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# GETTING TO KNOW YOUR INNER CREWS

## A SELF LEADERSHIP JOURNEY

A guide to understanding the protective patterns that shape your inner world — and how leadership can return to Self.

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This guide is offered for reflection and growth.  
It is not a diagnostic or therapeutic tool.

# How to Use This Guide

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## *Your Invitation*

This guide is not meant to be rushed, analyzed, or “figured out.”

It is an invitation to **notice**.

As you read, you may recognize patterns, reactions, or roles that feel familiar. At times, it may feel like a description fits perfectly. At other times, it may feel uncomfortable, confusing, or even resistant.

All of that is normal.

**A few important orienting notes:**

- This is **not a personality test** or a typology.  
You are not meant to “pick” a Crew or decide which one you are.
- You may recognize **one part of you** very strongly — especially a Manager or a Reliever — rather than an entire Crew. That’s common and expected.
- You may notice that **different parts of you respond to different sections** of the guide.  
This is not inconsistency; it’s awareness.
- Nothing here defines who you are.  
It describes **patterns of protection**, not identity.

This work is most helpful when approached with:

- curiosity instead of judgment
- kindness instead of self-correction
- patience instead of urgency

You don’t need to agree with everything you read. You don’t need to identify with any particular Crew. And you don’t need to change anything to begin.

If something feels activating, it’s okay to pause. Take a breath. Step away and return later. This guide will still be here.

The purpose of this work is not to eliminate parts of you, but to understand them — so that leadership can gradually return to Self.

**There is no finish line. This is a relationship — one you build over time, at your own pace.**

# Getting to Know Your Inner Crews

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*A Self Leadership Journey*

## Let's Step Inside for a Moment

There is a whole world inside you — a living ecosystem of emotions, instincts, memories, beliefs, and protective strategies that learned, long ago, how to help you survive, belong, and stay safe.

You might experience these inner forces as voices, patterns, tendencies, emotional reactions, or roles you slip into under pressure. In several psychological traditions, like Internal Family Systems, they are simply called *parts*.

You may already know some of these roles by familiar names — like the Perfectionist, the People-Pleaser, the Inner Critic, the Procrastinator, or the part that shuts down or rebels under pressure.

In this work, we too call them parts, as well as protectors — and together they form what we call your **Inner Crews** (or just **Crews** for short).

There are **nine distinct constellations of parts and patterns** that tend to organize the human inner world. These Crews are not always visible, but they often take the helm of conscious control when your system does not feel safe — when you are stressed, tired, overwhelmed, emotionally triggered, or far from your Self.

And when a Crew is leading, it usually doesn't feel like "a part."  
It feels like **you**.

These protectors often show up as familiar patterns — the perfectionist, the people-pleaser, the achiever, the avoider, the procrastinator — long before we recognize them as part of a larger system.

That's part of what makes the inner world so confusing: different Crew Members can lead at different times, and each one brings its own perceptions, emotions, urges, and sense of certainty. One moment you're grounded and kind. Another moment you're tight, reactive, afraid, driven, shut down, or self-critical — and it can feel like *this* is who you really are.

This framework exists to help you make sense of that — so you're not so confusing to yourself, and so Self can return to the helm.

Your Crews are not flaws.  
They are not diagnoses or pathologies.  
They are not fixed personality types or identities.

They are intelligent, adaptive, protective responses — ways of being that your system developed in response to real experiences, real needs, and real emotional environments. In many cases, they helped you cope, succeed, function, and even lead.

Each Crew is made up of three primary members.

At the center of every Crew is an **Exile** — a tender place inside you that carries a wound, belief, or heartbreak formed when something essential was missing.

Around the Exile, a protector called a **Manager** develops. This protective part tries to prevent the Exile's pain from being triggered again by controlling circumstances, behaviors, or internal states.

And when prevention is no longer enough — when life feels too intense, overwhelming, or painful — another protector, called a **Reliever**, steps in. Relievers act quickly and decisively to reduce distress in the moment, even if their strategies come at a cost later.

