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PMAI ® Results for Mike Jay

This report has been generated specifically for you based on the answers you provided on the *Pearson-Marr Archetype Indicator*® instrument. Included are your scores for all twelve archetypes, descriptions of 4 archetypes for which you scored highest, and a description of archetype for which you scored lowest, also called your "shadow" archetype.

Scroll down this page to view your report. You may print this report or return to it by typing your access code on the sign-in page <http://www.capt.org/pmai.htm>. Your access code is 9101-4269-2312.

What the scores signify:

- 24-30: These are the most active archetypes in your life. If you have no scores in this range, then the top two to four in the next range are your most active.
- 18-23: These archetypes are likely to be available to you when you need them, but do not determine how you see the world (unless they are your highest).
- 12-17: These archetypes are not often expressed in your life currently, and you may have difficulty understanding people who express them.
- 6-11: You may actively disown these archetypes, either because you have internalized a belief that they are undesirable or because they may have been over-expressed in the past.

The archetypes for which you scored the highest are printed in bold. These archetypes are likely the ones that are most active in your life now, serving as allies and defining the stories you are living. When you receive the *Introduction to Archetypes* book, you will be able to relate the individual scores for each of the twelve archetypes to how active or inactive they are in your life.

Your PMAI Scores:

Warrior - 30	Innocent - 21
Creator - 28	Destroyer - 21
Seeker - 27	Lover - 20
Ruler - 27	Jester - 20
Sage - 26	Orphan - 13
Magician - 22	Caregiver - 9

PEARSON - MARR ARCHETYPE INDICATOR ®



WARRIOR

If the Warrior is active in your life, *you assume that the tough prevail.*

At your best (now or when you fulfill your potential), you model or try to show what it means to have real courage and determination, the kind that allows a hero to face the most fierce antagonist or challenge with skill and determination. You also may have, or desire to have, the fortitude to stand up for your ideals, yourself, or others, and do whatever it takes to succeed, regardless of how scared or tired you may be. You have a code of honor that requires a high level of discipline and a strong sense of pride, so that you feel humiliated if you lose or show cowardice. You enjoy competing and/or spearheading a crusade. You are at your best when you are on a mission.

When problems arise, you tend to do whatever you have been doing longer and harder. You face problems directly and defend your boundaries and those of others. You also tend to identify enemies or antagonists that you see as causing the problems and you set out to defeat them.

You tend to notice injustice, challenges, and antagonists, and you develop strategies to overcome them and to achieve your goals. In people, you focus on how tough or skilled people are, and in addition you note any weaknesses that have to be shaped up so they do not let you down. In framing solutions, you tend to be attracted to either/or scenarios. You may be unable to recognize the talents and contributions that can be made by people who in your eyes seem weak or inferior.

You may want to be on guard against the Warrior's tendency to view the world in terms of black and white, avoiding the gray and perceiving those who have different ways or opinions as wrong or bad. Warriors can get locked in contests or even wars that leave devastation in their wake. When your commitment to doing what it takes gets out of control, you may need to guard against burnout. You may have difficulty caring for yourself, perhaps because you hate to face the fact that you have vulnerabilities, needs, and frailties. Even great Warriors need R&R.

You like and live stories that are variations of the war story, accounts of competitive sports or business transactions where the alternatives are winning or losing. You also may be attracted to plots where a courageous figure fights to save the underdog or rescue the damsel in distress or overcome some major obstacle (e.g., Superman; any John Wayne movie; *Saving Private Ryan*; *Rocky*; *Crouching Tiger, Hidden Dragon*; shoot-em-ups; or any story about how the home team wins, a candidate gets elected, or success is achieved after a long struggle).

As a leader, you excel (or could) at goal setting and implementation, motivating your team to give their best and, like a great coach, building a winning team.

You want to be seen as tough, competent, and in control; and you want to avoid seeming weak, vulnerable, or needy.

Others may appreciate your strength, decisiveness, and capacity to win. In fact, you embody a cultural ideal, which is especially appreciated if you are male. Friends and loved ones may worry that you will burn yourself out and that you are so stoic that you fail to recognize or express your feelings. To some people, you may seem so aggressive or ruthless that you scare them. Nevertheless, others will try to enlist you to deal with difficult situations and to rescue them when they are in trouble.

