



EDGEWALKERSTM

Serving Those Who Walk Between The Worlds.

Archetypes of Change - Individual (AOC-I)

Facilitator Webinar

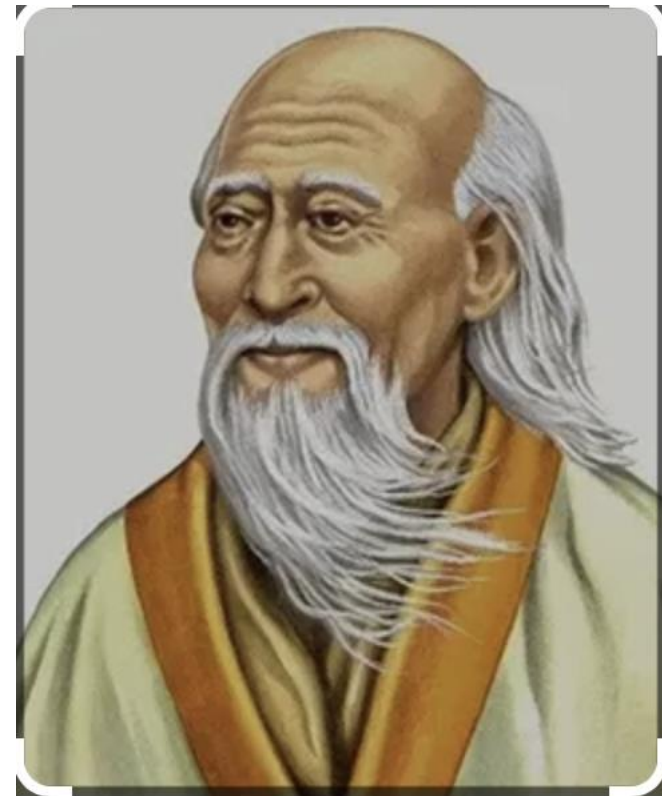
July 20, 2025

Lao Tzu

Life is a series of natural and spontaneous changes. Don't resist them; that only creates sorrow.

Let reality be reality.

Let things flow naturally forward in whatever way they like.



Agenda

- Brief review for individual coaching
- Brief review for group interpretation
- AOC-I team/organization workshop
- Update on AOC-O



AOC-I Coaching Review



AOC-I for coaching

- Have client read report
- Underline key words/phrases that have energy
- “Does this profile fit you? Why or why not?”
- “Which Archetype(s) would you like to develop further?”
 - What are you currently doing that you would like to do more of?
 - What other ideas for development do you have?
 - Would you like some other suggestions?

