

Matitone Leadership Enneagram Inventory Coaching Report (MLEI)

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Confidential Assessment Results



Evan's MLEI Coaching Report

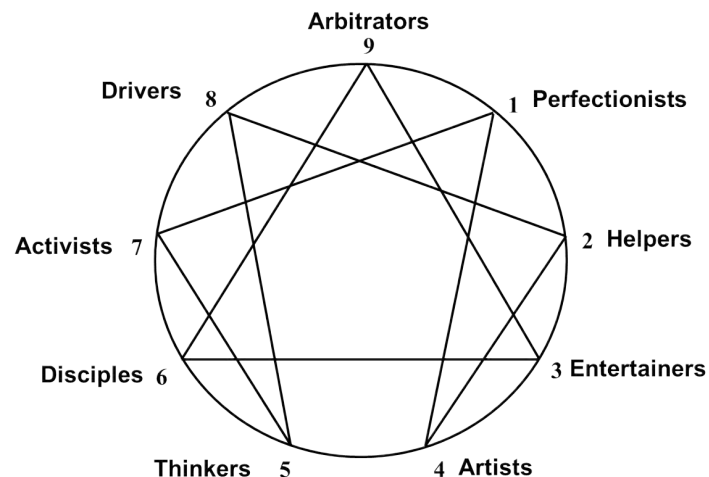
Each of the Mattone Leadership Enneagram Inventory (MLEI) types embodies a wide range of leader thought and belief patterns, values, attitudes and behavioral tendencies. In combination, the nine types, symbolize the universe of leadership potential that exists in any one individual. One reason we are all similar is all nine types operate in each of us. One reason we are all different, however, is that their proportion and balance (i.e., degree of “maturity” or “immaturity”) is different and constantly shifting.

The nine types of the Enneagram reveal the full range of one's leadership assets and liabilities. The relative balance, however, of a leader's type (as indicated by their “maturity ratios”) produces their distinctive psychological “fingerprint”—and while their predominant type (i.e., highest score combining both “mature” and “immature” scores) is most revealing and should remain relatively constant, it is the degree of overall development of each of their other types (as well as the associated balance or “maturity” of all nine types), that changes and evolves. Your objective as a leader is to: (1) optimize the mature elements of your predominant type; and (2) create paths to grow and mature in each of the other eight types that comprise your unique “fingerprint”. This is the essence of strengthening a leaders core.

Furthermore, equally important to discovering your most developed types (or highest scores) is to identify where you are least developed (lowest scores). The highest scoring types represent areas of leadership potential that you have already activated, while the lowest scoring types represent the areas you need to develop—in a mature way.

Nine Types of the Enneagram Inventory

1. Perfectionists
2. Helpers
3. Entertainers
4. Artists
5. Thinkers
6. Disciples
7. Activists
8. Drivers
9. Arbitrators



Type One

The Perfectionist: The Functions of Ethical Standards and Responsibility— The potential for moderation, conscience, maturity, self-discipline, and delayed gratification. Negatively, the potential for rigid self-control, impersonal perfectionism, judgmentalism, and self-righteousness.

Type Two

The Helper: The Functions of Empathy and Altruism— the potential for other-directedness, thoughtfulness for others, genuine self-sacrifice, generosity, and nurturance. Negatively, the potential for intrusiveness, possessiveness, manipulation, and self-deception.

Type Three

The Entertainer: The Functions of Self-Esteem and Self-Development— The potential for ambition, self-improvement, personal excellence, professional competence, self-assurance, and social self-distinction. Negatively, the potential for pragmatic calculation, arrogant narcissism, the exploitation of others, and hostility.

Type Four

The Artist: The Functions of Self-Awareness and Artistic Creativity— The potential for intuition, sensitivity, individualism, self-expression, and self-revelation. Negatively, the potential for self-absorption, self-consciousness, self-doubt, self-inhibition, and depression.