Behind all of these parts is the **Authentic self** — or simply, **Self**.

Self is not a part, a role, or a strategy. It's your natural essence and leadership capacity, characterized by calm, clarity, compassion, courage, connectedness, confidence, creativity, and curiosity. When Self is accessible — often closely related to feeling sufficiently safe, open-hearted, and regulated — your inner world reflects greater flexibility, range, and coherence. Emotions can be felt without overwhelming the system. Thoughts become less rigid and more spacious. Protectors no longer have to work so hard, because leadership is coming from a deeper, steadier place.

Once again, your Crews are not who you are. They are who you became when your true, core, Authentic Self did not yet have the safety, support, or resources to fully lead.

You don't need to identify with any particular Crew as you read — curiosity and self-kindness are all that's required.

This framework exists to help you understand that inner system — not to judge it, but to relate to it differently. As you do, something important becomes possible: **Self Leadership**.

## The Starship Crew Metaphor & Why We Use It

Imagine your inner world as a vast starship traveling through the unpredictable galaxy of life.

Your thoughts, emotions, instincts, memories, and protective strategies all live aboard this ship. Each has a role. Each has a function. And each is trying, in its own way, to keep the ship moving safely forward.

When **Self** is at the helm — grounded, present, calm, clear, and compassionate — the journey feels more even keeled and secure. Decisions are made with perspective. Emotions move

without overwhelming the system. Challenges are met with heart, creativity and courage rather than reactivity.

But life doesn't always cooperate. When stress, shame, fear, conflict, loss, or overwhelm arise, your system shifts into protection. The ship doesn't fall apart — it responds.

Managers rush to the bridge, tightening control and issuing commands. Relievers pull emergency levers, trying to shut down pain or escape it altogether. And below deck, the Exiles — the tender, younger parts of you — signal distress in the only ways they know how.

None of this is wrong. None of it is failure. It's your system doing exactly what it learned to do to survive.

The problem isn't that these parts exist. The problem is that **they were never meant to steer the ship.**

Managers are excellent at maintaining order, structure, and standards — but they lack perspective and flexibility.

Relievers are brilliant at providing immediate relief — but they sacrifice long-term consequences.

Exiles carry emotional truth and depth — but they cannot navigate all alone.

What your system needs isn't more discipline, suppression, or self-improvement.

It needs **leadership.**

Not external leadership. **Self Leadership.**

When Self returns to the helm, the ship doesn't become rigid or overly controlled. It becomes *coherent*. Protectors relax. Emergency systems disengage. Communication improves across the entire inner crew.

This isn't about eliminating parts. It's about restoring the right order of leadership.

Your Crews don't need to be fired. They need to be led. And perhaps, over time, some roles can be retired and liberated to evolve — revealing capacities they could not express when protection had to run the show.

## You Are Not Just One Crew

You are not defined by a single Crew.

Most people discover that one or two Crews tend to lead more often, especially under stress. But that doesn't mean those are the only forces at work within you. Your inner world is dynamic, contextual, and responsive. Different Crews step forward in different situations, each shaped by what your system perceives as necessary in that moment.

One Crew may dominate in intimate relationships, where attachment, vulnerability, and belonging are at stake. Another may take charge in professional environments, where performance, competence, or authority feel central. A different Crew may surface when you are exhausted, ashamed, grieving, or overwhelmed. Still another may emerge when you feel threatened, dismissed, or unseen.

This does not mean you are fragmented.

It means your system has been adaptive and is responsive.

Your Crews activate in response to context, not character. They aren't evidence of inconsistency or lack of integrity. They are evidence of a nervous system that learned to adapt in nuanced ways to complex emotional realities.

Over time, however, many people begin to identify *with* their dominant protectors. A Manager may feel like "who I am." A Reliever may feel like "my problem." One part may be praised while another is judged or disowned. This is often where inner conflict takes root.

But when you step back and see the system more clearly, something important becomes possible.

