

Money Archetype Quiz
Excerpted from: It's Not About The Money by Brent Kessel

1. Money primarily allows (or would allow) me to: (Select up to three answers)

- not worry [G]
- buy things and experiences that I enjoy [PS]
- create freedom for other pursuits (i.e. creative, spiritual, political, philanthropic) [ID]
- have an ever-growing sense of security and abundance [SV]
- have a sense of importance and recognition from family, friends, and society at large [ST]
- have faith that things will always work out for the best in the end [IN]
- take care of others, sometimes at my own expense [C]
- put time and money into something that makes a lasting impact (e.g. my business) [EB]

2. When it comes to money, at my most extreme, I'm: (Select up to three answers)

- avoidant and sometimes confused [IN]
- generous, perhaps to the point of being enabling or self-abandoning [C]
- impulsive and pleasure-seeking [PS]
- frugal and disciplined [SV]
- worried and anxious much of the time [G]
- distrustful or mystified [ID]
- grandiose and ambitious much of the time [EB]
- hungry for attention and praise [ST]

3. Over the last five years, my financial net worth has: (Select up to three answers)

- grown, primarily due to good saving and investing habits [SV]
- declined, primarily due to lack of focus or gifts to family/friends [IN,C]
- grown, primarily due to job-related promotions, bonuses, or stock options, or growth in the value of home(s), a business or investment portfolio [EB, ST]
- declined, primarily due to overspending [PS, ST]
- not kept me from feeling nervous [G]
- I have no idea or don't think it's important [IN,ID]

4. Which of the following 'rules' do you seem to mostly live by? (Select up to three answers)

- You can't take it with you, so you might as well enjoy it now. [PS,ST,IN]
- It is better to give than to receive. [C, ID]
- A penny saved is a penny earned. [SV, EB]
- Big corporations and/or government can't be trusted. [ID, EB]
- If I'm not vigilant, it could all fall apart. [G]

5. Which of the following has been most true of me over the past three years? (Select one answer)

- I have been financially dependent on others (including credit cards or other debts). [PS, ID, ST, IN]
- Others have been financially dependent on me (including employees). [C, SV, EB]
- There are no dependencies either way. [G, SV}

6. What I have to show (financially) is: (Select up to three answers)

- a lot of 'stuff' that I've bought over the years [PS]
- I don't have investments (other than possibly a home) [IN]

- ownership in a closely-held business or real estate [EB]
- financial investments like stocks, income property, or mutual funds [SV]
- socially-screened stocks, collectibles, or my creative or academic work [ID]
- a showpiece home, nice cars, a restaurant or retail business, wine, jewelry, or art [ST]
- parents, adult children, charities, or friends who wouldn't have made it without my help [C]
- mostly fixed income investments such as bank savings accounts, CD's, bonds, or T-bills [G]

Now for each circle that you checked above, place a tally mark next to the archetype name (s) that correspond to your answer. For example, if for question 4 selected the first answer, you should put a tally mark next to Pleasure Seeker, Star and Innocent. If you selected the last answer, you should only put a tally mark next to Guardian.

| ARCHETYPE | TOTAL |
|---------------------------|-------|
| G Guardian | |
| PS Pleasure Seeker | |
| ID Idealist | |
| SV Saver | |
| IN Innocent | |
| ST Star | |
| EB Empire Builder | |
| C Caretaker | |

Now add up each of your tally marks for each archetype and list the top three in order from the most dominant to the least. In the case of a tie list both.

1. _____

2. _____

3. _____

Archetypes

The Guardian is always alert and careful. When your worry gets the best of you, your anxiety might be intolerable or you might feel there's an impending catastrophe. But when your Guardian is expressed positively, you're alert, careful, and prudent. Why not pursue a calming activity that you love sometime today, perhaps listening to music, being in nature, getting some exercise, or having fun with a friend or loved one?

You're probably a Guardian if:

- Your financial decision-making style falls into one of two extreme camps: (1) you feel frozen, unable to make financial decisions even when you think they're best for you, or (2) you make financial decisions only after excessive analysis.
- You are focused on financial doomsday scenarios, whether for the world or yourself, hence you analyze what-if scenarios much more than most people do.
- You abide by certain fear-driven rules like never having debt or only living off your interest and other income in retirement— never your investment principal.
- Your emotional responses and level of worry are out of proportion to your actual financial circumstances. For example, you might obsessively worry about having enough to pay your bills even though you've never actually had the experience of not having enough money to pay them.
- The fear of making the wrong financial decision is more painful than the hope of making a good decision is satisfying.
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Painful Emotional States: Anxious, Fearful, Worried

Common Distorted Thoughts (Conditioned Beliefs from the Past): "If I'm not hypervigilant, it's all going to fall apart," "My worry helps me hold it together," "There is an impending catastrophe."