Thinkers

Type Five

The Thinker: The Functions of Mental Focus and Expert Knowledge— The potential for curiosity, perceptiveness, the acquisition of knowledge, inventive originality, and technical expertise. Negatively, the potential for speculative theorizing, emotional detachment, eccentricity, social isolation, and mental projections.

Type Six

The Disciple: The Functions of Trust and Perseverance— The potential for emotional bonding with others, group identification, sociability, industriousness, loyalty to others, and commitment to larger efforts. Negatively, the potential for dependency, ambivalence, rebelliousness, anxiety, and inferiority feelings.

Type Seven

The Activist: The Functions of Spontaneity and Diverse Activity— The potential for enthusiasm, productivity, achievement, skill acquisition, and the desire for change and variety. Negatively, the potential for hyperactivity, superficiality, impulsiveness, excessiveness, and escapism.

Relaters

Type Eight

The Driver: The Functions of Self-Assertion and Leadership— The potential for self-confidence, self-determination, self-reliance, magnanimity, and the ability to take personal initiative. Negatively, the potential for domination of others, crude insensitivity, combativeness, and ruthlessness.

Type Nine

The Arbitrator: The Functions of Receptivity and Interpersonal Mediation— The potential for emotional stability, acceptance, unself-consciousness, emotional and physical endurance, and creating harmony with others. Negatively, the potential for passivity, disengaged emotions and attention, neglectfulness, and mental dissociation.

Two	Helper	28	HA
Three	Entertainer	41	M-MM
Four	Artist	30	A
Five	Thinker	36	M
Six	Disciple	39	HA
Seven	Activist	31	M
Eight	Driver	35	A-LM
Nine	Arbitrator	41	M-MM
One	Perfectionist	37	HA
			AMR: .365/92 nd percentile*

Legend:

Yellow—Predominant Style

Blue—Secondary Style

Orange—Least Presented Style

M=Mature (MM=Most Mature; LM=Least Mature)

HA=High Average Maturity

A=Average Maturity

LA=Low Average Maturity

DTP=Derailer Trait Potential

***There are over 5000 successful leaders in the MLEI Database. Your scaled score of .365 places you at the 92nd percentile in this database.**

Your Predominant Type & Strengthening Maturity within Type

Leaders who are predominantly Entertainers are perhaps the most driven to succeed. Believing that they will be admired and respected only if they deliver results, Entertainers become fixated with success and appearing successful. In essence, success becomes the central component of Entertainers' self-concepts. Everything else can become a secondary priority. Their singular focus on fame and recognition allows Entertainers to thrive in organizations where style is seen as more important than substance and where symbols win out over reality. An Entertainer who is in charge of an organization may try to create such an organization.

Mature, predominant Entertainers gain the respect of others because of their drive, determination, and hard work. Other people become inspired by the dedication and energy of mature Entertainers. Through their own efforts and their effects on others, mature Entertainers can accomplish tasks that were thought to be impossible. As they begin to derail, however, Entertainers direct more effort toward image building than task accomplishment. Instead of accepting who they are and focusing on working hard, derailing Entertainers focus their efforts toward appearing like winners. They study how to dress, talk, and network like winners. However, at the end of the day, derailing Entertainers have neither achieved success nor developed an authentic inner core. Given the precariousness of their image, derailing Entertainers become jealous and hostile toward anyone who challenges their success. Incapable of producing any tangible evidence of their success, derailing Entertainers may resort to hostility and manipulation to deal with those who challenge their projected image.

At their inner core, immature Entertainers are out of touch with their feelings. Connection with their true feelings and self is lost because their energy is directed toward building their social image. Immature Entertainers fear that their true self is unworthy of respect and admiration, and as a result they turn to their successes and image to gain the respect and admiration of others. As Entertainers derail, the gap between their true self and projected self becomes greater. Instead of developing their inner core, derailing Entertainers become fiercely competitive for all forms of success and prestige, turning every situation into a competition. Immature Entertainers become so focused on the outcome—winning—that they overlook how they achieve success, sometimes opening the door for unethical and illegal practices. Entertainers also have tremendous difficulty dealing with failure. Because failure directly challenges their self-image of success, Entertainers may devote enormous amounts of energy into trying to turn unsuccessful projects into successful ones. Instead of walking away from lost causes, immature Entertainers may pour more and more resources into a sinking ship. Immature Entertainers may also direct enormous amounts of energy toward sabotaging and attacking those who are more successful than they are. Instead of finding ways to be more successful themselves, they seek out ways to undermine the success of others. As derailing Entertainers deteriorate, they run the risk of becoming superficial, narcissistic, and completely incapable of empathizing with anyone's feelings or needs.

