sometimes it may even seem impossible to let loose. Life has turned into an endless list of things that need doing, and time is often spent running from one place to the next one. Even when off duty, there are 'jobs' to attend to, cleaning or renovating the home or other 'useful' tasks to take care of in your spare time.

True play enhances creativity. Look out for something that brings you joy, makes you laugh and enables you to forget about your worries. True play allows you to let go of control and be totally present in the here and now. It also keeps you from doing your duties for a moment and acts as a perfect counterforce to those who suffer from martyrdom. As a bonus you can strengthen your ability to express yourself through play. Creativity and starting up new things will enhance your life, and most likely bring you joy, therefore benefitting both you at work and elsewhere.

Have a look at the list and note if you can see subjects or activities that you already do on a regular basis. You may also have other interests than the ones I present here. The key thing is for you is to make sure you have true play in your life and the more the merrier.

- Performing in an event
- Amateur theatre
- Singing
- Enjoying entertainment: books, magazines, TV
- Bowling with friends
- Joking around with your mates
- Meeting with a comical person and sharing your humorous side
- Trying exciting and new activities with others
- Friendly sports events
- Karaoke
- Flea markets
- Walking your dog
- Attending a cooking class
- Sharing or listening to entertaining stories
- Crashing a party or an event
- Playing with kids
- Dancing
- Shopping days
- Creative projects, brainstorming
- Playing an instrument with your friends
- Evening out playing cards
- Family gatherings
- Fancy dress parties
- Chatting with friends
- Circus/Carnival/amusement parks/movies
- Spontaneous outdoor activities
- Telling fairy tales
- Computer games
- Surprise visit to a friend

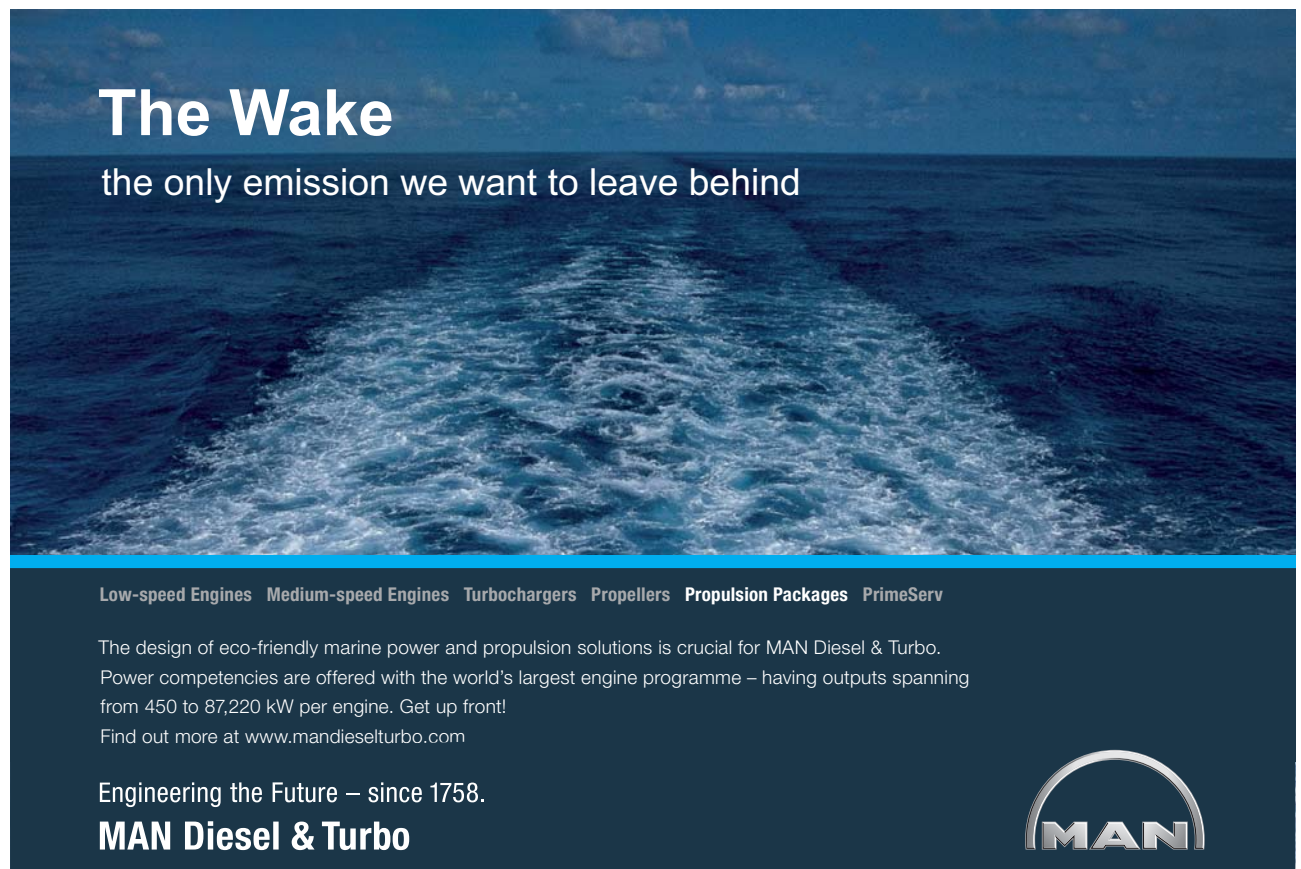
If you find it hard to relate to any of these true play activities then this could be a sign that it might be time for you to try some out. This is an important decision, but don't think too hard about it, just pick a few ideas that catch your eye and try them out. If they make you forget about your duties for a moment and allow you to fully enjoy yourself then keep doing them, if not pick some others and try again. You need to have fun in the company of others, some time off and give yourself permission to do silly things – that is how true play is found.