CASH FLOW AND BUDGETING Some Guardians keep meticulous records of their spending, keeping track of what categories have gone up or down. They are analytically astute, which leads them to live within their means. Other Guardians use "retail therapy" to calm their nerves, allowing short-term relief to take precedence over long-term sustainable well-being. To relieve yourself of the hyperalertness you think is compulsory, set up a system to alert you if your situation deteriorates. If things get to a point where action might really be required, you will be alerted; until then, you need not concern yourself. For example, hire a bookkeeper (or buy a bill-paying program like Quicken or Microsoft Money) so you can be alerted by an outside party when you are not meeting predefined goals (i.e., when your expenses exceed your income in a calendar quarter).

If you can't afford these measures, write down the major thresholds that you feel will require you to take action. For example, you might feel that if your investments have underperformed a major index (like the S&P 500) over the past three years or have had negative returns for two years in a row, it's time to make a change; or if you accumulate more than \$10,000 of debt to get through job training, you'll get a night job to supplement your income. These types of rules, along with the internal practices recommended in the Guardian chapter, will allow you to focus your time and energy on calming and rejuvenating activities. Schedule these activities so that they also become automatic!

Liberating Wisdom or Ways to Focus

- Today I am going to pursue a calming activity that I love (for example, music, taking a nap, playing tennis, watching a movie, being in nature, reading a book, doing a spiritual practice).
- I am most moved to be of service to others by _____.
- I most want to spend time with _____ in the next hour.
- Making concrete changes that will simplify my life and financial needs is a high priority.

Archetype(s) You Most Need to Emphasize to Create Balance: *Pleasure Seeker:* enjoyment and relaxation, *Empire Builder:* innovation and decisiveness, *Innocent:* simplicity and adaptability

A Practice

NEVER EVER MAKE FINANCIAL DECISIONS IN THE MIDST OF INTENSE EMOTIONS. The Guardian almost always feels a sense of urgency: "If I don't decide now, I never will, and..." Write down the decisions you

need to make on a three-by-five card, in a journal, or in a handheld computer or phone, and put them off until you're feeling more centered. Then you can sit quietly and make the necessary decisions, whether by using a pros and cons list or an advisor who can help you find the objectivity you need.

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The Pleasure Seeker prioritizes pleasure and enjoyment in the here and now. Your pitfall is that hedonism, greed or impulsiveness can get the best of you at times, but you're also someone who enjoys life to the fullest, an admirable quality!

You're probably a Pleasure Seeker if:

- You save less than 5 percent of your income. When you're feeling flush, you tend to buy things that aren't necessary to your basic lifestyle.
- Your debts exceed your assets, perhaps because you've purchased multiple items on credit. You opt to postpone payments until next year to satisfy your desire to enjoy something new sooner rather than later.
- Your investments, if you have them, tend to be in vacation homes, art collections, fine wines, jewelry, restaurants, or other collectibles.
- You regularly engage in "retail therapy" when you're feeling low, spending beyond your budget on items that are not necessities.
- Your spending on luxury items creates tension in your relationship with your spouse or partner.

Painful Emotional States: Hungry, Greedy, Impatient, Self-Absorbed

Common Distorted Thoughts (Conditioned Beliefs from the Past)

"What I want and will enjoy is more important than what I might need," "I want to live for today."

CASH FLOW AND BUDGETING Pleasure Seekers often spend on credit cards with high interest rates. Don't buy anything on credit, period, unless your net worth has been growing more than 4 percent per year.