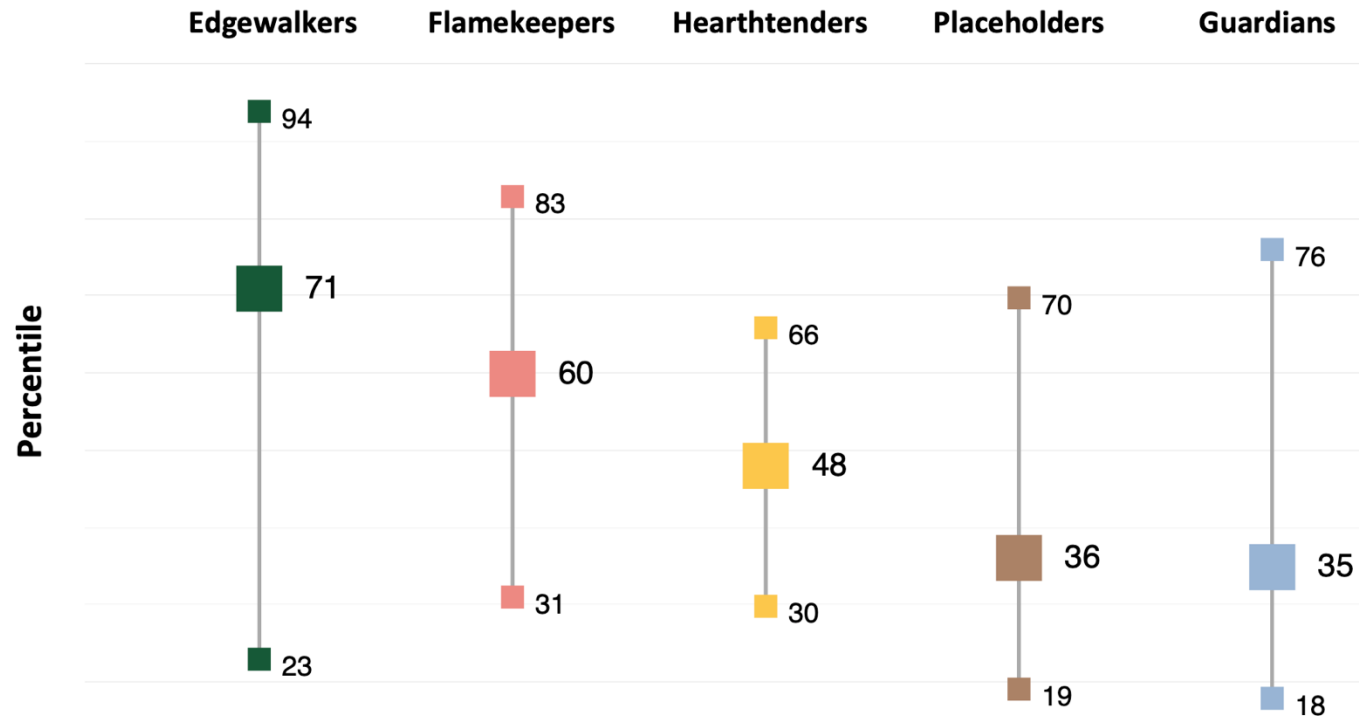
AOC-I Group Report



AOC-I group report

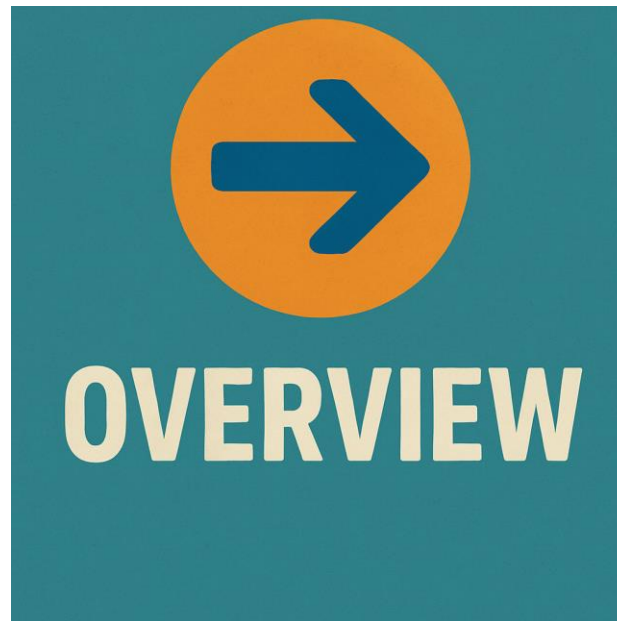
- Group profile lets you see what Archetype resources are available to the group
- High end of the scale tells you the potential available
- Low end tells you of potential energy drains
- Group average – where they are probably functioning
- Your group will need a special code to generate a group report. Contact judi@Edgewalkers.org for details.

AOC-I group report



N = 36
7/15/2021

AOC-I Workshop Overview

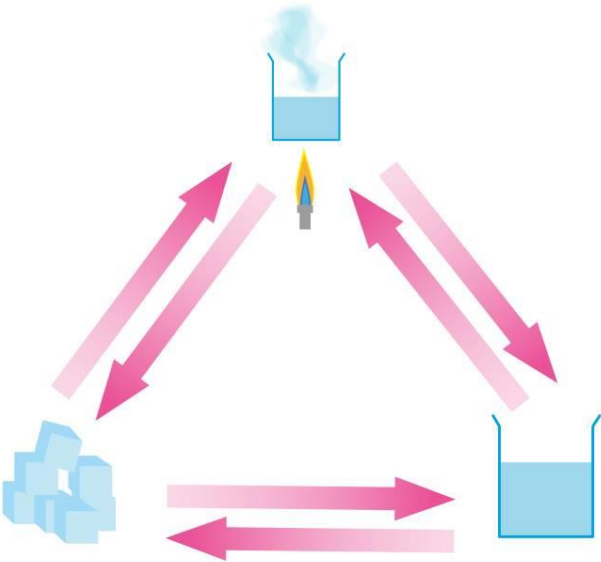


Agenda for Workshop

- Principles of Transformation
- Force Field Analysis
- Five Roles – The Archetypes
- Breakout by Archetype
- Breakout by Organization
- Working with the Archetypes
- Resources



Change vs. Transformation



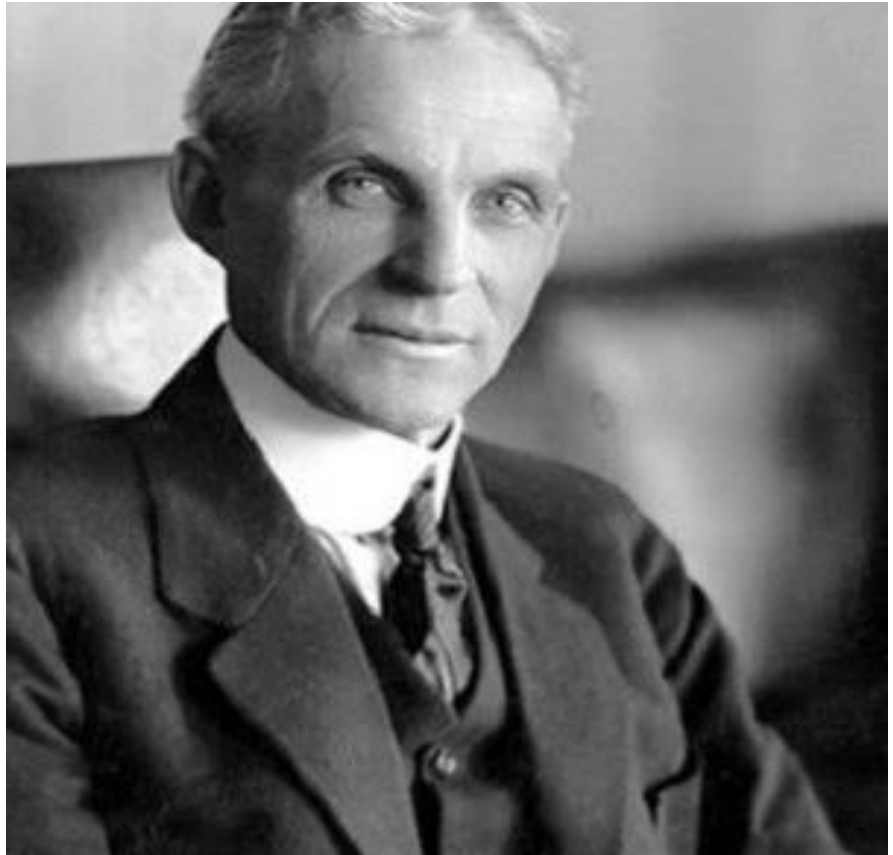
First Step in Transformation

- BELIEF
 - 4-minute mile
 - Placebo effect



Henry Ford - Belief

“Whether you think you can or whether you think you can’t, you’re right.”