Recognizing the Mature Entertainer in You

- Are self-assured, confident, and charming.
- Are direct, fast-paced, and enthusiastic.
- Listen and speak well.
- Persuade and motivate people.
- Can be influential and popular.
- Adapt well to changing conditions and remain optimistic.
- Desire self-improvement.
- Know your strengths and weaknesses.
- Can be dramatic in their actions and opinions.

Recognizing the Middle-of-the-Road Mature Entertainer in You

- Are pragmatic, efficient, and goal-oriented.
- Are hypercompetitive and believe winning is the most important thing.
- Can be manipulative and calculating.
- Value style over substance.
- Constantly worry about the how other people see you and the image you project.

- Constantly compare yourself to others.
- Have an inflated sense of self, which often leads to grandiose expectations and arrogance.
- Exaggerate accomplishments to draw attention to self.

Recognizing the Derailing Entertainer in You

- Are immoral, untrustworthy, devious, and jealous.
- Are opportunistic and exploit others.
- Do not tolerate others winning.
- Undermine those who have moved ahead.
- Often stab colleagues in the back for personal gain.
- Manipulate others to achieve your ends.

Positive Development Path

If you are a mature, predominant Entertainer, in order to move toward increasing levels of leadership maturity, you need to follow the sequence presented on The Map as: 3 → 6 → 9. In other words, your objective is to create a specific, compelling path that enables you to start to acquire and develop the mature attributes of the Six (Disciple). If this is you—a mature, predominant Entertainer—you have learned that, by committing to someone other than yourself, more can be accomplished by working together than against one another. By acquiring and cultivating the mature attributes of the Disciple, you also have learned that your own self-image is not diminished in any way, shape, or form as a result of committing to others. If you are a mature, predominant Entertainer, you accept the essence of who you are and you no longer need to strive to achieve a definition or image of success that previously may have controlled you. In addition, you now recognize that feeling good about yourself, in fact, is a better definition of success. Because you feel good about yourself, you no longer feel the need to potentially sabotage others who are successful. You now realize that the success of others does not take away from your own success. This outlook enables you, the mature, predominant Entertainer to gain the trust and commitment from others. The respect and admiration you now receive is due to who you are, not what you have achieved.

Negative Development Path

Derailing, predominant Entertainers, on the other hand, when they are not spiraling toward greater maturity, run the risk of acquiring even more immature characteristics, starting with the derailing traits of the Nine (Arbitrator). Your negative progression on The Map runs like this: 3 → 9 → 6. When derailing, predominant Entertainers begin to acquire and develop the derailing, predominant traits of the Arbitrator; they further lose touch with their feelings. Derailing, predominant Entertainers are driven by their hostility, but derailing, predominant Entertainers who possess immature Arbitrator traits lose touch of their hostility. They are left feeling nothing. Without hostility to drive them, derailing, predominant Entertainers are without zest or energy. They are no longer motivated to accomplish anything or even to project an image of success.

When Entertainer leaders talk to themselves, here's what they say:

Basic Fear

I fear being a failure. I fear that others will not respect or admire me unless I achieve great things.

Basic Motivation

I want to be the best and be on top. I want to get better, rise above my competition, and impress others.

My Greatest Irritation

I am a superior person who has worked hard to get where I am today, and people don't recognize it.

The Spark That Ignites My Defensiveness

I compare myself to others even though I know I should measure my behavior against more objective principles and values. I compete with others over everything, and I want to be the best at everything.