INVESTING Pleasure Seekers' investments are often concentrated in lifestyle assets, such as a nicer home than might be financially prudent. For the more affluent, investments might include second homes, country-club memberships, boats, and other assets that bring pleasure. Because this archetype is more impulsive than most, if you do have stocks, bonds, or mutual funds, you are more likely to be plagued by frequent changes of investment vehicles or advisors, leading to drastic underperformance. Only own assets that appreciate. Rent or lease assets that have a pleasure component to them (like cars or boats), as they often depreciate. Most people should rent rather than buy vacation homes because there are better financial assets in which to invest. Also, most Pleasure Seekers, when trying to justify the purchase of a second home, don't include, as they analyze the true cost of their purchase, the interest they would have earned on their down payment had they put it in higher-yielding investments. Set up an automatic investment program that you don't change, or empower someone else to make investment decisions for you.

Liberating Wisdom or Ways to Focus

- Living within my means and taking care of my future creates a very real albeit different kind of pleasure for me and those I love.
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Archetype(s) You Most Need to Emphasize to Create Balance: *Guardian:* alertness, prudence, *Saver:* self-sufficiency, abundance

A Practice

A DAY OF REST. Pleasure Seekers need to make a paradigm shift, finding different ways to experience pleasure in their daily lives. Rabbi Harold Kushner, author of many best-selling books, including *When All You've Ever Wanted Isn't Enough: The Search for a Life That Matters*, reminds us of the importance of taking a day of rest from wanting. Many religious traditions have a sabbath, which can also be a time to take a break from money. Try this: once this week, whatever day you choose, commit to twenty-four hours in which you will not handle money in any

way. Buy groceries ahead of time; pay your bills another day. Avoid handing out cash or using credit. But this should not be a day when you become an ascetic. Find other ways to enjoy life. Why not play with a child, get out in nature, listen or dance to music you already own, or read a great book? Whatever it is, find sources of pleasure that don't require you to transact. There are many ways to feed your senses without ever spending a dime. Be creative!

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The Idealist places great value on creativity, compassion, social justice, or spiritual growth. On bad days, you experience mistrust, skepticism, or rebelliousness around money, but you're also often able to express great vision and compassion in your use of money. Today, see if it's true for you that self-sufficiency is empowering and supports your ideals, or alternatively, find just one way to use money to further your ideals.

You're probably an Idealist if:

- Your primary vocation is artist, musician, or entertainer, or you work for a nonprofit.
- You don't earn enough money to file a tax return, or you do earn enough but choose not to file.
- You rely on others (from your past or present) for much of your financial support.
- Your investments are primarily in small businesses, individual pieces of real estate, or an art or music collection, because you distrust big business.
- If you invest in stocks, they have been socially screened to eliminate some combination of tobacco companies, environmental polluters, weapons manufacturers, nuclear power, alcohol manufacturers, and companies deemed to have unfair labor practices (some percentage of people from the other archetypes also use screening, but virtually all Idealists do, or would if they owned stocks).
- You are more likely to give five dollars to a person on the street than to give to organized charity.

Painful Emotional States: Weary, Skeptical, Distrustful, Fantasy-Based, Rebellious, Angry, Naïve

Common Distorted Thoughts (Conditioned Beliefs from the Past): "A lot of suffering and sacrifice is necessary to be creative or spiritual," "It's better to feel pain than to be financially free."

CASH FLOW AND BUDGETING Idealists sometimes don't know how much they're spending or earning. Their focus on areas other than money can lead to late payments, finance charges, bad credit, and so on. They are more likely to be receiving financial help from others (spouse, family) or to be in debt than are other archetypes. Some Idealists, by contrast, pride themselves on how little they need to get by. Subsisting on the bare minimum, they often don't have emergency funds for unexpected expenses. Look at the numbers. Pay a bookkeeper or barter with a friend to help you, because it probably makes your skin crawl to crunch numbers. Set up as many bills as possible to be paid automatically, thus reducing late payments and finance charges. Create a rainy day fund. If you have a job with a regular paycheck, aim for three times your monthly living expenses. If your income is irregular, aim for six times monthly spending.

INVESTING If there are any savings or investments, investments deemed to be socially progressive and creative have been given higher priority than those with higher financial returns. Investments will often be hodge-podge, such as a tract of land in a beautiful place, a few stocks gifted by family, some expensive artwork, and perhaps a few orphan mutual funds bought on the advice of a friend ten years ago. Create an investment plan, either with the help of chapter 12 in this book or with a trusted professional advisor you already know. Then stick to the plan. Your values can be incorporated into the plan, but do so systematically rather than impulsively. To create more resources to pursue your art, social activism, or spiritual path, make your savings and investment program automatic, so that a set amount of money is automatically moved from your checking account into your investment account each month. At a bare minimum, automatically transfer a predetermined amount into a Roth IRA each month.