Living Systems - Meg Wheatley



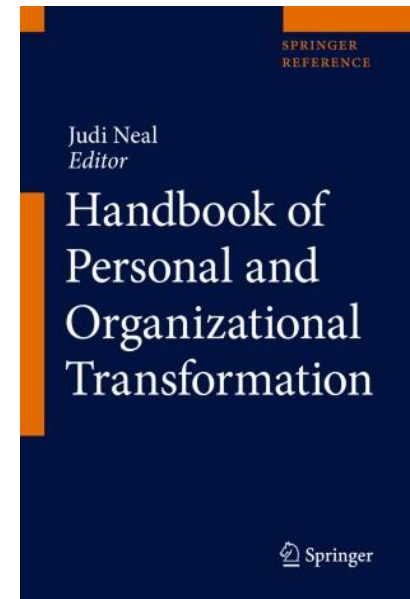
- In nature, change never happens top-down
- Emergence – “Change begins as local actions spring up simultaneously in many different areas.”
- Organizations are living systems
- Interconnection



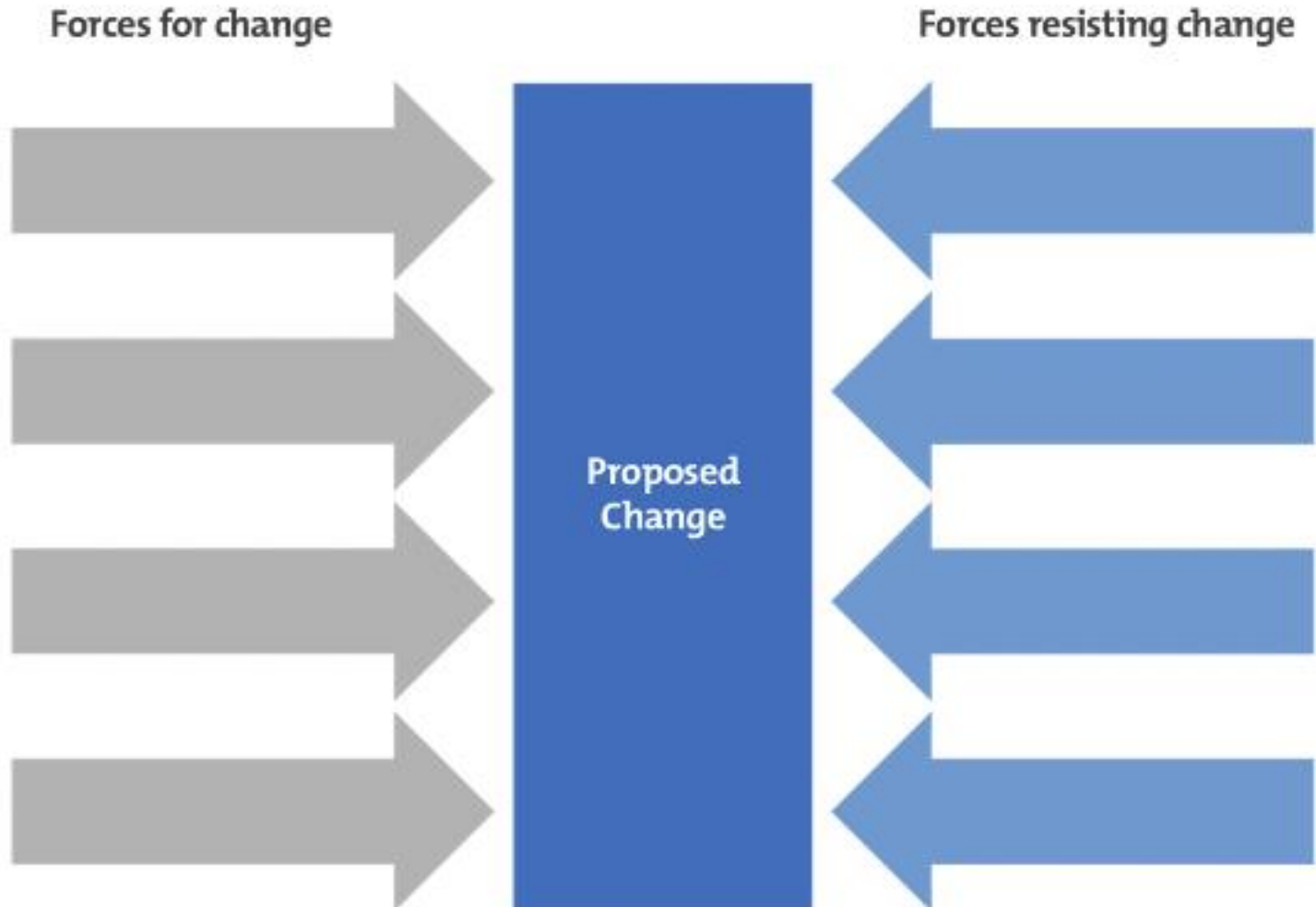
Utah Aspen Grove
80,000 years old

A few key principles of transformation

- No systems transformation without personal transformation
- No organization can reach a higher level of consciousness than its top leader
- Contemplative practice is central to personal transformation
- Me – We - All
- Breakdown to breakthrough
- We are evolving
- Quantum leaps – grace, magic, miracles
- Vision and passion stronger than fear
- What you pay attention to grows
 - Appreciative Inquiry