Exercise:

Decide to fit more true play into your weekly or daily schedule. Make sure you reserve time for fun, this could be every Friday evening or at the weekend. It is even better if you have time for true play on a daily basis. Think about how that could be achieved and start by slotting in activities here and there.

Hint:

True play asks for good company. Who do you like to spend time with, think of a person who you consider fun and playful and ask them to join you for an activity?




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6.2 True rest

True rest boosts your energy levels. What do you do when you really feel like you need to recharge your batteries? In this case, true rest does not imply physical rest, rather something that makes both your body and mind feel energised. If you are already aware of your Reaction Style, explained in my previous book *Communication Skills* (available at <http://bookboon.com>), you will notice some extra tips as to how to recognise what you need to do to experience true rest.

Your Reaction Style is made up of a combination of thinking, feeling and doing, and the reaction style you use the least is your balancer. If your balancer is thinking, then true rest needs you to put your mind into use through activities like reading, completing crosswords, jigsaw puzzles or quizzes. If feeling is your balancer, then true rest needs to be something that triggers your senses positively, like enjoying good food and drink, music and dancing, the scent in the forest or spending time in nice company. If the reaction style that is least common to you is doing, then you need to do some action to balance yourself. Even if it is about true rest, you will feel energised by doing things, like gardening, jogging, swimming or painting for example.

Find something calming, nice and rejuvenating that results in a relaxed mood and gets your brain into 'alpha-level'. Find something that allows you to forget about yourself, any stresses you may have and all bad thoughts about you and your worth. You will find refuge in true rest when you feel stressed.

Have a look at the list and mark things that help you relax.

- Spending time engaging your brain (crosswords, jigsaw puzzles etc.)
- Relaxed dinner with family or friends
- Driving a car or riding a bike without a schedule or a set place to be
- Chopping wood
- Enjoying a massage
- Skiing, skating
- Solitude
- Humour
- Singing
- Yoga
- Surrounding yourself with the beauty of nature
- Summery destinations e.g. the beach, lakes, the pier.
- Listening to music
- Gardening
- Looking into the fireplace or watching a candle burn
- Walking or jogging
- Stroking your pet

- Reading
- Hiking or walking through nature
- Painting
- Preparing good food
- Meditating
- Renovating
- Sewing, handicrafts
- Fishing
- Playing games (like playing cards or board games)
- Sailing
- Sitting under a tree
- Being on the beach
- Riding a horse
- Rituals
- Travelling
- Cruise trip
- Holding hands
- Going to an art gallery
- Dancing
- Hanging out with friends

Hint:

What do you do when you are very stressed? What enables you to carry on? The answer may reveal your true rest.

Exercise:

Make sure you have at least one dose of true rest every week. Try out new ways of recharging your batteries, you may find a new and better way to re-energise.

6.3 True study

True study makes you focus. It is something that you can get 100% involved with and allows you to lose track of time. When you are seeking meaningful alone time, think about what you like to do, this could be your true study. It is often something you enjoy, like a hobby and something you miss doing if you cannot do it on a regular basis. True study can involve taking a new course, fixing things, astronomy, reading a good book or planning your next holiday. True study is, at its best, a subject or activity that leads the way to finding your true work. After you get good at a true study skill, you may be able to put that skill into use in many ways.