My Greatest Potential Weakness

I am more interested in packaging the product than the product itself.

My Greatest Potential Strength

As I mature, I will develop myself without comparison or competition. I accept my limitations.

Entertainer Leadership Style

When you are mature, you can win over people at all levels of an organization, whether they are subordinates, teammates, peers, bosses, or clients. You are goal directed, optimistic, and fast paced. Additionally, you are great at selling yourself and your ideas. You are also capable of leveraging ideas and innovations from everyone throughout an organization. Feeling that desks are confining, you typically move about the office, talking to nearly everyone from the custodian to the boss. You are good at getting people to open up and prefer to be on a first-name basis with people. By brainstorming with everyone, you can bring out good ideas that may have never surfaced. Because you are naturally talkative and people oriented, you often seek out visible leadership positions where you can achieve popularity and recognition.

Arbitrator Leadership Style-Your Other Predominant Trait

Leaders who are predominant Arbitrators tend to be the most open of all types. What you see with the Arbitrator is what you get. Arbitrators are likable because they get along with mostly anyone. Unlike Drivers, who seek to dominate their environment, Arbitrators seek to coexist with it. They are adaptable to almost any environment and situation. Rather than creating conflict, Arbitrators identify common ground and find ways to bring people together. When mature, Arbitrators excel at finding common ground; when derailing, however, they are not particularly good at determining what they want or in directing other people. Employees and teams often become frustrated at the inability of derailing, predominant Arbitrator leaders to establish a clear path or vision.

Mature, predominant Arbitrators excel in involving everyone. Their easygoing yet emphatic demeanor makes it easy for people to open up to them. The highly developed listening skills of Arbitrators also make them easy people to disclose information to. Because people trust them, Arbitrators tend to end up as a central component in social networks. In essence, people feel comfortable with Arbitrators and go to them for a sympathetic ear. These skills make mature, predominant Arbitrators particularly effective mediators. If there is conflict, Arbitrators can resolve it and bring warring parties together. As they derail, however, Arbitrators may abdicate, even neglect their responsibilities. Instead of dealing with problems, they walk away from them. Derailing, predominant Arbitrators often have trouble focusing and believe that little they do truly matters. People stop going to a derailing, predominant Arbitrator because they realize that the Arbitrator can be paralyzed by inaction.

The central problem facing immature Arbitrators is that they are out of touch with their relatedness to their environment. Although Arbitrators can adapt and fit into any environment, when derailing, they don't really feel as though they belong. In essence, immature Arbitrators can have a hard time finding a purpose and mission in life. Sometimes they fail to see anything as important. This leads immature Arbitrators to undertake many projects but invest little energy in any of them. For this reason, many people see derailing, predominant Arbitrators as lazy or uncommitted. Their inability to devote energy to specific projects or goals often sends a destructive signal to others. Employees correctly interpret the lack of clear direction they are receiving as a lack of motivation on their leader's part. This, in turn, undermines the Arbitrator's ability to create passion and drive in their people.

Recognizing the Mature Arbitrator Trait in You

- Are easygoing, empathetic, and supportive.
- Are a good listener and mediator.
- Excellent facilitator, capable of uniting diverse groups together.
- Accept yourself and others.
- Know what you want and value.

Recognizing the Middle-of-the-Road Mature Arbitrator in You

- Are submissive and passive.
- Are inattentive, unreflective, and stoic.
- Fear change.
- Have difficulty focusing, with a tendency to procrastinate.
- Walk away from problems.
- Look for magical solutions rather than depend on ordinary judgment.

Recognizing the Derailing Arbitrator Trait in You

- Are repressed to the point of helplessness.
- Are obstinate to the point of denial.
- Are neglectful to the point of irresponsibility.
- Avoid problems and conflicts.
- Do not want to do anything.