Exercise: Force Field Analysis

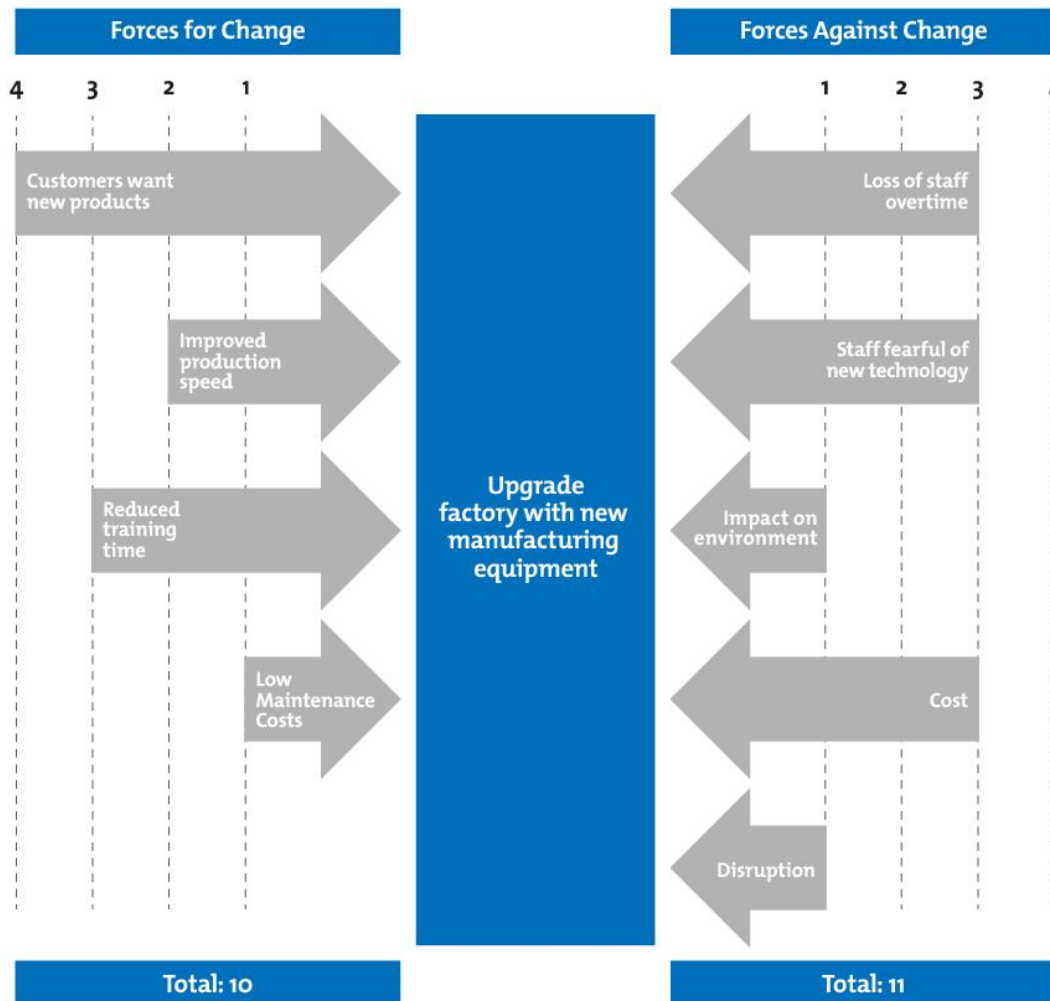


Steps

1. Define your vision for transformation - from Friday
2. Identify forces for change
Internal/External
3. Identify forces resisting change
Internal/External
4. Score each force 1-5 (weak to strong)

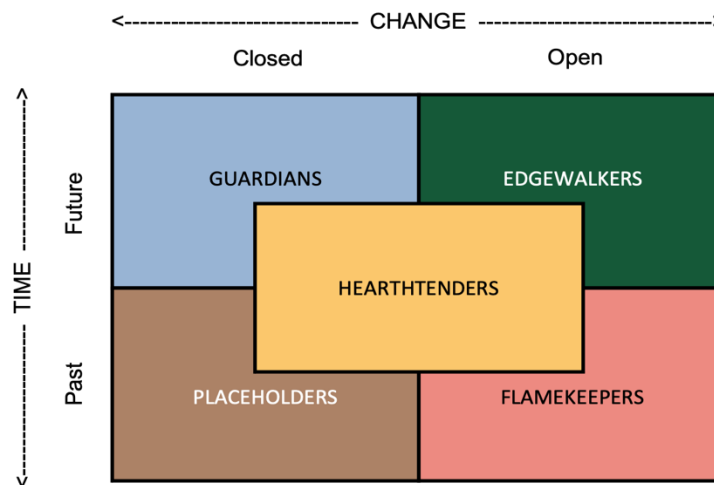
Source: <https://www.mindtools.com/a23ewmr/force-field-analysis>