You may (or do) benefit from:

- Choosing battles wisely, realizing that not every situation needs to be either combative or competitive
- Seeking enough R&R to stay healthy and refreshed, taking time to recognize and express your vulnerabilities
- Working to see the point of view of others, even your competitors or adversaries
- Hanging back so that others might show what they can do for themselves (because not everyone always needs rescuing)
- Avoiding either/or thinking and seeking out win/win solutions
- Balancing the virtues of the Warrior with those of the Caregiver



CREATOR

If the Creator is active in your life, *you assume what can be imagined can be created.*

At your best (now or when you fulfill your potential), you are highly imaginative and even inspired, and your skill level allows you to create with ease. You have moments when the ideas just flow and creativity seems effortless. You have a wonderfully developed aesthetic sense and surround yourself with things that reflect your taste. You have the potential, moreover, to create your own life as a work of art, so that you avoid the ordinary, the shallow, and the mundane, opting for more satisfying ways of life, even if this means that others do not always understand why you live the way you do.

When problems arise, you seek inspiration to develop a clear vision of how you want to remedy them, to decide what you want to create to put in their place, or to choose what other innovative steps you might take. Or, you divert yourself by undertaking some satisfying creative project, believing, often correctly, that the answer to how to handle the problem will come to you in the process.

You tend to notice the need for new inventions or interpretations. You also focus on the resources that help you innovate and on ways to enhance your skills. You know that if you open your eyes wide enough, you will find what you need to be successful. You also have a highly developed critic and generally notice every flaw in what you and others do, which could lead you to feel inadequate to the task and dissatisfied with life.

You may want to guard against the Creator's tendency to reduce life to raw material for art (as in a cartoon depicting a writer who keeps one hand on the keyboard while he makes love with his sweetie), robbing life of the joy of felt experience. The Creator also may become overwhelmed as a result of taking on so many projects. Like weeds that kill a garden, too many projects can sap the joy out of an otherwise great life. When the inner critic gets out of control, Creators may undermine their own confidence and that of others.

You like and live stories involving the many guises of inspiration and their unpredictable consequences such as Alice Walker's *The Color Purple*, in which a character changes her life, in part because she starts to write about it and hence understand it. In *Fried Green Tomatoes*, the creative act of telling a story becomes a life-changing force in the life of another character. You also may relate to stories of artists, inventors, or entrepreneurs who have the imagination to envision something admirable and then the skill to make that vision a reality. Unless you have wealth, you may empathize with the difficulties (often portrayed in literature) faced by artists who live in poverty because they will not compromise their standards or allow their creativity to be co-opted by others (as in the film *Amadeus*).

As a leader, you are (or could be) entrepreneurial, innovative, and unorthodox.

You want to be seen as grounded, practical, and having the ability to create something the world needs, so you may avoid doing things that make you seem like a stereotypically wild-eyed, crazy artist.

Others may appreciate and even envy your imagination and taste. However, they may have no idea how much dedication and hard work is involved in creating anything of real worth, minimizing what the outcome costs you. They may even see you as elitist or eccentric, perhaps even immoral (you know those artists!) and someone not to be trusted.

You may (or do) benefit from:

- Taming your inner critic so that you become less critical of others and yourself
- Remembering that anything worthwhile takes time
- Moving from an ego-oriented focus on whether what you do is good enough to an attitude of service or being a channel for the muse or the vision to be expressed
- Balancing artistry with being a responsible, thoughtful person (avoiding the trap of excusing self-indulgence)
- Balancing the virtues of the Creator with those of the Destroyer



SEEKER

If the Seeker is active in your life, *the grass is always greener somewhere else.*

At your best (now or when you fulfill your potential), you are wonderfully adventurous, independent, and self-sufficient. You refuse to live a cookie-cutter life, always seeking out new experiences, testing the limits of what is possible. Avoiding conformity, you search for your true identity and struggle to fulfill your true potential. Ambitious by nature, but not conventional, you may aspire to climb a mountain or the ladder of success, or to achieve enlightenment. Whatever your goals, you seek to improve yourself, every day becoming more you.

When problems arise, your tendency is to take off and leave them behind. However, you also are good at looking everywhere you can to find new ideas or approaches that might work, and thus you can serve as a scout or pioneer, bringing back solutions from the fringes of society that others might not know or trust.