INSURANCE Idealists are often uninsured or underinsured. This can be a result of disdain for large bureaucracies (like insurance companies), a willingness to take risks and buck the system, or avoidance of financial matters in general. Many have been told, "You're not responsible with money" for so many years that lack of adequate insurance has been programmed into them. Others may favor alternative health care and use this as a justification not to carry traditional health insurance. Ask yourself whether being underinsured is really serving your artistic, social, or spiritual goals. If not, obtain at least the lowest levels of insurance. Ask friends in a similar situation who

they're insured with. Often, there are plans designed for specific vocational groups or people with similar lifestyles. Check with an association to which like-minded colleagues belong. See for a list of the basic types of insurance coverage that every person should have and p. 263 for planners who can help you get your risks and needs assessed and covered.

TAXES Idealists often don't pay taxes because of a declared income below the minimum required to file a tax return, financial disorganization, or conscientious objections to the government's use of tax money. If paying taxes, Idealists often declare less than actual earnings or they look for potentially audit-attracting loopholes because of a disagreement with how the government spends tax dollars.

Don't do anything illegal, but pay as little in tax as you legally can. This requires focus and attention instead of avoidance. Hire an inexpensive tax preparation service or barter with a friend, but file and pay your taxes. The more your vocation earns and the more assets you have, the more benefit you'll receive by hiring tax-planning help, such as a CPA or tax attorney.

Liberating Wisdom or Ways to Focus

- Self-sufficiency is empowering and will support my ideals.
- Money is good if it's used to create balance.
- I love not having to rely on other people or the system.
- Compassion comes more easily when I'm not in a state of financial need or dependence.

Archetype(s) You Most Need to Emphasize to Create Balance: *Saver*: self-sufficiency, abundance, *Innocent*: simplicity, adaptability, *Star*: leadership, elegance

A practice

THE SKEPTIC'S LENS Artists, activists, and spiritual seekers who operate under the Idealist archetype have a nose for hypocrisy and often see very clearly and accurately the limitations of "the system" or ideologies in general. If you have the kind of well-honed critical mind that is adept at debunking popular myths, I challenge you to take that same skeptic's lens and use it to look at the following:

- Leaving aside for just a moment the ways in which you believe "the system" to be corrupt, turn your attention to yourself. What is it that you might not be seeing about your relationship to money? In what way is your relationship to money contradictory or even hypocritical?
- If you're an Idealist with a substantial amount of money that you didn't earn, how would your life be different if you had earned the money yourself? Would your beliefs about money, or the way you treat it, be different? How so?
- Is your lack of attention to what it would take to be self-sufficient truly serving your art or cause?
- If you had more money, imagine for a moment all the good you might do with it. List the ways money could serve your ideals.

* * * * *

The Saver seeks security and abundance by accumulating more financial assets. At worst, you can be fearful, frugal, hoarding or even obsessive when it comes to money, but your gifts are that you're almost always financially self-sufficient or perhaps in a state of abundance. Today, try making relaxation and enjoyment of your life the highest priority.

You're probably a Saver if:

- You save more than 20 percent of your earned income each year.
- You spend and give away less than 3 percent of your total financial net worth each year.
- Your net worth grows more than 5 percent from year to year (as you'll see, this metric can also be indicative of an Empire Builder).

Painful Emotional States: Obsessive, Tense, Hyperanalytical, Futuristic

Common Distorted Thoughts (Conditioned Beliefs from the Past): “If I save enough, I’ll be happy, safe, secure,”/ “I’m worried that I won’t have enough.”/ “I have to keep a close watch on my nest egg.”/ “What am I worth now? How much has that grown/shrunk?”

CASH FLOW AND BUDGETING The Saver likely knows exactly how much they earn, spend, and save. A high percentage of their income is being saved. They spend much less of their income than other archetypes do, to the point of excessive frugality or even deprivation. Savers are unlikely to be generous with family, friends, or charity. They also sometimes place too much emphasis on paying off mortgage or business debts early. What additional spending or charitable giving would fulfill and inspire you? How might you add to your life or the lives of those you love? If you don’t know, ask others. Move money for these purposes out of the main accounts you’re used to looking at to count your treasure (i.e., put the charitable portion into a donor-advised account in a lump sum, then do your giving out of that).