You begin to notice that these Crews are not enemies. They are not mistakes. They are not signs that something is wrong with you.

Your adaptive, protective inner crews are signs that something *happened* to you — and that your system responded intelligently.

## When Self Returns to the Helm

As Self becomes more present, the entire inner system begins to change — not through force, but through relationship.

When Self is leading, your Crews no longer need to work so hard. Self Leadership doesn't mean Self is full present and active all the time — it means there is a steady center you can return to when parts take over. Managers loosen their grip. Relievers stand down from emergency mode. Exiles feel less alone and less afraid of being overwhelmed or ignored.

This isn't because pain disappears, but because it is finally being met with presence, compassion, and clarity.

As this shift unfolds, people often notice tangible changes:

- their range of resilience widens
- emotional reactions become less extreme
- decision-making feels clearer and less urgent
- self-trust grows

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- relationships become more authentic
- and leadership feels grounded rather than performative.

Your system begins to feel safer from the inside out.

Healing, in this framework, doesn't mean erasing the past or eliminating parts. It means helping your Crews release the burdens they've been carrying — beliefs, fears, and responsibilities that were never meant to be held forever.

As those burdens soften, your parts naturally return to their original strengths: discernment, care, creativity, courage, sensitivity, playfulness, and wisdom. What once showed up as rigidity, avoidance, or intensity often reveals itself as deep capacity when Self is present.

This is the heart of Self Leadership.

You do not become someone new.

You become more you.

## A Living System, Not a Label

This framework isn't here to box you in. It's here to free you.

It offers a way to understand why different parts of you show up at different times — and how to meet them with compassion instead of control. The more you understand your Crews, the more gently you can relate to yourself. The more gently you relate to yourself, the more consistently Self can lead.

And when Self leads, your inner world becomes less reactive and more responsive. Less divided and more coherent. Less driven by fear and more guided by values.

This isn't a one-time achievement.

It's an ongoing relationship.

A practice of returning — again and again — to the helm.

## Mixed Crews: The Truth About Inner Complexity

Many people approach personality profiles and assessments expecting a single defining answer — one dominant type, one core pattern, one "this is me."

That expectation makes sense. Simplicity feels reassuring.

But when it comes to your inner world, that's rarely how human systems actually work.

Almost everyone is a **Mixed Crew** — to one degree or another.

A Mixed Crew doesn't mean you're inconsistent, confused, or fragmented. It means your system learned **more than one way to protect you**, often at different moments in life, under different conditions, in response to different emotional realities.

You didn't grow up in a single emotional environment. You weren't shaped by one relationship, one message, or one challenge. So your system adapted in layers.

**A Mixed Crew tends to form when:**

- different parts learned different lessons at different ages
- your environments demanded more than one survival strategy
- you were asked to be both strong *and* sensitive
- connection and safety came with mixed or competing signals
- your nervous system had to become versatile to cope.

Over time, this creates inner variability. You may recognize yourself as:

- capable and driven in some moments, withdrawn or avoidant in others
- clear and grounded one day, foggy or overwhelmed the next
- generous and attuned in relationships, yet suddenly resentful or shut down
- confident in one context and self-doubting in another

This is not instability. This is **adaptive intelligence**.

Your parts are not contradicting each other — they are responding to **different perceived threats**, each trying to prevent a different kind of pain.

## Inner Conflict, Polarities, and Shame

For many people, Mixed Crews are where shame quietly lives.

You may admire one part of yourself while disliking or judging another.

You may feel embarrassed by a Reliever while identifying with a Manager.

You may resent how controlling one part feels — and feel equally ashamed of how avoidant another becomes.

This inner tension can feel confusing or even self-betraying.

But what's actually happening is simpler — and more compassionate — than it appears:

Different protectors formed to guard **different Exiles**.

They weren't designed to coordinate with each other. They were designed to keep you safe.

This work, and this assessment, intentionally brings these polarities into view — not to expose flaws, but to help you finally understand *why* you do what you do... and *why* certain behaviors feel so hard to stop, even when you “know better.”

