

White Paper

Organisational Personology Archetypes™

The Protected, The Tolerated and The
Unknown



Abstract

Most organisational change initiatives fail. They focus on 'Culture', 'Values', or 'Engagement'. Concepts that are mostly intangible, subjective, and easily manipulated.

This paper proposes a radical shift. It posits that organisational health is not a matter of 'soft skills', but a matter of Thermodynamics.

By applying The Joule Standard™, the organisation is analysed as a closed energy system. The structural integrity of the system is compared to the Layer Cake and how it creates instability. It also determines the degree to which The 8 Archetypes (or carriers) generate entropy. This is compounded by the Boyle-Gay-Lussac Phenomenon, the metaphoric iceberg that demonstrates hidden mechanisms that affect organisational integrity and operational standards. The Iceberg explains the invisible pressure of personal pathology detonating in the workplace.

This is not a guide to 'better leadership'. It is a blueprint for System Calibration.

74.9% of employees have experienced a toxic workplace.

78.7% blame poor leadership/management

The System

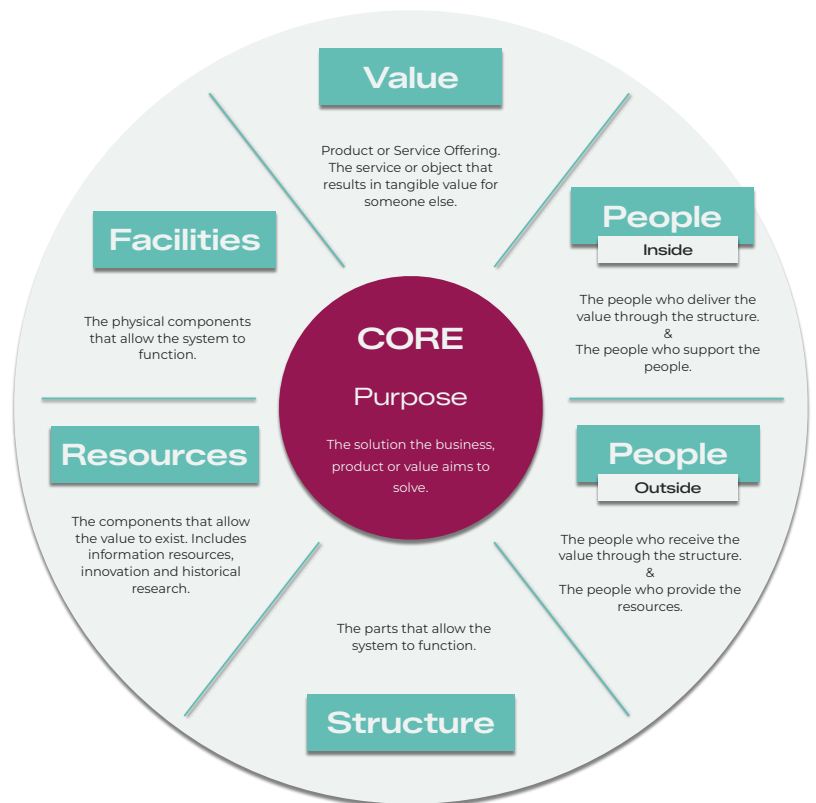
Cogs of the system should always align to the original purpose of the business.

All organisational elements should be structured around the CORE.

Transmission as a Law of Physics

Personal stewardship is a transmission system. The entire system needs calculated and calibrated transmission from the core to the outer rings.

Each cog is a part of the system that needs equal weighting for optimal performance.



I. Operational Thermodynamics in Organisations

Organisations are energy transmission systems. Purpose (CORE) generates force; accountability multiplies it: $P = F \times A$. Drag anywhere leaks Joules.

The Layer Cake demonstrates how the middle layer feels crushed. They are sandwiched between two different pressures. One expects results, the other expects empathy and support. Generally this is where the majority of the talent resides and where it bleeds from.