INVESTING Savers tend to review their investment performance too often and thus make changes too frequently. Disciplined Savers often are less than disciplined investors, earning poor returns due to overly active trading, stock-picking, or an overly risk-averse orientation (e.g., too high a percentage of assets in bank CDs or bonds). See chapter 12 for advice on investing or use one of the ready-to-go strategies shared at the beginning of this appendix and set your portfolio up to earn market rates of return without micromanaging by you. Review your investment returns no more than once a quarter and create an overall investment plan that you can stick to. If you are a very conservative investor, consider having your planner or financial advisor show you what would happen to a more aggressive portfolio even if the Great Depression were to occur tomorrow. If your financial security would still be fine,

Liberating Wisdom or Ways to Focus

- Relaxing and enjoying my life is a high priority in this next hour.
- I will find a way to connect to the world through a relationship or one of my passions right now.
- My fulfillment is my highest priority today.
- Relaxing is a much more important part of my life than I realize.

Archetype(s) You Most Need to Emphasize to Create Balance: *Pleasure Seeker:* enjoyment, pleasure, *Idealist:* passion, vision, creativity, *Caretaker:* relationships, compassion, generosity, courage

A Practice

AUTOMATICALLY SET ASIDE SOME MONEY FOR SPENDING AND GENEROSITY.

Would you be more fulfilled over the long haul if you used less of your money for future accumulation and more for spending on pleasurable purchases, like buying yourself time to do more of the things you love in life? How would it feel to give more generously, whether to charities, neighbors, friends, or family members in need? Set aside some amount of money—\$1 a day or \$100 a month, whatever feels right to you given your financial and emotional situation—and spend half of it on material objects or experiences that bring you pleasure and fulfillment right now, in this moment (remember, the Saver loves to delay gratification). With the other half, be generous, whatever that means to you. Expect that you’re going to have some conflicts; you’re going to feel nervous as you spend on yourself or practice generosity. But allow yourself to be nervous, and do it anyway without overthinking. Set this up automatically so you have less of an emotional battle each month as you work to change your savings habit. For example, have your bank or employer automatically transfer your chosen dollar amount into a separate “play” account each month, or do it one time and don’t allow yourself to use that account for anything other than generosity or spending that brings you immediate pleasure. Does it feel uncomfortable as you try on these ground-breaking behaviors? Do it anyway!

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The Star spends, invests, or gives money away to be recognized, feel hip or classy, and increase self-esteem. At worst, you’re pretentious and self-important. At best, you exhibit great qualities of leadership and style. In the next few days, try resisting at least one temptation to buy something in order to garner attention, and see if that feels more or less self-loving than your old, familiar behaviors.

You're probably a Star if:

More than 25 percent of your overall spending goes toward clothing, hair, beauty, jewelry, entertaining, body image enhancement, and other items bought primarily to enhance your image (these could but don't necessarily include cars, furniture, artwork, an elaborate home theater system).

You seek to be acknowledged for your generosity most of the time.

You frequently alter your investments to keep up with the latest trends.

Painful Emotional States: Sensitive to criticism, Anxious, Insignificant, Worthless, Lonely, Phony

Common Distorted Thoughts (Conditioned Beliefs from the Past): "Using money to feel classy, elegant, cool, and hip will make me happy."

CASH FLOW AND BUDGETING Stars usually spend most or all excess cash flow on purchases that enhance image (cars, clothing, hair, jewelry, furniture, home theater, entertainment, art, fitness, plastic surgery, etc.). Stars avoid budgeting or looking at where money has actually been spent.

Create and look at a report that shows what you've been spending your money on. If you don't have the skill to do this, pay a bookkeeper to produce a report for you, or use software like Quicken or Microsoft Money. Look for spending categories and items intended to enhance the image you want to project. Are you comfortable or happy with your spending in these areas? If not, set spending goals that feel right to you, and continue to track your spending at least once every three months. If you're constantly spending more than you earn, consider paying cash for everything for three months.

INVESTING The Star's investments are often selected to keep up with the latest trend, such as technology stocks in the late 1990s and early 2000s, or real estate in 2004–2006. Sometimes, a Star's portfolio is symbolic of the image he wants to project, be it socially responsible funds, hedge funds promising high returns, initial public offerings, or trophy real estate. The common theme is that the story is more important than the economic substance. More often than not, this leads to rather dismal investment returns compared to other investment options within the same category of assets.