When these patterns remain unnamed, they generate self-criticism, and shame. When they are understood, they generate relief, and make room for self-acceptance and self-compassion.

## What a Mixed Crew Means for Growth

Your path is not to choose one identity or suppress certain parts of yourself.

Your path is to:

- understand which Crews tend to lead, and when,
- recognize the Exile beliefs and burdens they are protecting,
- appreciate the benevolent intent behind behaviors you may judge,
- help your protectors trust **Self** enough to soften, and
- gradually bring cooperation where there was once inner conflict.

As this happens, something important shifts. Instead of fighting yourself, you begin to **lead your selves**.

And here's the paradox many people discover: those with Mixed Crews — once they learn this work — often become **exceptionally wise, relationally skilled, and grounded leaders**.

Why? Because they:

- understand complexity instead of denying it,
- recognize protection beneath behavior — in themselves and others,
- develop deep compassion without losing discernment, and
- can hold multiple perspectives without collapsing.

Your complexity is not a burden. It may be one of your greatest strengths — once Self is at the helm.

## How a Crew Forms

Every Crew begins with an **Exile**.

An Exile is not a flaw or a weakness. It is a tender place inside you that carries a belief, feeling, or memory formed when you did not yet have the support, safety, or resources to fully process what you were experiencing.

Exiles often hold beliefs such as:

- “If I make mistakes, I’ll be rejected.”
- “My needs don’t matter.”
- “I have to earn my worth.”
- “Feeling good is dangerous.”
- “I don’t belong.”
- “I can’t trust myself.”
- “Depending on others will hurt me.”
- “If I’m not strong, I’ll be overpowered.”
- “If I assert myself, I’ll lose connection.”

These beliefs are not chosen. They are learned.

They are shaped by relationships, environments, and moments where something essential was missing — attunement, protection, reassurance, consistency, or care.

When an Exile carries too much pain or vulnerability, the system adapts.

A **Manager** forms to prevent that pain from being touched again. Managers try to control the outer world — and the inner one — so that the Exile’s wound does not get activated. They often show up as strategies of perfection, caretaking, achievement, analysis, vigilance, control, or appeasement.

Managers are forward-looking and proactive. Their message is usually some version of: *“If I stay on top of things, nothing bad will happen.”*

But life is unpredictable. No amount of control can prevent all pain.

When the Manager becomes overwhelmed, exhausted, or ineffective, a **Reliever** steps in. Relievers are reactive and immediate. Their goal is not long-term safety, but short-term relief. They numb, distract, disconnect, rebel, collapse, or overwhelm the system in order to stop the pain now.

Relievers often get the most criticism — from others and from within — but they exist for a reason. They appear when the system feels it has no other option.

Your Crews formed because your system was trying to keep you safe, help you belong, and allow you to survive emotionally and relationally.

Each part learned its role at a time when Self leadership was not yet fully available or supported.

Understanding this changes everything.

Instead of asking, “*What’s wrong with me?*” You begin to ask, “*What happened — and how did my system adapt?*”

That shift alone often makes room for compassion and brings relief.

## Why There Are Nine Crews

Human beings are endlessly complex, and no model can capture every nuance of an inner world. Still, certain emotional themes show up again and again across cultures, families, histories, and personalities.

Over time, across various personality frameworks, it has been noted that nine foundational emotional wounds tend to organize how people relate to themselves, others, and the world.

Each of the Crews represent:

- a core fear or vulnerability,
- a primary belief carried by an Exile,
- two protective strategies — one focused on control, one on relief,
- a developmental longing, and
- a path back to Self Leadership

The number nine isn’t meant to be rigid or exhaustive. It’s meant to be **spacious and orienting**.

This framework is inspired by the depth of Internal Family Systems and the developmental insights of models like the Enneagram, while remaining non-pathologizing, flexible, and grounded in lived experience rather than diagnosis.