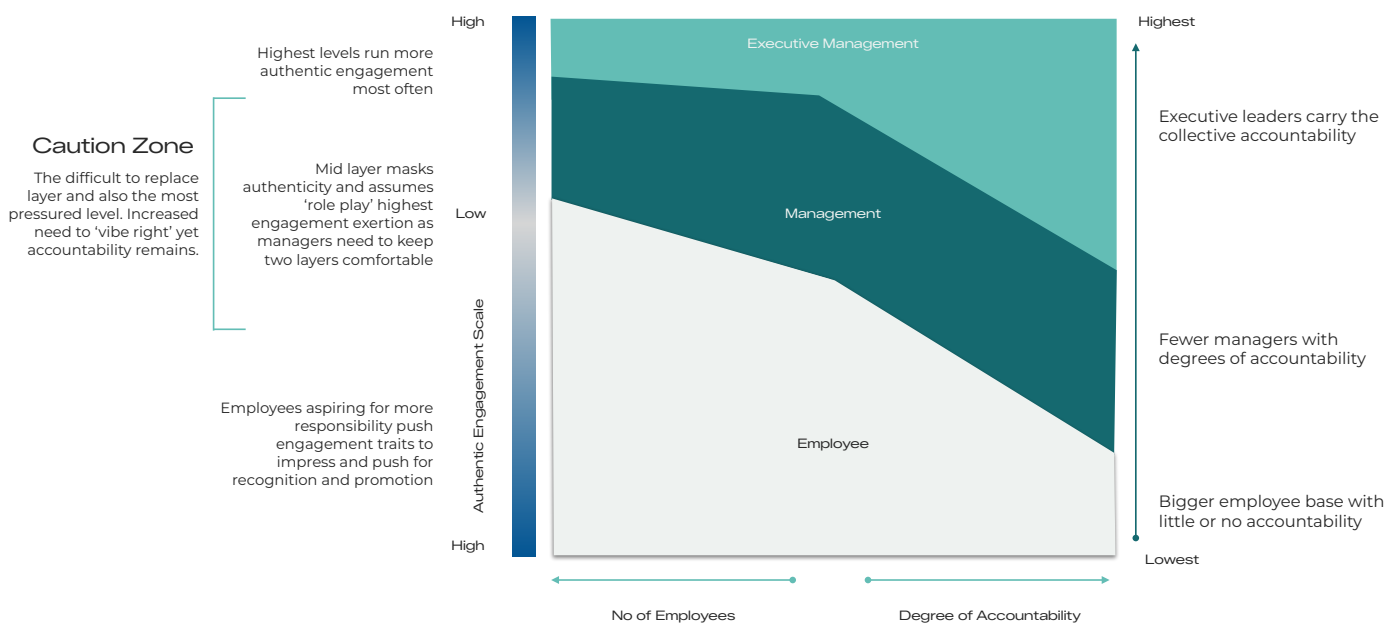
When we started injecting empathy into the system we created a conundrum, we swung from high process efficiency in the early 1900s and are now running in the opposite spectrum. The system is no longer balanced, it is the polar opposite but the same level of efficiency is desired, if not more.

The pressure compounds in the Layer Cake

Top layer: pressure to hit objectives, keep stakeholders happy
 Bottom layer: high mass, low accountability. They drift into disengagement or entitlement
 Middle: management gets crushed. They are role-playing empathy to keep the peace while burning out trying to bridge the gap

When the statistics speak loudly it is time to pay attention. With more than half the workforce watching the door and 41% of new hires gone in the first twelve weeks. It's obvious why recruitment budgets can't keep up.

Engagement to Accountability Layer Cake



The real risk isn't the hiring funnel, it's the unforgiving pressure to the middle layer. It is literally sandwiched between opposing forces. The top layer demands performance and the bottom layer operates with near-zero accountability.

The issue isn't the culture, or the deliverables, or the stretched KPIs. The middle layer was built to handle it. It is the injected emotional intelligence mind play disrupting transmission.

Result? Empathy fatigue at scale.

Middle managers become the caution zone: squeezed from both ends, performing niceness instead of calibrating pressure.

Warmth widens the area without restoring gravitational accountability from the base.

Drag compounds.
Burnout accelerates.
Turnover follows.

~70%

of change initiatives fail to meet goals, often due to resistance, poor sponsorship, and unaddressed drag

(McKinsey & Company; AIM Business School, 2025).