Liberating Wisdom or Ways to Focus

- Making sure my use of money is truly nourishing all parts of me is very important.
- Giving to others brings me joy and happiness.
- Resisting the temptation to buy something for attention is very self-loving.

Archetype(s) You Most Need to Emphasize to Create Balance: *Guardian:* alertness, prudence, *Innocent:* simplicity, adaptability, *Caretaker:* empathy, generosity, *Idealist:* vision of the greater good

A Practice

INQUIRE. At the core, most Stars feel a sense of emptiness and worthlessness they're afraid to examine. When you're feeling unhappy, do you look to others to cheer you up, maybe by getting dressed up and going out to a place to see and be seen? Think of the last time you felt a rush of pleasure when someone else paid attention to something about you—perhaps telling you that your outfit looked really good, or that your new flat-screen television was cool, or even that they admired you for a large charitable donation you'd made. Did the experience cause you to crave more of that kind of attention? Did you make any declarations to yourself that might eventually affect your finances?

* * * * *

The Innocent avoids putting significant attention on money and believes or hopes that life will work out for the best. The risk of this is that you can be avoidant or even helpless when it comes to money. But on the positive side, you're often hopeful and adaptable. Today, take one step to learn more about your financial situation, and commit to putting yourself on a path to a simpler, more self-supporting financial life in the next 90 days.

You're probably an Innocent if:

- You've had personal debt (not counting a mortgage or car loan) for more than a year and have less than three months of living expenses in savings.
- Life circumstances such as illness or disability, or lack of education or training, have you in a position where you can't make ends meet.
- You're in a never-ending struggle for survival, spending everything you make—even if you make a lot—on your lifestyle.
- You received a lump-sum payment from an inheritance, lottery winnings, a divorce, a job, or another one-time event in the past ten years, and now have little or nothing to show for it.
- You'd rather get a root canal without anesthesia than balance your checkbook, pay your bills, and write down your expenses.
- You pay the bank more in monthly charges and overdraft fees than they pay you in interest.

Painful Emotional States: Frustrated, Overwhelmed, Desperate, Inadequate, Helpless, Victimized

Common Distorted Thoughts (Conditioned Beliefs from the Past) “Money doesn't come easily—in fact, it's a constant struggle for me.”/“I'm never going to have as much money as I need to live the life I want.”/“If I don't look at my financial situation, I won't feel the pain, and somehow my situation will get better.”

CASH FLOW AND BUDGETING Innocents are usually spending everything they earn, and more. If there are no earnings, then they are dependent on other people or government assistance. Look at the numbers. Get help from a friend or professional if you don't know how to look at the numbers yourself. Live within today's means as though there were going to be no increase in future income. If you have insurmountable debts, make an appointment with Consumer Credit Counseling Service (CCCS), which can probably negotiate a manageable debt-repayment program for you. Try to reduce or eliminate cash flow surprises by having monthly (instead of quarterly or annual) payments for all your expenses. For example, have your mortgage company impound your property taxes and insurance if you own your home (which means you'll effectively pay them monthly), have a fixed-rate mortgage rather than an adjustable so the payment is predictable, or buy extended warranties to avoid costly repairs.

INVESTING Innocents are more likely to be in debt than to have investments. If there are investments, principal is being spent down such that the money will run out before needs do. There's little or no sophistication and knowledge about investing. Innocents often know more about credit-card companies than investment companies. Begin an automatic investment program. Add up the amounts you've spent on lottery tickets and get-rich-quick schemes and begin putting that into an investment account on a monthly basis. Have your bank move the lesser of \$400 or 10 percent of your income into a Roth IRA account each month. No amount is too small. Just get started with something. Invest your Roth in either a diversified basket of index funds or a single socially responsible index fund. Unlike many financial planners, I believe it is best to start investing even before you've paid all your debts off. Work with a planner or CCCS to help you decide how much to direct to your debts and how much to your investments.