Positive Development Path

If you are a mature, predominant Arbitrator, in order to move toward increasing levels of leadership maturity, you need to follow the sequence presented on The Map as: 9 → 3 → 6. In other words, one of your objectives is to create a specific, compelling development path that enables you to acquire and develop the mature attributes of the Three (Entertainer). If this is you—a mature, predominant Arbitrator—you have become more self-assured and interested in developing yourself to your fullest potential. Mature, predominant Arbitrators, who acquire the mature traits of the Entertainer, devote energy to discovering who they are and finding where they fit in the world. Instead of trying to live up to the expectations of others, they finally live up to their own expectations. They know what they want and become more assertive in their relationships with other people.

Negative Development Path

Derailing, predominant Arbitrators, on the other hand, when they are not spiraling toward greater maturity, run the risk of acquiring even more immature characteristics starting with the derailing traits of the Six (Disciple). Your negative progression on The Map runs like this: 9 → 6 → 3. The repressed anxiety Arbitrators feel regarding their inability to find a purpose in life comes crashing through. Arbitrators cease being easygoing and can become hysterical, anxiety ridden, fearful, agitated, and apprehensive. In this state, derailing, predominant Arbitrators have difficulty in managing themselves, let alone in managing others.

When Arbitrator leaders talk to themselves, here's what they say:

Basic Fear

I fear being disconnected from others.

Basic Motivation

I want peace and harmony. I want to bring people together and end conflict.

My Greatest Irritation

I don't like it when people try to force me to change.

The Spark That Ignites My Defensiveness

I think I am nice to others and maintain relationships, but others see me as passive and neglectful of important problems.

My Greatest Potential Weakness

I can be slow, lazy, and indifferent to problems.

My Greatest Potential Strength

I am patient. I believe that by leaving things alone, they will run their course without needing any interference from me.

Arbitrator Leadership Style

When you are mature, you are well suited for leadership positions because of your highly developed planning skills and ability to get along with people. As a leader, you seek to create stability. You want to have conflict-free relationships with others. The desire for stability leads you to have a high regard for tradition and routine. As a leader, you clearly define the roles and responsibilities of each employee. You seek to create a harmonious and finely tuned orchestra, with each employee playing a key role. You face difficulty when tried-and-true methods no longer work. In short, situations that require innovative and revolutionary changes can discomfort you. When mature, you tend to be well liked by your employees because of your immodesty and accommodating style. You are not as in-your-face as other leadership types. You would rather not make waves, and you think that your actions should speak for themselves. Despite these positive characteristics, derailing, predominant Arbitrators do face challenges as leaders. If this is you, your desire to maintain a conflict-free workplace makes it difficult to criticize or discipline your employees and team. You may avoid disciplining your employees to the point that you lose credibility. Additionally, your modest nature makes it difficult for people to identify with you or view you as heroic figures.

Tips for Strengthening the Arbitrator Trait in You

- Know your limits, and don't go beyond them. Your desire to keep peace makes you vulnerable to bending over backward for others. Identify the things you are unwilling to compromise on, and don't compromise on those things. By knowing where you draw the line, you will be less vulnerable to being taken advantage of.
- Be more assertive. You should continue to pay attention to the needs of others, but you need to pay more attention to your needs.
- Be more open. Try to break from your routine from time to time. You may discover better ways of doing things, and greater variety will increase your satisfaction.
- Share your feelings with trusted friends. By discussing your feelings, you will be less influenced by them. You need to have confidence that you will not damage your relationships with others by being human.
- Share something about yourself. People naturally feel safe and comfortable around you. This leads others to disclose a lot to you. Remember to share a little about yourself as well. By doing this, you build even more trust because people will no longer think you are holding back.