You tend to notice the new and exotic, keeping your eyes constantly on the horizon. You also are keenly aware of the aspects of your present life that are unsatisfactory, limiting, or alienating, and you use them as motivation for your next journey. In groups, you focus on the ways you are different, and you notice how others compromise to belong. You may miss the everyday wonders right at your feet and the way others accept you for yourself, however idiosyncratic you may be.

You may want to be on guard against the Seeker's tendency to be a perpetual Peter Pan who won't grow up and accept adult responsibilities and commitments. Seekers also lose those they love because others feel abandoned by their need for independence and freedom. In avoiding conformity, Seekers can go too far, becoming not just eccentric but misfits. In fact, some could end up lonely and alone, being so oppositional that they alienate others who try to get close.

You like and live stories about adventuring journeyers—those who perpetually seek an elusive "something" just beyond their grasp or who simply enjoy the journey. The plots that characterize science fiction, as well as quests, pilgrimages, and travelogues (such as John Steinbeck's *Travels with Charlie* or William Least Heat Moon's *Blue Highways* and Mark Twain's *Huckleberry Finn*) are relevant to your life. This also includes stories of King Arthur's knights seeking the grail and the story of Exodus, where the Hebrew people leave captivity and go bravely into the wilderness in search of the Promised Land. Once you find yourself, however, you can become a kind of wandering angel who (like Johnny Appleseed) blesses the lives of those he/she meets.

As a leader, you are (or could be) highly independent and individualistic, gung-ho, adventurous, and willing to try new ideas. Having a "don't fence me in" attitude yourself, you allow others great autonomy—as long as they can show results. While some people quake in fear at today's rate of change, you love it, preferring the new to the tried and true.

You want to be seen as unique and special, so you avoid doing anything that might make you appear conformist or ordinary.

Others may appreciate your adventurousness, integrity, and refusal to conform to social expectations. However, they also can experience you as abandoning, alienated and alienating, and lacking loyalty and team spirit.

You may (or do) benefit from:

- Keeping in touch with those you truly value
- Noticing ordinary pleasures right here, right now; finding joy in the journey itself, not its end
- Testing out the potential for being true to yourself in community
- Remembering that you are still an individual, even if you are not calling attention to how you differ from the group
- Balancing the virtues of the Seeker with those of the Lover



RULER

If the Ruler is active in your life, *you assume that you should exercise control.*

At your best (now or when you fulfill your potential), you step up to the plate to take control when things are in disarray. Like the good king, queen, president, boss, or parent, you reign for the good of those who follow you, so that your highly developed sense of responsibility and order benefit everyone. You know that healthy social systems do not just happen. Someone needs to shoulder the responsibility to create them. You are not only willing to be that person, you also recruit others and groom or coach them, knowing that the more you are willing to claim your own power, the better you are at empowering others.

When problems arise, your natural response is to put in place policies, procedures, and systems, not only to solve this problem and all similar ones, but also to avoid such difficulties in the future. You also monitor these systems and resist those "loose cannons" that get carried away by wild ideas that might throw a monkey wrench in your well-oiled machine.

You tend to notice the tools and trappings of power and where the source of authority lies. You also know how to use status, image, and prestige to intensify your power, and hence you are attentive to how you appear to others and to context appropriateness (for example, not overdressing while visiting a poverty program). You may fail to notice the important input of people who have little or no status.

You may want to be on guard against the Ruler's tendency to be dictatorial or allow a sense of entitlement let them use their roles to enhance their own status, prestige, or pocketbook at the expense of their responsibilities. Rulers also can misinterpret differences of opinion as threats to their power, and/or put so many rules in place that they create Catch-22 situations where nothing can get done.

You like and live stories that depict the process by which someone accepts or denies responsibility for the kingdom, irrespective of his or her power to control it (as in movies such as *Elizabeth* or *The Lion King*). You know that accepting stewardship for a family, organization, or group is a big responsibility, and therefore like to learn from real life and literary depictions of successful leaders. Of particular interest to you are stories that show how someone took on a "kingdom" in jeopardy (chaos, misrule, and/or a scarcity of resources and talent) and turned it around, fostering order, harmony, and prosperity.