Performance is Never Effort Alone

It is Effort multiplied by Accountability.

$$P = F \times A$$

F = Force (raw effort, hours, headcount, intensity)

A = Accountability (clear ownership, decision rights, outcome visibility, binary consequences)

Adding more effort is fruitless when Accountability sits at zero. A weak—or non-existent—multiplier isn't going to move the needle. Your strategy promotes X while your daily incentives reward Y. The "yes" in a meeting without ownership or follow-through is operational drag that you don't have time to manage. Accountability remains vague.

The result: massive Effort wasted against invisible drag.

It is like driving with the handbrake half-on—you burn fuel, generate heat, and barely move.

The System Needs Recalibration

The first detectable signal is Daily Incongruence—the gap between stated intent and observed behaviour.

The Boyle & Gay-Lussac Phenomenon

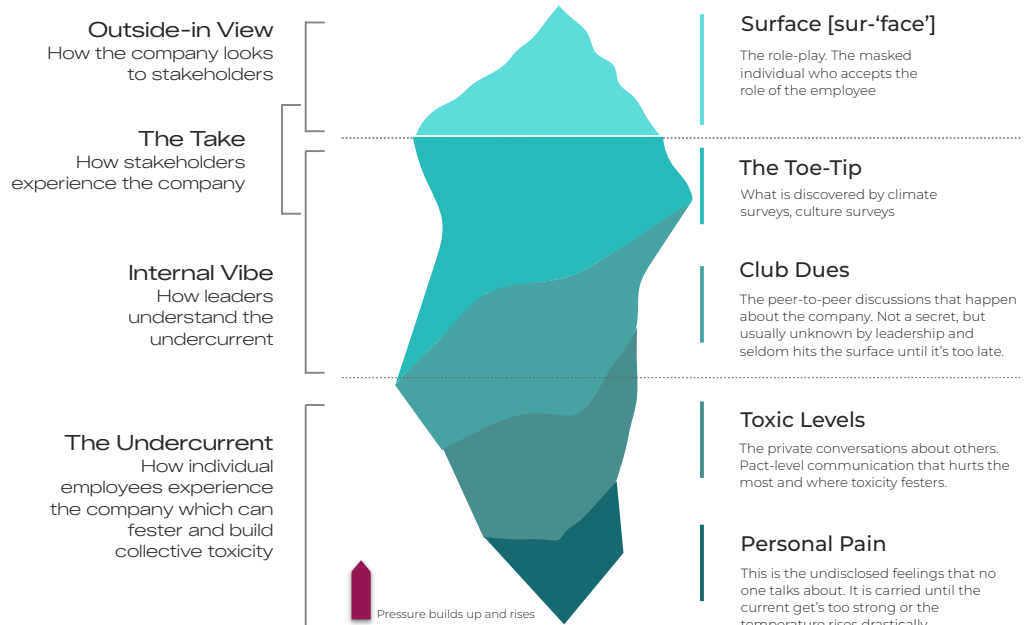
Don't just toe-tip, be attentive to what is running the undercurrent.

Boyle's Law

Halve the volume (club dues/toxicity), pressure dissipates.

Gay-Lussac's Law

Steady volume + rising temperature (toxicity) = pressure increases



The Boyle-Gay-Lussac Phenomenon frames the Iceberg: pressure (personal pathology) builds invisibly below the waterline; volume/temperature rises until detonation (explosion into team dynamics). Work is a pressure cooker for unresolved pathology. "Kindness" cultures turn down external heat but ignore internal pressure and the pathology still detonates.

Most leaders and HR practitioners will only see the surface: perfect roles, polite meetings, survey results. When you see the iceberg you see the physics that explains why pressure builds until it explodes.

Surface = role-play & climate surveys

Toe-tip = club dues & hidden toxicity

Undercurrent = private pain & festering frustration

1. The Undercurrent Runs Deep

We assume culture is the reason attrition is high, so we add benefit programs to improve comfort. However, employees read the undercurrent and sense the disconnect. They know the system is misaligned, even if they can't name it.

2. Lack of Accountability Impacts Performance

We relaxed accountability with softer management practices. This delays deliverables, compounded by easing performance criteria in the name of "upliftment." We stopped being clear on expectations.