The Nine Crews do not describe who you *are*. They describe **how protection organizes itself** under different conditions.

Together, they offer a map — not of personality, but of pattern.

A map that helps you recognize:

- why certain behaviors repeat even when you want them to stop
- why some strategies once helped but now cost you
- why inner conflict arises — and how it can soften
- how Self can return to leadership without force or suppression

Nine is enough to bring clarity without constriction. Enough to reveal patterns without collapsing individuality. Enough to support insight while leaving room for mystery.

You are always more than any model.

The Nine Crews simply give language to what your system has been doing all along — trying to protect you, help you belong, and guide you through life with the tools it had available at the time.

## The 9 Crews at a Glance

Before exploring each Crew in detail, it can be helpful to see the whole landscape at once.

The Nine Crews represent **nine foundational ways human systems organize around protection and ways we adapt to make it through life**. Each Crew forms around a core emotional wound or belief carried by an Exile, supported by two protective strategies: a Manager that tries to prevent pain, and a Reliever that steps in when prevention no longer works.

This framework isn't meant to label you or reduce you to a category. It's meant to help you **recognize patterns**, understand *why* certain strategies developed, and see how Self Leadership offers a path toward greater balance, flexibility, and wholeness.

You may recognize yourself clearly in one Crew, partially in several, or differently across contexts. That is expected. What matters most is not which Crew appears, but **how you relate to it**.

With that in mind, here is a high-level view of the Nine Crews of Self Leadership.

Crew	Core Theme	Exile	Manager	Reliever
<b>Crew One — The Perfection Crew</b>	Worth & Mistakes	The Flawed One	Inner Critic / Perfectionist	Avoider / Distraction Seeker
<b>Crew Two — The Selfless Crew</b>	Needs & Belonging	The Insignificant One	People Pleaser / Over-Giver	Passive-Aggressive Manipulator
<b>Crew Three — The Achievement Crew</b>	Worth & Success	The Worthless One	Overachiever / Driver	Emotional Escapist / Burnout
<b>Crew Four — The Exceptional Crew</b>	Identity & Depth	The Sensitive One	Image Guardian	Isolationist / Underachiever

<b>Crew Five — The Rational Crew</b>	Safety & Competence	The Inadequate One	Overthinking Analyzer	The Ghoster
<b>Crew Six — The Trepid Crew</b>	Trust & Certainty	The Doubting One	Anxious Guardian / Safety Seeker	Panicky Rebel
<b>Crew Seven — The Freedom Crew</b>	Pain & Constraint	The Restless One	Frantic Explorer	Reckless Escapist
<b>Crew Eight — The Power Crew</b>	Vulnerability & Control	The Vulnerable One	Charismatic Dominator	Vengeful Tyrant
<b>Crew Nine — The Harmony Crew</b>	Connection & Voice	The Disconnected One	Peace-Loving Appeaser	Disconnected Dissociator

### *How to Read This Table*

This overview isn't meant to be diagnostic or definitive. It is simply a **map**.

If a Crew name or description evokes recognition, curiosity, discomfort, or relief, that reaction itself is meaningful. It often points to a place where protection has been working hard — or where Self is beginning to come back online.

Remember:

- You are not one Crew.
- No Crew is “better” or “worse.”
- Every Crew formed for a reason.
- Growth doesn’t mean eliminating a Crew — it means **leading it differently**.

The sections that follow explore each Crew in depth, using the same compassionate, non-pathologizing lens you've already encountered. This framework is designed for coaching, self-reflection, and personal growth, and is not intended to diagnose, treat, or replace mental health care or clinical therapy. The intent is empowerment, increased awareness, and greater access to Self Leadership.

# The 9 Crews

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## *Crew One — The Perfection Crew*

**Exile:** The Flawed One

**Core Theme:** Worth & Mistakes

**Core Belief:** “If I make mistakes, I’ll be seen as a failure.”

**Burden:** Deep shame; fear of unworthiness.

**Manager:** Inner Critic / Perfectionist

- Uses relentless self-criticism and rigid standards to prevent mistakes.
- **Protective Payoff:** “If I am perfect, I can avoid humiliation and judgment.”