Exercise: Force Field Analysis

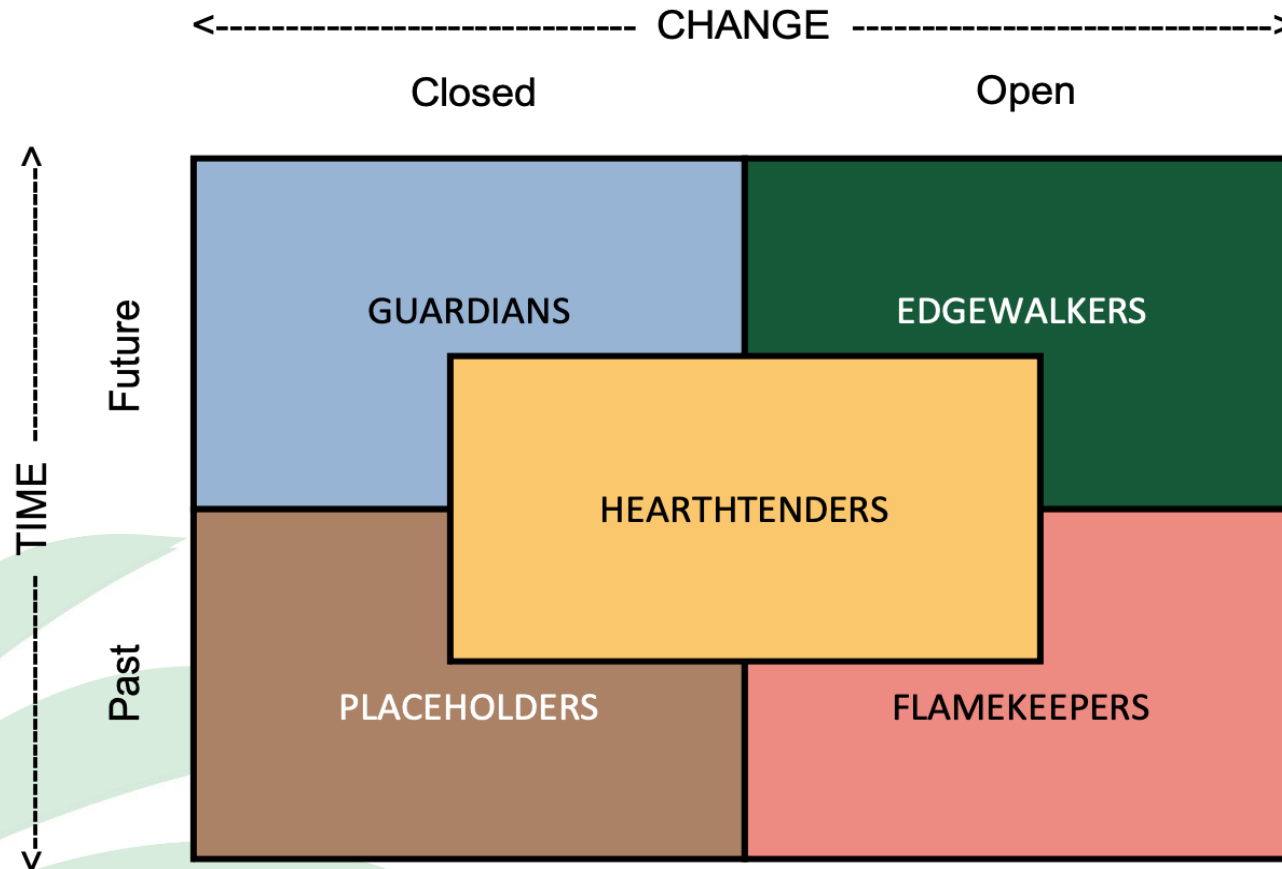


Archetypes of Change

- Research-based
- Transformation model
- Five archetypes
- Honoring differences



Archetypes of Change Model



Archetypes Self-Assessment



ARCHETYPES OF CHANGE – SELF-ASSESSMENT

Edgewalkers: People who walk between worlds and have the ability to build bridges between different worlds. They have a strong spiritual life and are also very grounded and effective in the everyday material world.

Unlike me

Very like me

Flamekeepers: People who keep the original vision and values of the organization alive.

Unlike me

Very like me

Hearthtenders: People who get the day-to-day work of the organization done and who are focused on serving others.

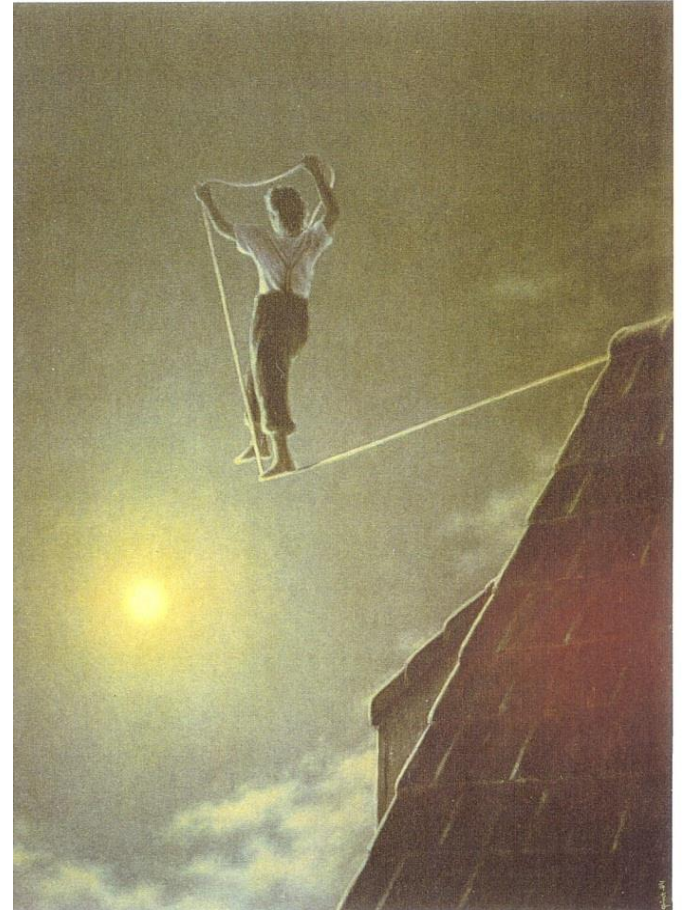
Unlike me

Very like me

Placeholder: People who provide stability and predictability to the organization. They are the keepers of the boundaries and can keep an organization from going over the edge. They tend to resist change made just for the sake of change and are comfortable with routine.