3. The Double-Bind

Managers are coached to lead with kindness but aren't equipped for tough conversations. Kindness and firmness are rarely compatible. We added the 360 to KPIs, so managers are graded on likability. Disagreeing became "unlikable," so we replaced challenging operations with simple acceptance.

II. Culture Entropy: The GAP Between Ideation and Reality

Entropy is the measure of disorder in a system. In a business, Entropy manifests as the Daily Incongruence™—the friction between what the organisation promotes and what it actually lives.

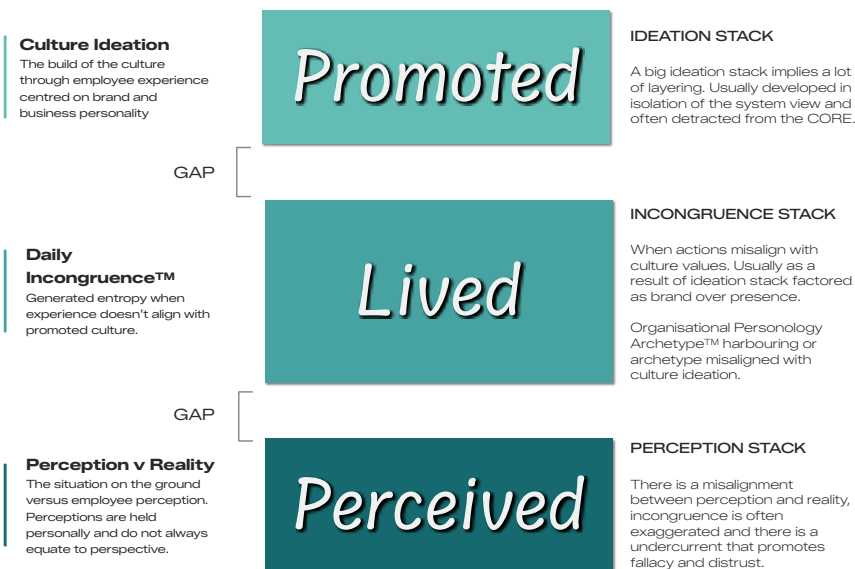
This is visualised through the Culture Entropy Stack™.

Promoted Culture (The Ideation Stack): The brand promise, the values on the wall, the "We are a Family" rhetoric. This is lightweight, often designed in isolation.

Lived Culture (The Incongruence Stack): The employee experience. The reality of the hallway, the Slack channels, the meeting dynamics. This is where the weight sits.

Perceived Culture (The Perception Stack): How the market sees you.

Organisational Culture Entropy Stack™



The Symptom: brand erosion and signal distortion. The Perception Stack is the market reading your frequency. If your Incongruence Stack is high, your frequency is distorted. The market doesn't trust the signal.

The Physics: This GAP is an energy leak. The organisation burns Joules trying to maintain the illusion of the Promoted culture while the Lived culture drags it down.

To reduce Entropy, you do not need a new value statement. You need to close the GAP. You must stop "sweetening the deal" (adding layers to the Ideation Stack) and start addressing the rot in the Incongruence Stack.

The Problem of the GAP:

When the Promoted and Lived cultures misalign, a GAP forms. Companies with bigger GAPs tend to be labeled as toxic.

Companies try to 'sweeten the deal' to close the gap, but avoiding Daily Incongruence just layers fluff and patches leaks without solving the problem.

III. The 8 Organisational Personology Archetypes™

If the Layer Cake is the structure, the Organisational Personology Archetypes™ are bodies adding weight to the drag.

These are not 'personality types'. They are Entropic Vectors. Their impact is measured using the Entropy Formula:

$$E = A \times T$$

E: Entropy (The Chaos).

A: Archetype (The inherent drag).

T: Tolerance (The Culture's permission).

The Law: Zero T → Zero E from that A. Starve tolerance; pathology pressure no longer detonates unchecked.

The Martyr

Marker: Victim / Victimhood

Physics: Noise generator—converts stress into drama.

Manifestation: Constant complaints, alarms at discomfort, change is seen as a personal attack.

Survival: Protected in "sympathetic" cultures; energy poured into support funds

Scenario: Sarah, mid-level coordinator, emails daily about minor issues ("The meeting ran over—it's exhausting me"), framing tweaks as attacks. Team reassurance diverts hours; momentum stalls.