**Reliever:** Avoider / Distraction Seeker

- Numbs or escapes via distraction, procrastination, avoidance of risk.
- **Protective Payoff:** “If I avoid discomfort, I won’t have to confront my flaws.”

**Path to Growth:** Self-Acceptance, Self-Compassion, Flexibility

**Growth Advice:**

Cultivate self-compassion. Allow imperfection. Treat mistakes as information, not proof of inadequacy. Learn to soften your inner critic into a supportive guide.

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## *Crew Two — The Selfless Crew*

**Exile:** The Insignificant One

**Core Theme:** Needs & Belonging

**Core Belief:** “My needs don’t matter — I exist to care for others.”

**Burden:** Shame; fear of selfishness; fear of being unworthy of love.

**Manager:** People Pleaser / Over-Giver

- Suppresses personal needs to secure approval and belonging.
- **Protective Payoff:** “If I take care of others, I ensure I am needed and wanted.”

**Reliever:** Passive-Aggressive Manipulator

- Uses indirect means to express needs; guilt, withholding, subtle control.
- **Protective Payoff:** “If I manipulate, I won’t risk direct rejection.”

**Path to Growth:** Needs Awareness, Self-Valuation, Boundaries

### Growth Advice:

Your needs matter. Boundaries protect connection, not threaten it. Practice stating preferences, taking up space, and receiving care without guilt.

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### *Crew Three — The Achievement Crew*

#### **Exile: The Worthless One**

**Core Theme:** Worth & Success

**Core Belief:** “My worth comes from what I achieve.”

**Burden:** Emptiness; fear of insignificance.

#### **Manager: Overachiever / Driver**

- Pursues constant productivity and success to avoid worthlessness.
- **Protective Payoff:** “If I keep achieving, I’ll prove my worth.”

#### **Reliever: Emotional Escapist / Burnout**

- Uses distraction or burnout collapse to escape unbearable pressure.
- **Protective Payoff:** “If I keep going, I never have to face my emptiness.”

#### **Path to Growth: Self-Acceptance, Self-Worth**

### Growth Advice:

Shift from proving to being. You are worthy without achievements. Rest and joy reconnect you to your authentic self.

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### *Crew Four — The Exceptional Crew*

#### **Exile: The Sensitive One**

**Core Theme:** Identity & Depth

**Core Belief:** “If I feel too good or happy, something bad will happen.”

**Burden:** Emotional intensity; chronic otherness; fear of losing identity.

#### **Manager: The Image Guardian**

- Curates uniqueness, hides vulnerability, protects emotional intensity.
- **Protective Payoff:** “If I stay special, I’ll stay valued.”

#### **Reliever: Isolationist / Underachiever / Nonconformist**

- Withdraws, disengages, retreats into fantasy or detachment.
- **Protective Payoff:** “If I disengage, I control my own narrative.”

## Path to Growth: Self-Validation, Self-Empowerment

### Growth Advice:

You don't have to suffer to be authentic. Allow yourself to feel good, visible, connected, and supported without fear of disappearance.

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### *Crew Five — The Rational Crew*

#### Exile: The Inadequate One

##### Core Theme: Safety & Competence

Core Belief: "The world is too harsh for me to feel comfortable."

Burden: Feeling deeply flawed, incompetent, or out of place.

#### Manager: Overthinking Analyzer

- Searches for safety through hyper-analysis and intellectual control.
- **Protective Payoff:** "If I overprepare, I can avoid mistakes or exposure."

#### Reliever: The Ghoster

- Retreats, disappears, avoids commitment or connection.
- **Protective Payoff:** "If I avoid engagement, I avoid failure."

## Path to Growth: Emotional Connection, Self-Expression

### Growth Advice:

You belong. Build safety through gentle emotional expression and connection. Risk small doses of presence and involvement.

