

Mattone Leadership Enneagram Inventory Coaching Report (MLEI)

J.H.

Confidential Assessment Results



J.H.'s MLEI Coaching Report

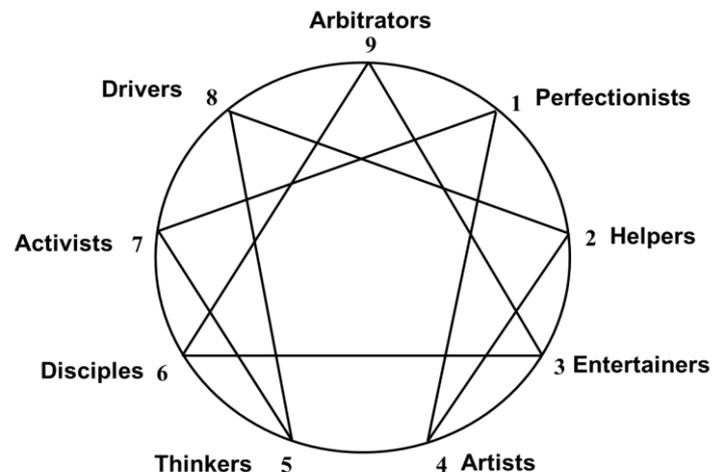
Each of the Mattone Leadership Enneagram Inventory (MLEI) types embodies a wide range of leader thought and belief patterns, values, attitudes and behavioral tendencies. In combination, the nine types, symbolize the universe of leadership potential that exists in any one individual. One reason we are 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	29	HA
Three	Entertainer	59	LA/DTP-LM
Four	Artist	37	M-MM
Five	Thinker	45	LA
Six	Disciple	43	M
Seven	Activist	54	A
Eight	Driver	49	HA
Nine	Arbitrator	42	M
One	Perfectionist	44	LA

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 6500 successful leaders in the MLEI Database. Your scaled score of .296 places you at the 69th percentile in this database.*

AMR: .296/ 69th percentile

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.

Tips for Strengthening the Entertainer Trait in You-Your Predominant Trait & Least Mature Trait

- 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 Thinker Trait in You-Your 2nd Ranked Least Mature Trait

- Analyze less and observe more. The more you analyze an environment, the greater the likelihood is that you distort it and impose preconceptions on it.
- Don't jump to conclusions. Be open to new information as it comes in, and use it to modify your existing theories.
- Seek advice from someone whose judgment you trust. Thinkers have difficulty deciding on the optimal course of action. By consulting with someone you trust, you may find it easier to make decisions.
- Try to be cooperative. Learn to yield without feeling that you have been beaten intellectually or that you have been put in a vulnerable position.
- Try to be more considerate of others. Your brilliance may intimidate others and make them feel uncomfortable. Because you are so wrapped up in your ideas and what interests you, it's easy to forget basic courtesies.
- Share your ideas. You can benefit others by sharing your insights, especially when your views are critical to understanding a problem. Offering a realistic, logical suggestion that has a probability of making things better, even though it isn't perfect, is better than saying nothing at all.
- Be less critical and demanding of yourself and others. Accept the fact that reality and life are not perfect, and accept the fact that you are not perfect.
- Learn to express your emotions. Bottling your emotions behind a wall of objectivity keeps you disconnected from people. Identifying with people and showing compassion will allow you to develop relationships with others. In other words, don't use just your head; use your heart as well.
- Take time to relax. Thinkers tend to be intense and high-strung and find it difficult to relax and unwind. Taking time to calm yourself will enable you to analyze situations from a fresh perspective.

Tips for Being More of a Helper and Strengthening the Helper Trait in You—Your Least Active Trait

- 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.

Prepared By: John Mattone

info@johnmattone.com

www.johnmattone.com



JM JOHN
MATTONE