As a leader, you are (or could be) good at putting structures, policies, and procedures in place that make life easier and more efficient. You also are good at networking and the political processes that help grease the wheels so that things get done. You excel at being responsible, doing your duty even if it is unpleasant, and attending to ceremonial events. You tend to take responsibility even for problems you did not create.

You want to be seen as so thoroughly in charge that others naturally follow you, but you avoid doing anything too harsh so as not to seem weak and vulnerable.

Others may appreciate how you take charge and get things done. They also may envy and undermine your authority and, in response to it, become passive-aggressive, overtly oppositional, or competitive, or flatter you to get in your good graces.

You may (or do) benefit from:

- Having a commitment to governing for the good of all
- Sharing power and encouraging as much self-determinism as possible in others
- Remembering that you cannot make people do anything, but you can inspire them by sharing a worthy vision of outcomes that take their interests into account
- Modeling the behaviors you wish others to exhibit
- Balancing the virtues of the Ruler with those of the Magician

Your Shadow Archetype

This is the archetype for which you scored the lowest and it represents qualities that you may have repressed. This archetype also provides potential energy for you to use and also may influence your unconscious behaviors.



CAREGIVER

If the Caregiver is active in your life, *you assume you should help others.*

At your best (now or when you fulfill your potential), you may demonstrate a saintly nature, full of love and caring for your fellow creatures. You model altruism both in material ways and in seeing others with kind, compassionate, and forgiving eyes. You make the world a safer and gentler place for everyone. In most of your relationships, you act like a caring parent who creates nurturing environments where people can heal or grow.

When problems arise, your tendency is to notice who is hurting and try to do whatever you can to help them, perhaps even without thought to what it will take to do so. You are likely to provide emotional sustenance and comfort; guide and teach; perform maintenance tasks that allow a system to operate (cleaning, repairing, editing, decorating, etc.), and build a sense of community characterized by nurturing relationships.

You tend to notice problems concerned with the physical and emotional side of life—poverty, ill health, and the ways people hurt one another. You immediately take action to help people in need. You also focus on resources and strategies for helping, being open to a wide field of possibilities for aid and comfort. Everything else, including one's own health and well being, may escape notice, except in exhaustion, when what beckons is anything that revives energy (like a good meal or a talk with a close friend).

You may want to be on guard against the Caregiver's tendency to use control and manipulation to get people to do what the Caregiver thinks is best. Caregivers may be uncomfortable asserting their needs directly, making it easier to use guilt or other means to get their needs met. In their desire to help, they martyr themselves, undermine their health, and, in modeling this behavior, implicitly pressure others to burn themselves out as well. If they are not careful, they also enable others' weaknesses, reinforcing rather than reducing their dependency.

You like and live stories where a kind and giving person demonstrates generosity by helping others in ways that make a real difference and where others show their gratitude by giving back or where the Caregiver learns to balance care of the self with care for others. (Such stories and examples include the movie *It's a Wonderful Life*, the children's story *The Giving Tree*, Mother Theresa, or the rescuers who lost their lives at the World Trade Center and those who searched the wreckage for survivors after the terrorist attack.)

As a leader, you have (or could have) a wonderful ability to take care of those you lead—whether family members, employees, constituents, or community members. You also have a natural ability to provide wonderful customer or client services, simply because you really care about others. For this reason, people tend to trust you, so you partner well with other individuals and groups.