Find a topic that you are drawn to, something with which you can easily become carried away. This kind of activity is often linked to true work as it prepares you for that.

- Antiquities
- Archaeology
- Astronomy
- Philosophy, psychology
- History
- People watching
- Compatibility
- Understanding people
- International affairs
- Herbal remedies
- Foreign languages
- Communication skills
- Chinese medicine
- Cultural differences
- Behavioural sciences
- Law
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- Gardening
- Gerontology
- Art history
- Dance
- Health
- Wellbeing
- Bird watching
- Plants and trees
- Weather forecasts
- Social issues

Exercise:

Does anything jump out at you as a subject you have always wanted to know something about but have just never had the time to study? Make the time to try out a new course or read a book that gives you food for thought. Give yourself a weekly dose of true study.

Hint:

Find a subject that really interests you.

6.4 True work

True work makes you happy. It may be a strange concept to some people, but it is important to emphasise that true work is not necessarily what you do for a living. Only a few lucky ones can combine them. True work is often found later on in life, maybe a crisis occurs that makes you to put things in perspective. However, it is good to start engaging with your true work now. What could your true work be? The answer usually reflects a talent or specialty that you have. You could be great with children, or a superb chef, an inspiring performer or a talented runner. Sometimes this talent is not so obvious to you, but the people around you will have paid attention to it. Think of what you are given praise for, something you do that others enjoy and that could be a hint to your true work.

Look for something that you enjoy immensely, some subject or activity where your natural talents can be used in full. It needs to be something that also puts a smile on your face, making you forget about everything else.

- Networking
- Charity work
- Documentary films
- Teaching philosophy
- Restoration
- Providing children with a hobby e.g. running a youth club
- Leadership skills
- Leading a gym class
- Collector
- Communication
- Camp life
- Position of trust
- Arts
- Event marketing
- Social skills
- Travel guide
- Sales position
- Handicrafts
- Working with youth
- Programming
- Problem solving
- Social media skills
- Serving the community
- Healing
- Inventing games
- Recycling
- Genealogy
- Nursing
- Politics
- Social worker
- Party planning
- Writing restaurant reviews
- Teaching mindfulness
- Collecting recipes
- Writing short stories
- Poems
- Giving guitar lessons

- Art galleries
- Science
- Elderly care
- Research
- Photographing
- Parenting
- Voluntary work
- Entrepreneurship

Exercise:

Ask your friends what they appreciate about you the most. This piece of knowledge may help you recognise your true work.

Hint:

True work makes you feel great. What is there, if anything that you really enjoy doing?



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6.5 Vitality Pillars and Archetypes

True play comes naturally to artisans and storytellers. These two archetypes are good at expressing themselves, they also enjoy creativity and having fun. If your primary archetype is either artisan or storyteller, then it is crucial that you do not forget about true play, otherwise you can easily become very stressed.

What to do if you have lost touch with true play? Start by finding a fellow companion to join you, one of the best to look for is an artisan or a storyteller as they normally have a natural talent for true play and can help you learn to let yourself go. They know how to make, even a serious situation, fun and you will feel relaxed and joyful in their company.

Each archetype need true rest, but it is extremely important for servers and priests. These two archetypes are very people orientated and enjoy inspiring others. They like to take care of people and give them inspiration. However, this can become very tiring when their own batteries are running low. It is very beneficial to have true rest on a regular basis.

True study is the field of scholars as it represents integration and learning new things. A typical learning situation for a scholar is something that needs complete concentration and leads to a loss of time. When a scholar has forgotten about true study, they feel like a leaf in the wind. They might even have difficulties in identifying their archetypes. Scholars appreciate an environment where they can deepen their knowledge of any subject of their interest. Other archetypes also benefit from true study and balancing themselves, finding a theme they can dig into with full attention slows them down for a moment and stops them being in a hurry.

True work need not be anything major or spectacular, but it is always something you really enjoy doing, something that does not feel like work at all. True work might not be experienced by everyone, and that in itself is a great pity as everyone has their special talents and key subjects of interest. An ideal scenario would be if everyone could become aware their gift and be able share it with others. Warriors and kings – the action types, have an inner urge to find their true work, as they really need to be out there accomplishing things. What could be better than fulfilling their life task at the same time as working? Priests also need a meaningful work purpose as they spend their lives in search of a mission in which they can get involved. True work can be a great help in leading them on the right path. However, true work is meaningful for each archetype, giving each individual a sense that they're putting their true talents to good use for those around to enjoy.