TAXES: Depending on earnings, Innocents may not pay taxes or file. If they do have a job, they're often having too much withheld from each paycheck, such that they receive a tax refund once a year, which makes ongoing cash-flow planning more difficult. In some cases, there are late filings, underreporting due to avoidance or disorganization, or tax liens. Innocents often pay more as a percentage of their income than people who make more money than they do, because they don't own their own homes and so don't get the benefit of itemized deductions. File and pay your taxes. You probably hate dealing with finances, so outsource this to an inexpensive tax-preparation service. Reduce your monthly tax withholding at work so that it equals 1/12 of your annual tax bill. If you're self-employed and pay estimated taxes quarterly, open an account at your bank just for tax payments and have them automatically transfer 1/12 of the annual total into that account each month, then write your quarterly checks from there your quarterly checks from there. (You can use this account for all other irregular expenses as well.)

There's always someone worse off than you. When you can help another person, you begin to switch your unconscious beliefs about money from scarcity to abundance. Use giving as one of the incentives to inspire you to make more money. Once you've transformed your inner and outer financial scarcity into abundance, you can help others do the same.

Liberating Wisdom or Ways to Focus

- I can simplify my lifestyle needs to create self-sufficiency.
- I can find a vocation that I enjoy and am passionate about that will bring me enough income.

Archetype(s) You Most Need to Emphasize to Create Balance: *Empire Builder:* vision, passion, innovation, *Guardian:* alertness, prudence, *Saver:* self-sufficiency, abundance

A Practice

WHAT COMES IN STAYS IN. The next time you have a surplus, even if you're still in debt, leave a period of at least three days between receiving the money and sending it back out. Most Innocents actually feel discomfort having a surplus around, so just as soon as it comes in they send it off to pay their bills or reimburse family members who lent them money recently, or they make a new purchase they've been putting off. Of course, if you're literally about to be evicted or some other drastic consequence will ensue, do what you need to do. But barring that, hold onto the money for at least three days, preferably a week. Imagine having an entire year's worth of your expenses in savings and no debt. Think or write about the good feelings: the relief, the confidence, the freedom. What about the difficult issues—do you feel unworthiness, discomfort, confusion, or unfamiliarity?

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The Caretaker gives and lends money to express compassion and generosity. This can lead to enabling or even self-abandoning behaviors at the worst of times, but you're probably also someone who expresses a higher than average amount of empathy and generosity. The question for the day is, are you taking as good a care of yourself as you do of others?

You're probably a Caretaker if:

- You spend more than 20 percent of your income on others in need, either family members, friends, or charities, but you're not financially generous with yourself and don't feel a sense of ease about your generosity.
- Other people in aggregate are more financially dependent on you than you are on them, and there isn't some other exchange that's reciprocal (e.g., child-rearing, homemaking, engagement in a humanitarian or creative profession).
- Your total savings amount to less than six months of your spending because you're always using money to take care of others
- If you have investments, you keep them liquid because you are thinking that you will likely have to rescue someone.

Painful Emotional States: Guilty, Victimized, Martyred, Overburdened, Angry, Selfless, Superior

Common Distorted Thoughts (Conditioned Beliefs from the Past): "They couldn't make it without me" / "My needs are less important than theirs"

CASH FLOW AND BUDGETING Caretakers' expenses are unpredictable because other people's needs are unpredictable. Caretakers find it difficult to say no, so if they have the money on hand or, in extreme cases, even if they don't, they cover others' shortfalls, making budgeting almost impossible. If possible, put those who are dependent on you on an allowance, and make it automatic. For example, transfer \$1,500 every month into your dependents' bank accounts to help them out, rather than paying their bills directly. Have them get basic financial training through a local community college, financial literacy program, or Consumer Credit Counseling Service.

TAXES Most Caretakers are helping others with after-tax earnings, meaning that for each dollar you give, you typically have to earn \$1.50–1.80 pretax. Make sure your tax preparer is fully apprised of the amount of your financial support to others so that she can take advantage of dependent tax deductions and any credits available. Find out if any of your giving can be channeled through a nonprofit charity or through your self-employed business so that you get a tax deduction for it.

Liberating Wisdom or Ways to Focus

- I cannot effectively help others unless I'm taking good care of myself.

