



**Your Scores:**

Helper =48  
Entertainer=40  
Artist=40  
Thinker=39  
Disciple=39  
Activist=41  
Driver=41  
Arbitrator=41  
Perfectionist=39

**Maturity Ratio:**

Helper = 0.267  
Entertainer= 0.4  
Artist= 0.467  
Thinker=0.367  
Disciple=0.433  
Activist=0.3  
Driver=0.3  
Arbitrator=-0.367  
Perfectionist=0.367

**AVERAGE MATURITY RATIO (AMR)**

0.282

*Interpretation*

- + .4 to + .8 = High executive maturity
- + .3 to + .39 = High average executive maturity

+ .2 to + .29 = Average executive maturity

+ .1 to + .19 = Low average executive maturity 0 to + .09 = Derailer traits are present

Less than 0 = Derailer traits are a concern

+0.40 to + 0.80: You are exhibiting high executive maturity associated with that type.

+0.30 to + 0.39: You are exhibiting above average maturity associated with that type.

+0.20 to + 0.29: You are exhibiting average leadership maturity associated with that type.

+0.10 to + 0.19: You are exhibiting low-average leadership maturity associated with that type.

0 to + 0.09: You are exhibiting some derailer traits that could potentially limit your leadership potential and success.

Less than 0: You are exhibiting significant derailer traits that are limiting your leadership potential and success.

- An additional element to examine is to determine the number of types that have pluses (+). Having at least eight out of the nine types with a plus (+) would suggest that you are being consistent across the types. For example, an average MR of +0.20 and eight pluses would mean that you are consistently exhibiting average maturity across the nine types that define your leadership style. As another example, having an average MR of over +0.30 with fewer than eight pluses would suggest you are mature in some of the types and immature in others.

## INTERPRETATION OF THE MLEI

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 (or 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.

### **Next Steps:**

If you want John Mattone to: (a) interpret your MLEI results and write a custom MLEI Report; and (b) schedule a 30-minute MLEI coaching debrief with you, please contact:

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