Edgewalker

- Future oriented
- Open to change
- Walks between worlds
- Builds bridges
- Strong inner life
- Grounded and effective



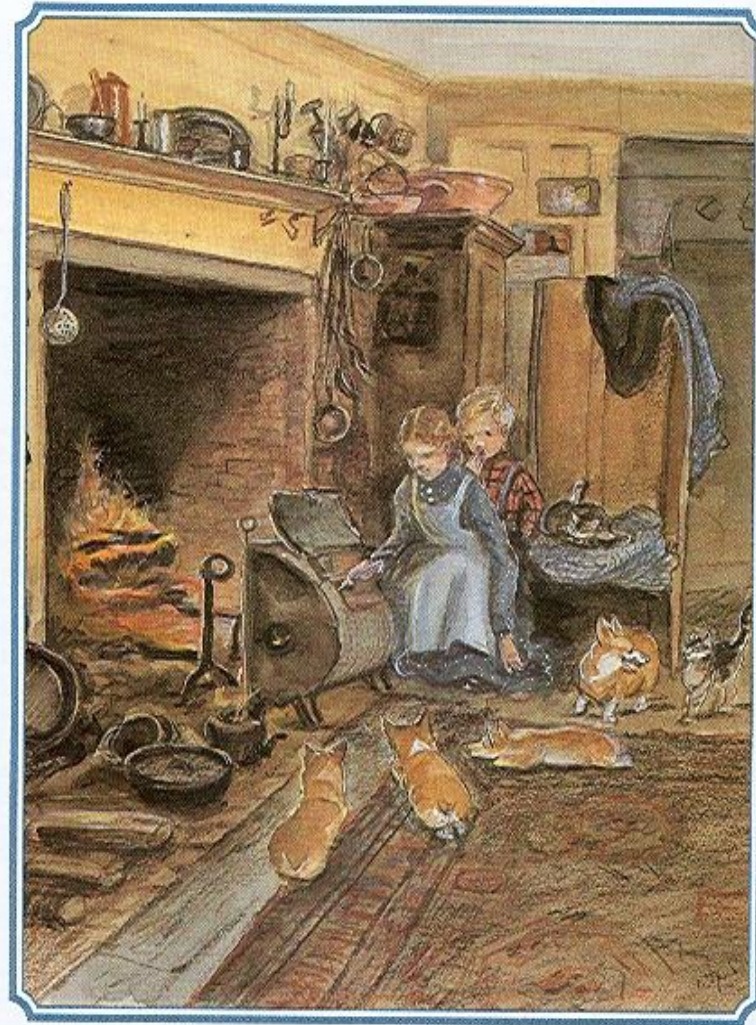
Flamekeeper

- Preserve the past but build on it
- Open to change
- Keep founding vision alive
- Values-centered



Hearthtender

- Focus on the present
- Moderately open to change
- Commitment to service
- Keeps home fires burning
- Efficiency
- Sense of family