Tips for Strengthening the Entertainer Trait in You

- Develop collaborative relationships with customers, supervisors, and stakeholders. By considering the feelings and opinions of others and working with others to identify mutually beneficial outcomes, you will gain their respect and support. People are more motivated to help you succeed if they play a role in making decisions and also benefit from those decisions. In essence, by becoming more interdependent, you can achieve greater success than you could alone because teams can accomplish more than any individual.
- Tone down your competitive instincts. Recognize that you can't win all the time. Remember that no one likes the person who constantly has to one-up everyone. To curtail this instinct, focus on value-comparisons instead of other-comparisons. In other words, instead of measuring your personal and organizational success based on how you perform relative to others, focus on measuring your success based on your values (i.e., my work improved the lives of people).
- Do not self-aggrandize yourself. Don't exaggerate, brag, or inflate your importance. People respond more favorably to people who are honest about their accomplishments and share the glory. After all, why would people help you out if they know you will take all the credit?
- Guard against the Entitlement Fallacy. You are not entitled to something just because you want it. Recognize that desire and obligations are different and that others have the right to say "no" to you. You may also have to say no to others from time to time. To help cope with this tendency, remember that you are free to want, but others are free to say no.
- Develop your own identity. Many derailing, predominant Entertainers clone themselves after models they perceive to be successful. By avoiding this tendency, you can focus on developing your own strengths and correcting your weaknesses. This strategy will ultimately help you develop greater maturity and further define your individual competitive advantage as well as the competitive advantage of your firm.
- Learn to support others by congratulating peers and subordinates for their accomplishments. By supporting them through hard times, you will gain the respect of others.
- Lower your expectations for acclaim. If people like what you are doing, they will tell you. If they don't give you superior accolades, you may be thinking of yourself in a more favorable light than is realistic.

Tips for Strengthening the Driver Trait in You

- Remember that you are not the only person in the world. Others have the same needs and rights as you. Ignoring or violating their rights will lead them to fear you, hate you, and turn against you.
- Act with more self-restraint. When you are successful, don't go out of your way to crush people. Showing mercy and restraint wins more respect and loyalty than demonstrating your raw power.
- Learn to let others win. When little is at stake, you can afford to let others have their way. By creating opportunities for others, they will create opportunities for you down the line.
- Involve others in goal setting and problem solving. You don't know everything, and by including others, you can develop more realistic goals and better solutions.
- Realize that no one is self-sufficient. Although you want to be self-reliant and independent, you must recognize that cooperation with others is necessary to achieve your goals.
- Find a higher purpose. Many Drivers place too much value on money and other material signs of achievement. Having a nonmaterial goal allows you to feel more fulfilled. Additionally, other people tend to be more inspired by nonmaterial goals. By having a calling, you can gain greater influence.

Tips for Being More of a Helper and Strengthening the Helper Trait in You

- Ask yourself what your manager, employees, and key stakeholders need and help them attain it. Giving people what they need and not necessarily what they want or what you think will make them happy makes you truly helpful.
- Let your quality of service, your unselfishness and goodness stand on their own merits. Be respectful of genuine talent and encourage real strengths. Be generous without attaching “strings”. If you are good, people will seek you out and respect you. You don’t have to manipulate others into liking you.
- Be more conscious of your need to be liked and the sometimes conditional games you can play, as in “I like you; therefore you must like me.” When you play this game, you pressure yourself and others to satisfy an agreement that only exists in your head.
- Don’t call attention to yourself and your efforts. After you have helped someone, let it go. Don’t look for a return.
- Don’t fall into the trap of trying to get people to like you by giving undeserved praise. Conversely, don’t withdraw support from those you don’t like. What you do for others should not be based solely on what they have or have not done for you.
- Cultivate new relationships, but don’t forget to honor your primary relationships.
- Work “behind the scenes” more and don’t advertise the good you do.
- Try not to be possessive or controlling. Everyone deserves to have their own experiences.
- Be sure your motives for helping others are pure and unselfish. Don’t hide behind intentions you know are insincere; you will never be judged on intentions, only on your actions.

INTERPRETATION OF YOUR MLEI RESULTS

Each of the MLEI types embodies a wide range of leader thought and belief patterns, values, attitudes, and behavioral tendencies. In combination, the nine types symbolize the universe of leadership potential that exists in any one individual. One reason we are all similar is that all nine types operate in each of us. One reason we are all different, however, is that their proportion and balance (i.e., degree of maturity or immaturity) are different and constantly shifting.