The Jobsworth

Marker: Compliance at cost

Physics: Static friction—resists all motion.

Manifestation: Bare minimum, rigid rules.

Survival: Bureaucratic cultures reward rule-following. Head down, work is done, but risks are escalated.

Scenario: Absolute order and compliance. Ensures the rules are followed at cost. No deviation. Lisa blocks fast projects over incomplete forms. Innovation dies.



The Spellbinder

Marker: Eloquent orator

Physics: Gravity—bends orbits with charisma.

Manifestation: Magnetic; competence secondary.

Survival: Celebrity cultures excuse failures for likability.

Scenario: James closes deals on charm; execution flops ignored. James is pleasant to be around and he can rally the team and get them excited and supportive of a project. This doesn't mean he succeeds in delivery. Well liked doesn't mean well delivered.



The Grinder

Marker: Workhorse at cost

Physics: Heat sink—absorbs energy, low output.

Manifestation: Silent overwork, burnout when uncredited.

Survival: Hustle cultures exploit free labour.

Scenario: Emma takes extras. She does what ever it takes. Oven overdoing her role and taking on additional work outside of her own KPIs. She is favoured because she is a worker and it gets done. Emma isn't really happy and is quietly quitting. She is often overlooked promotion which breeds resentment.



The Tripper

Marker: Egocentric & narcissistic

Physics: Frictionless vector—no empathy tax.

Manifestation: Manipulative short-term wins.

Survival: Results-only cultures ignore fallout. Revenue matters.

Scenario: Alex hits targets by overworking team, claims credit. Turnover rises silently. Alex is quite arrogant and seems to be dismissive of some team members. He doesn't mingle outside his circle giving the impression he is better than others. He is abrupt and callous.



The Malign

Marker: Toxic & destructive

Physics: Corrosion—erodes integrity.

Manifestation: Secretive sabotage, rumours.

Survival: Opaque cultures with hoarded info.

Scenario: Rachel whispers half-truths about colleagues. Morale poisons. Rachel doesn't outright complain, she is clever and secretive. People are drawn to her because they think she is in the 'know', but mostly they are perceptions and lack perspective. Rachel's personality spills over. Rachel isn't necessarily deliberate, she's riding the undercurrent because it serves her.



The Martinet

Marker: Authoritarian & disciplinarian

Physics: Viscosity—thickens flow.

Manifestation: Control at cost.

Survival: Middle management values order illusion.

Scenario: Tom commands. He doesn't always do this openly, mostly his position is autocratic. His decisions aren't questioned. He comes across as agreeable, but behind closed doors, it is do-or-die. Agility vanishes.



The Sycophant

Marker: Servile, self-seeking flatterer

Physics: Mirror—reflects leader ego, no original light.

Manifestation: Two-faced validation, mimics empathy, palatable truths only.

Survival: Insecure leaders keep "loyal soldiers".

Scenario: Mark, an executive assistant, praises CEO ideas publicly while undermining challengers privately. Leader feels affirmed; team fractures.



IV. Optimal Tolerance Calibration

Once you see the math, adjust the tolerance. You can starve the behaviour without personal vendetta. The archetype either recalibrates or self-selects out. First understand the landscape and why those archetypes are there in the first place.

The Joule Standard Protocol in Action

- Deeply understand the undercurrent and why it's building pressure
- Map the archetypes in your system (use the 8 as a diagnostic lens).
- Measure Tolerance (what do you reward/ignore?).
- Vent personal pressure (Decompression first—clear your observer).
- Recalibrate the Field (KPIs, boundaries, governance).
- Observe the entropy drop.

This isn't about being "nice" or "tough." It's about integrity: aligning what you promote with what you tolerate.

When the differential closes, perplexity dissolves. The system breathes and output compounds.

Global Engagement at
21% in 2024, costing
\$438 billion in lost
productivity

Gallup State of the Global Workplace:
2025).



The Joule Standard™
No Fluff. Just Physics.

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Deirdre Tholet

Crisis & Consciousness Physics

The Joule Standard™

Contact / Connect

LinkedIn: [Deirdre Tholet](#)

Substack: [42WordAlchemist](#)

LinkTree: [42WordAlchemist](#)

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