Placeholder

- Focus on the past
- Prefers stability to change
- Values doing over dreaming

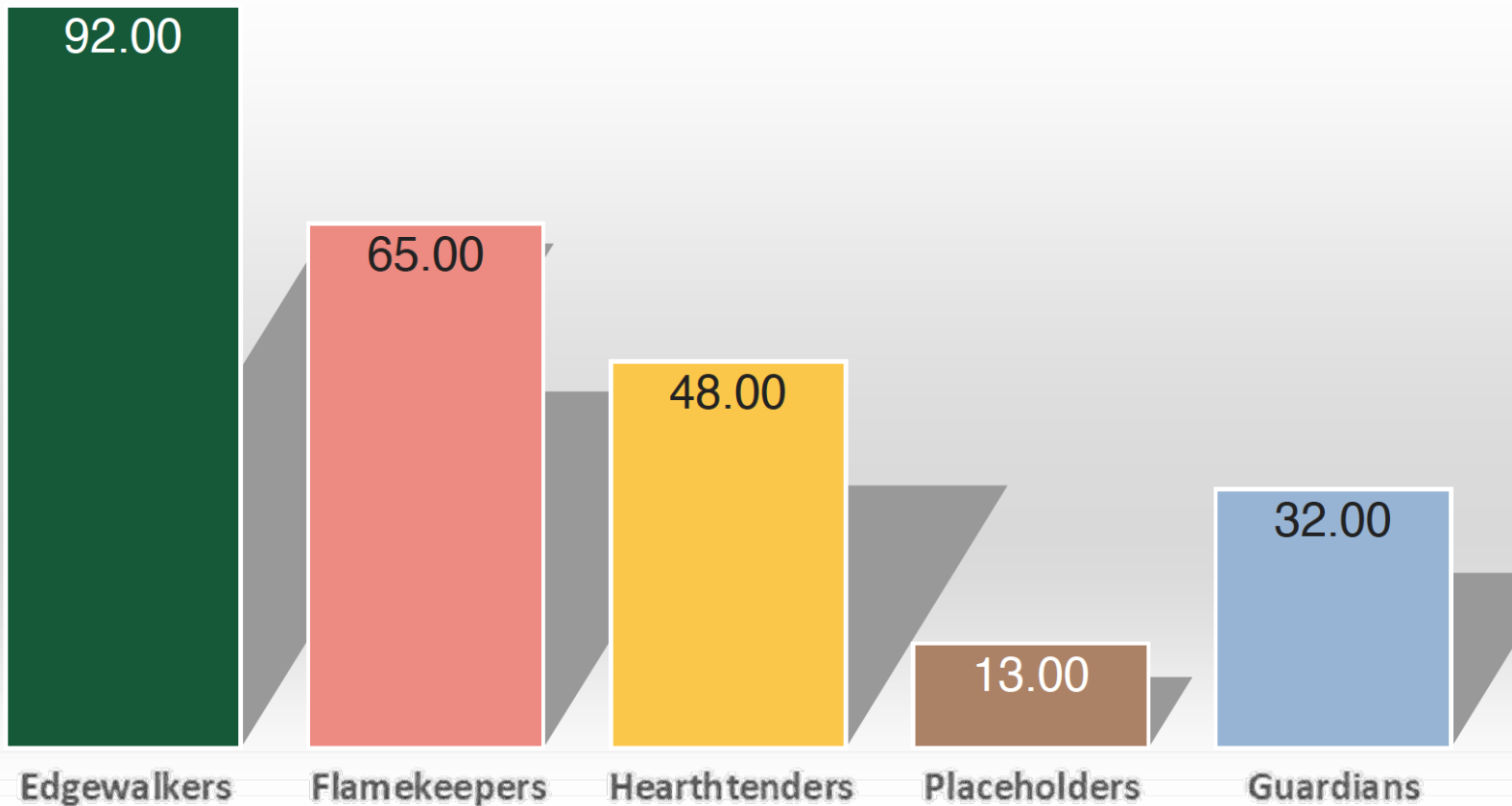


Guardian

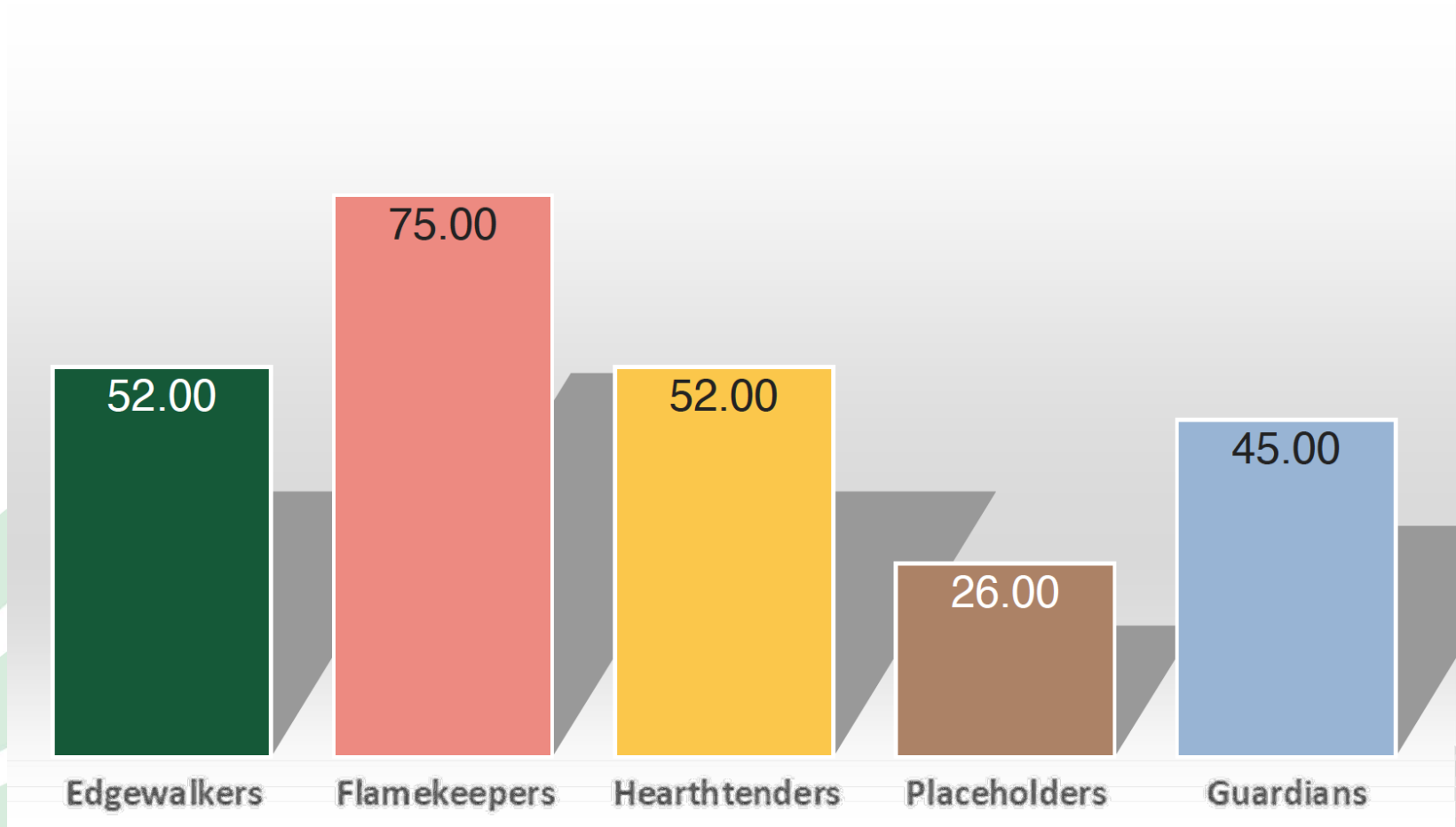
- Forebodings about the future
- Fearful of change
- Prevention and protection



Edgewalker Archetype Sample 1



Flamekeeper Archetype Sample 2



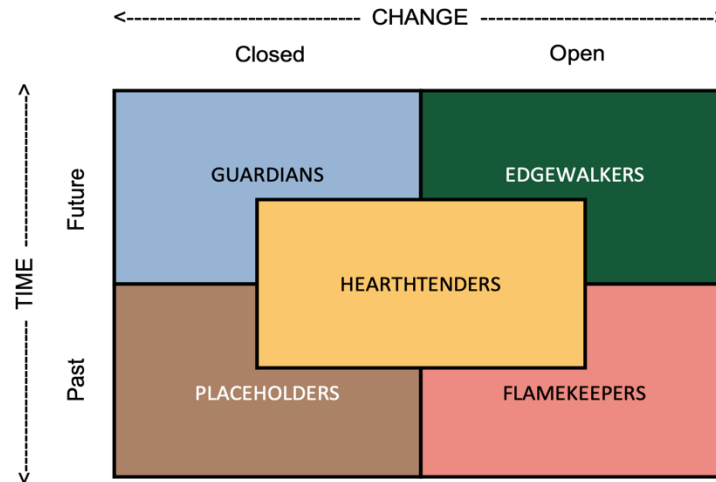
Archetype Groups – Select a scribe (2 minute report out)

- What are the strengths or gifts of your primary archetype in the face of internal and external changes in your organization?
- What are the shadow sides or challenges of your archetype that might hinder movement towards your organization's desired future?