The nine types of the Map of Leadership Maturity reveal the full range of your leadership assets and liabilities. The relative balance, however, of a leader’s type (as indicated by maturity ratios) produces their distinctive psychological fingerprint. Although their predominant type (i.e., highest score combining both mature and derailer scores) is most revealing and should remain relatively constant, it is the degree of overall development of each of their other types (as well as the associated balance or maturity of all nine types) that changes and evolves. Your objectives as a leader or emerging leader are to (1) optimize the mature elements of your predominant trait and (2) create development goals and strategies that enable you to grow and mature in each of the other eight traits that comprise their unique leadership fingerprint.

Furthermore, equally important to discovering your most evidenced traits (highest scores) is to identify the traits that are not evidenced enough. The highest-scoring traits represent areas of leadership potential that you have already activated, whereas the lowest-scoring types represent areas you may need to bring out, but only in a mature fashion.

Heart Leaders: Maturity and Derailer Characteristics

Type Two: The Helper: The functions of empathy and altruism and the potential for other-directedness, thoughtfulness for others, genuine self-sacrifice, generosity, and nurturance. Negatively, the potential for intrusiveness, possessiveness, manipulation, and self-deception.

Type Three: The Entertainer: The functions of self-esteem and self-development and the potential for ambition, self-improvement, personal excellence, professional competence, self-assurance, and social self-distinction. Negatively, the potential for pragmatic calculation, arrogant narcissism, the exploitation of others, and hostility.

Type Four: The Artist: The functions of self-awareness and artistic creativity and the potential for intuition, sensitivity, individualism, self-expression, and self-revelation. Negatively, the potential for self-absorption, self-consciousness, self-doubt, self-inhibition, and depression.

Head Leaders: Maturity and Derailer Characteristics

Type Five: The Thinker: The functions of mental focus and expert knowledge and the potential for curiosity, perceptiveness, the acquisition of knowledge, inventive originality, and technical expertise. Negatively, the potential for speculative theorizing, emotional detachment, eccentricity, social isolation, and mental projections.

Type Six: The Disciple: The functions of trust and perseverance and the potential for emotional bonding with others, group identification, sociability, industriousness, loyalty to others, and commitment to larger efforts. Negatively, the potential for dependency, ambivalence, rebelliousness, anxiety, and inferiority feelings.

Type Seven: The Activist: The functions of spontaneity and diverse activity and the potential for enthusiasm, productivity, achievement, skill acquisition, and the desire for change and variety. Negatively, the potential for hyperactivity, superficiality, impulsiveness, excessiveness, and escapism.

Gut Leaders: Maturity and Derailer Characteristics

Type Eight: The Driver: The functions of self-assertion and leadership and the potential for self-confidence, self-determination, self-reliance, magnanimity, and the ability to take personal initiative. Negatively, the potential for domination of others, crude insensitivity, combativeness, and ruthlessness.

Type Nine: The Arbitrator: The functions of receptivity and interpersonal mediation and the potential for emotional stability, acceptance, unselfconsciousness, emotional and physical endurance, and creating harmony with others. Negatively, the potential for passivity, disengaged emotions and attention, neglectfulness, and mental dissociation.

Type One: The Perfectionist: The functions of ethical standards and responsibility and the potential for moderation, conscience, maturity, self-discipline, and delayed gratification. Negatively, the potential for rigid self-control, impersonal perfectionism, judgmentalism, and self-righteousness.

Fluctuating Scores

If you take the MLEI several times, your predominant trait should remain the same, although you will probably find that the scores for your other traits (as well as their maturity ratios for all nine types) will rise or fall depending on other influences going on at work and at home. A leader having problems with a boss, for instance, is likely to register higher or lower scores in types associated with concerns about relationships, such as Two, Six, and Nine.

Likewise, someone who has been putting a lot of time and energy into work or is having career problems is likely to produce elevated scores in types Three, Eight, and One. After the troubled relationship or the career issues have been resolved (one way or another), the profile for that person may change yet again. The scores for the person's basic personality type may also be affected, although the type itself will remain the same.