Archetype(s) You Most Need to Emphasize to Create Balance: *Innocent*: simplicity, adaptability, *Pleasure Seeker*: enjoyment, relaxation, *Saver*: self-sufficiency, abundance

A Practice

NOT DOING. Caretakers are so accustomed to being with others that they often don't allow themselves time alone—time when they are not needed by anyone else. Make a habit of carving out some time for yourself each day to enjoy the pleasure of your own company, even if only for five minutes at first. You may decide to take a solitary walk or go for a drive and listen to music. If you're at someone else's party or house, try to not be one of the more helpful people there—doing the dishes, refreshing drinks, tidying up, or whatever form your care usually takes. Allow yourself to be in relationship without being needed. Regardless of the activity, allow and notice your feelings, whatever they are. You may experience the fear of loneliness or isolation, or you may experience simple joy. When fears or anxieties do arise, focus on your breathing and try to notice what's on the other side of the fear. Or, if you are feeling good, bask in that and carry it into the rest of your day.

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The Empire Builder thrives on power and innovation to create something of enduring value. At worst, you can be grandiose, dominating, or insatiable, but you also exhibit great capacity for hard work, focus, innovation, and decisiveness. My question for you is “Do you have enough to enjoy your life fully today?”

You're probably an Empire Builder if:

- Your number—the amount you've told yourself would be enough to never have to work again and enjoy life to the fullest—has increased more than the rate of inflation over the past five years. If your empire isn't financial, then perhaps the scope and scale of your artistic or philanthropic legacy keeps increasing.
- Your business or career occupies more than 75 percent of your attention during waking hours.
- You won't pull money out of your empire, be it a business, a real estate portfolio, or a single asset, other than what's necessary for ongoing spending.
- Your empire represents more than 75 percent of your financial net worth.

Painful Emotional States: Driven, Insatiable, Insecure, Stressed, Lonely, Grandiose

Common Distorted Thoughts (Conditioned Beliefs from the Past): “Once I have , I'll be happy.”

CASH FLOW AND BUDGETING With Empire Builders, a disproportionate amount of cash flow is usually being channeled into the growth of the empire, leaving relatively little for regular spending. Empire Builders can live both within their means and beyond them. Take profits out of your company and spend, invest, or give them to other causes. If your enterprise requires more capital, raise it from other people. If your business strategy isn't good enough to attract outside capital, it's probably not good enough for you to risk your own capital either. Start to pay yourself a market-rate salary from a start-up business as early in the process as possible

INVESTING Empire Builders tend to have more than 75 percent of their net worth tied up in their empire, be it a single company, a real-estate portfolio, or collectibles. Other investments tend to get far less attention than they need because all hopes for growth rest on the empire. Andrew Carnegie said, “Put all your eggs in one basket, and watch that basket.” But this is bad advice for most people because no matter how closely you watch, there are risks you cannot see. If it's not possible to sell part of your privately held business, try to find ways to reduce the risk of a major company decline leading to personal financial ruin. This can include building up your outside net worth, hedging (if your company is public), or doing a sale over time to management or employees. Don't assume that just because you know your business better than any other company, it is the most prudent investment. Think of yourself as the head of an endowment fund that has 100 percent cash to invest. Would you choose to invest as high a proportion of the endowment in your business as you currently have invested of your personal net worth?

TAXES Empire Builders generally do good tax-planning in order to minimize taxes paid and channel more profits into future growth. Maximize contributions to tax-deferred retirement plans. If you're older, depending on the

salaries and ages of your employees, a defined-benefit pension plan may allow you to put away a much higher amount of your income than other retirement plans

Consider donating part or all of your ownership interest to a charitable foundation and allowing it to sell your interest, which will have significant tax benefits. Note that the profits from the donated interest won't be available for you to spend.

Liberating Wisdom or Ways to Focus

- I have enough today to enjoy my life fully.
- Achieving my goals is not going to make any real difference to my inner quality of life.
- The only place I can be truly happy is in the present moment.

Archetype(s) You Most Need to Emphasize to Create Balance: *Pleasure Seeker*: enjoyment, relaxation, *Idealist*: passion, compassion

A Practice

BE FREE NOW. Experiment and live just one day or, if you can, one week or one month, as if you had already arrived. Do what it takes to get rid of any and all things in your life that are not going to exist once you've reached your goal(s) (for example, business interruptions, crammed scheduling, thinking about business while doing something unrelated). If you had your ultimate empire today, what would be different, really? Is it possible for you to stop striving during this experiment? If not, how will you stop striving in the future? If you tend to tell yourself it will be different when X has happened, explore whether that's really true before dedicating all your time and energy to getting there. As the Buddhists like to say, there is no 'there' there. Ask yourself, "What is the optimum way I can prepare for relaxing, for enjoying peace of mind right here, right now?"