Archetypes – Report out

- Strengths and Shadows (see report)
 - Edgewalkers
 - Flamekeepers
 - Hearthtenders
 - Placeholders
 - Guardians



Breakout— By Organization

- Select a scribe (2-minute report out)
- Revisit Forcefield Analysis or Sustainability Impact Project
- Share your Archetypes
- Discuss the gifts of your strongest Archetypes in creating the desired future of your organization.
- Is any Archetype missing that might be needed?

Breakout – Report out

- What came out of your conversation?
- What might you do next with this Archetype exploration?



Working with the Archetypes



- Honor that each Archetype brings a valuable perspective. Listen for their wisdom.
- Amplify the strength of each Archetype.
- Compassion for the shadow (usually fear-based) side of each Archetype.
- Most organizations marginalize Edgewalkers
- Most development and education programs develop the other Archetypes

Working with the Archetypes



- When contemplating a change, ask yourself, “How would an Edgewalker see this? How would a Flamekeeper see this?” etc.
- Map the organization
 - Online assessment
 - Self-assessment sheet
 - Draw maps and compare
- Higher-Self Contemplation

Exercise: Archetypes Wisdom Council



- Five volunteers + scribe
- Challenge: AI Large Language Models
- Each Archetype talks about the challenge (2 mins)
- Switch chairs – take on new worldview
- Discuss



Wisdom Council Discussion



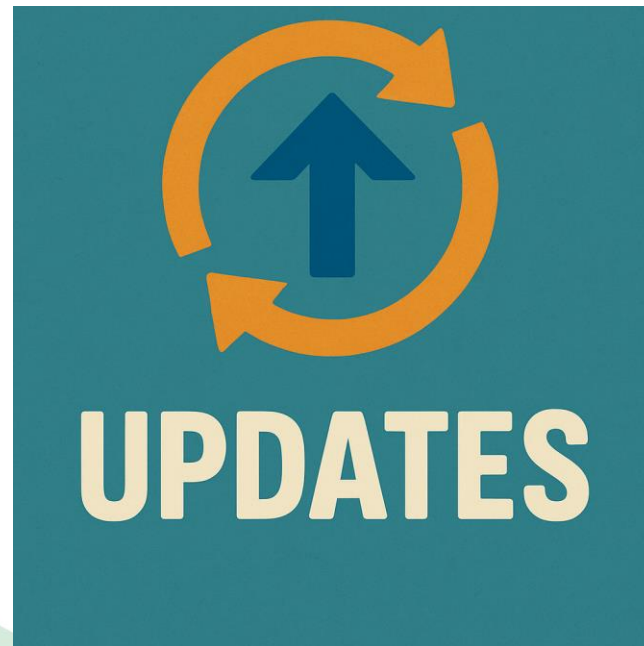
- What did you notice about yourself and your energy as you took on each Archetype of Change role? What was easiest? What was hardest?
- What did you hear from others in the circle that inspired you?
- What surprised you?
- Where is the resistance, and how can it be honored? Can it be transformed? If so, how?
- How might these insights lead to action to move the change forward?

Observer Discussion



- What did you notice about yourself and your energy as you listened to Archetype of Change sharing? Which did you resonate with the most? The least? Why?
- What did you hear from members in the circle of five that inspired you?
- What surprised you?
- Where is the resistance, and how can it be honored? Can it be transformed? If so, how?
- How might these insights lead to action to move the change forward?

AOC-O Updates



AOC-O Automation



- Partnering with MaximizeU
 - Automating the AOC-O
 - 25 Scenarios – 5 archetypes for each
 - Report can be for whole organization and broken out by team or department.
 - Report can be broken out by theme:
 - Planning
 - Strategy
 - Growth
 - Performance
 - Report goes to Certified Consultant, the client and Judi Neal
 - Should be bundled with a basic AOC workshop (virtual), a customized debrief session, leadership coaching, and follow-up workshops.
 - Ideally the AOC-O serves as a baseline and then is used as a follow-up measure.
 - Examples of applications (CEO retiring, organizational cultural shift, merger/acquisition, other change initiatives.)

AOC-O Sample questions

What do you see as the driving motivation behind the leaders' strategic decisions?

- They like to be the first to offer new and innovative products and services.
- It is important to them to keep the founders' vision alive.
- They want to take things as they come.
- I don't really see the leaders as making strategic decisions.
- They do their best to avoid unnecessary risk.

How do most people in this organization tend to see the future?

- The future is full of opportunity.
- If we stay focused on our core purpose, the future will be good.
- We have so much to deal with in the present that we don't have time to think about the future.
- The past looks better than the future.
- The future is full of danger.

AOC-O Update



- Designing Consultant Certification Program with Sook Yee Tai
 - Fall/Winter 2025
 - Review of basics of systems change using assessments
 - Interpreting and feeding back results
 - Recommending and implementing interventions
- Pre-qualifications
 - Certified Edgewalker Facilitator
 - Systems Change Management experience
- Business model not yet defined

Summary

- AOC-I individual coaching
- AOC-I group reports
- AOC-I workshop
- AOC-O updates



• Questions?



When you are inspired by some great purpose,
some extraordinary project,
all your thoughts break their bonds;
your mind transcends limitations,
your consciousness expands in every direction,
and you find yourself in a new,
great and wonderful world.

Dormant forces, faculties and talents become alive, and
you discover yourself to be a greater person by far than
you ever dreamed yourself to be.

Patanjali (150 BCE)