7 Self Leadership in practice

It is important to take good care of yourself during your daily life. The basis of self leadership is a balanced, energetic and a positive outlook, and a body that feels in good shape. Life feels so much better once you have organised different aspects of it in a balanced way. Make sure your work is not your only focus area. For many of us work has become a big part of our identity and with the technologies available, the line between work and free time can often become blurred. Sometimes we end up answering emails during the evenings, at weekends or on vacation. Some have even made it a habit to work on projects that demand a quiet environment at home instead of at their workplace. This is understandable and can be an effective way to work, as long as it does not encroach on your free time.

If you have been in an archetypal role that is not primary or natural to you, it is time to take control of your life and steer yourself towards your dreams. It can be most helpful to start by acknowledging your archetypes, then you can work towards doing things that use them to their full potential.

7.1 Weekdays and Archetypes

There are many ways you can get to know the archetypes. For example, you could go through each archetype one by one during the week, trying them out and seeing which suits you best. Although this perspective is rather playful, it can give you food for thoughts and allow you to realise that each archetype is equal and has its own place.

On Monday it is time for the Artisan, so start the week off with something new. You may decide to start a totally new project or pursue a new hobby. Perhaps do something you have thought of doing for a while now, something that is on the 'when I have time for it' list.

On Tuesday the Storyteller should take over. You should greet everyone cheerfully and stop to chat with someone from your workplace, it is the day to be spontaneous and talkative. In meetings try not to hold back, allow your comments to be voiced without too much reservation.

On Wednesday it is the Warrior's turn to step up. This can be a day full of action and speed. Write down a to do list and mark each item off as you get things done.

On Thursday the King has its time. This day is all about delegating and leading. You should hand over duties that you would normally do yourself and spend time looking at things with a broader perspective. Give your thoughts on things that could be improved to those around you and see how they respond.

On Friday the Scholar is in charge. Read an interesting article and check some background details concerning a decision at work. Before deciding anything, spend some time making sure you understand the many facets of the situation. End the day by reading a good book.

On Saturday the Server will become present. You should focus on considering your loved ones or helping out someone at your work. You should ask others how you can help them and make sure that the people around you have all they need.

On Sunday it is time for the Priest. You should decide on an important project or a hobby and start it. You can also try handing out advice to others concerning how better to treat themselves or take part in some voluntary or charity based work.

7.2 Vitality Pillars weekly

The vitality pillars: true play, true rest, true study and true work, can help you balance yourself if you use them frequently. If any one of these areas does not have your attention, you can easily end up feeling unbalanced and miserable. These four pillars assist you in staying alert and energetic. One of them may have a special meaning for you, but they all have a role to play in your life.

In chapter 6 you will have received some information about the four pillars of vitality. How could you give more space to the one that needs the most urgent attention?



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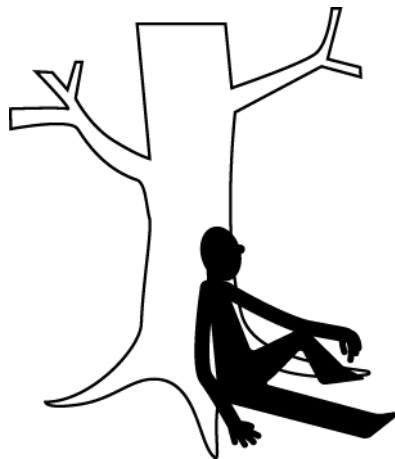
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True play is all about having a good time. It is important that even at the start of the week you make time to have some fun and laughter in your life. If this pillar is a challenge to you, find the company of a storyteller to take the pressure off, enabling you to rely on them for a relaxed and joyful time.



Picture 8. True play

True rest enables your energy level to rise. If you are tired, it is good to take care of yourself with true rest. In chapter 6.2 there are examples what true rest could be and how best to achieve it for the different archetypes and reaction styles.



Picture 9. True rest

True study is a great counterbalance to daily work. You should forget about time and place when carrying it out as it takes your sole concentration. A weekly dose is great even though you may feel you do not have any time for it.



Picture 10. True study

If you are one of the lucky ones who get their pay check from doing their true work, then this is not an issue. If this is not the case, then make sure you are using your special talent regularly. This is something that you can achieve by yourself and will benefit those around you. As you learn and explore your expertise further, you can explain with pride and enthusiasm to others, perhaps helping them to become interested.



Picture 11. True work

Hint:

Think about how you spend your days, do you have family time as well as time for your own hobbies? Make a list of things you want to change in your life and how you wish your time was distributed.