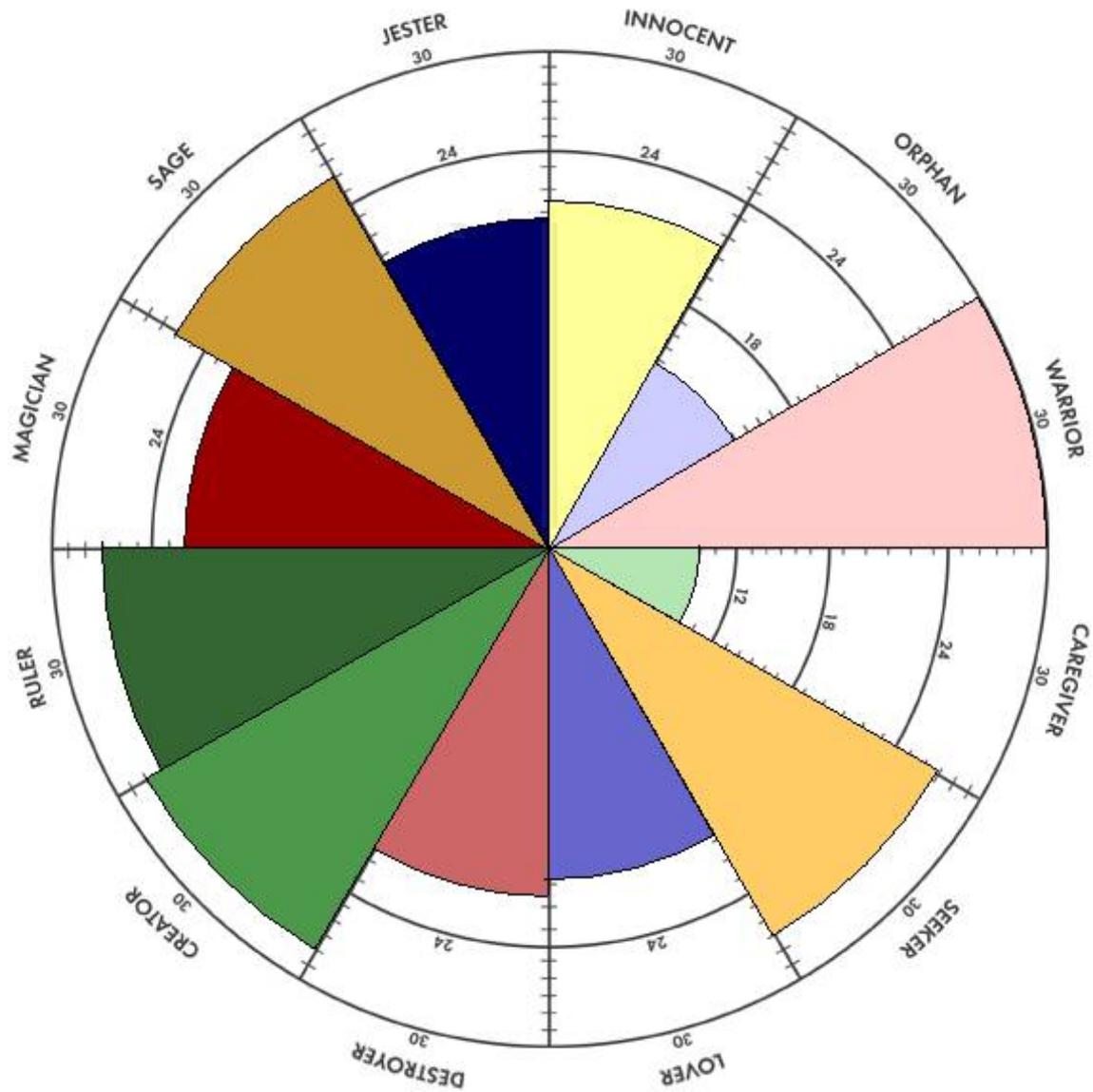
You want to be seen as generous and caring, and you want to avoid doing anything to seem selfish, self-aggrandizing, or egotistical.

Others may appreciate your kindness and generosity, take advantage of you, or deride you as controlling and co-dependent.

You may (or do) benefit from:

- Making sure your own physical and emotional needs are met, showering the same quality of care on yourself that you habitually show to others
- Expecting others to do everything they can for themselves, thus avoiding the unconscious habit of enabling others' weaknesses and fostering dependency
- Learning to have good boundaries, saying "no," protecting your time and priorities
- Letting others give to you and appreciating their efforts on your behalf
- Balancing the virtues of the Caregiver with those of the Warrior

Following is a graph of your PMAI results showing the twelve archetypes as you ranked them through answering the questions on the instrument. This wheel allows you to view what archetypes are most active and which are expressed less in your personal stories. Your top three archetypes and your lowest archetype have been described for you in this report.



Remember you can return anytime to this screen and review your highest ranking archetypes or print out your results. Your copy of the book, *Introduction to Archetypes* by Carol S. Pearson and Hugh K. Marr, which contains additional information, exercises, and descriptions of all twelve archetypes was automatically ordered when you signed up to take the PMAI instrument online. You should receive it within two weeks. If you require additional information, please contact CAPT customer service at 800.777.2278 (352.375.0160).