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### *Crew Six — The Trepid Crew*

#### Exile: The Doubting One

##### Core Theme: Trust & Certainty

Core Belief: "I can't trust myself to make the right choices."

Burden: Anxiety; self-doubt; hypervigilance.

#### Manager: Anxious Guardian / Safety Seeker

- Creates rules, routines, and external validation for safety.
- **Protective Payoff:** "If I stay vigilant, I can prevent bad things."

#### Reliever: Panicky Rebel / Defiant Resistor

- Rejects structure to reclaim autonomy.

- **Protective Payoff:** “If I rebel, I am not controlled.”

### Path to Growth: Self-Regulation, Self-Trust

#### Growth Advice:

Slow down. Strengthen internal authority. Your intuition is wiser than you think. Risk small acts of trusting yourself.

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### *Crew Seven — The Freedom Crew*

#### Exile: The Restless One

##### Core Theme: Pain & Constraint

Core Belief: “If I stop moving, I’ll be trapped in pain.”

Burden: Fear of emotional paralysis; avoidance of inner suffering.

#### Manager: Frantic Explorer / Novelty Seeker

- Chases stimulation to avoid difficult emotions.
- **Protective Payoff:** “If I keep moving, I won’t feel my wounds.”

#### Reliever: Reckless Escapist / Self-Destructor

- Uses impulsivity, substances, or thrills to numb pain.
- **Protective Payoff:** “If I drown out my feelings, I avoid suffering.”

### Path to Growth: Acceptance, Presence, Contentment

#### Growth Advice (updated):

Learn to pause without fear. Practice small moments of stillness. Presence won’t trap you — it frees you. Let emotions surface gently, without running or drowning in them.

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### *Crew Eight — The Power Crew*

#### Exile: The Vulnerable One

##### Core Theme: Vulnerability & Control

Core Belief: “If I let my guard down, I’ll be overpowered.”

Burden: Fear of betrayal; fear of weakness or loss of control.

#### Manager: Charismatic Dominator

- Uses strength, intensity, authority, and control to avoid vulnerability.
- **Protective Payoff:** “If I dominate, I’m never powerless.”

#### Reliever: Vengeful Tyrant / Retaliator

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- Becomes forceful, intimidating, or retaliatory under threat.
- **Protective Payoff:** “If I instill fear, I’ll never be hurt.”

### Path to Growth: Collaboration, Delegation, Empowering Others

#### Growth Advice:

Strength comes from connection. Let yourself receive care. Being vulnerable wisely is not weakness — it’s relational courage.

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### *Crew Nine — The Harmony Crew*

#### Exile: The Disconnected One

##### Core Theme: Connection & Voice

Core Belief: “If I assert myself, I’ll lose connection.”

Burden: Self-erasure; internal fog; absence of preference.

#### Manager: Peace-Loving Appeaser

- Avoids conflict to stay safe and maintain connection.
- **Protective Payoff:** “If I keep the peace, I’ll never be rejected.”

#### Reliever: Disconnected Dissociator / The Vanisher

- Emotionally shuts down or checks out to avoid discomfort.
- **Protective Payoff:** “If I disconnect, nothing can hurt me.”

### Path to Growth: Assertiveness, Self-Expression

#### Growth Advice:

Your voice matters. Boundaries deepen relationships. Expressing your truth attracts the right people — and frees you from invisibility.

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## What This Work Helps You Understand

This work isn’t about identifying a personality type or assigning you to a category. It’s about helping you understand **patterns of protection**, and the deeper needs they are responding to.

Whether you encountered this framework through an assessment, through reading, or through lived experience, the intention is the same: to support greater clarity, compassion, and Self Leadership in how you relate to yourself and others.

At its core, this approach helps you understand:

- which protective Crews tend to lead in your inner world, and in what contexts,

- which Exile beliefs or vulnerabilities are shaping your reactions,
- how Managers try to prevent pain before it happens,
- how Relievers step in when things feel overwhelming or intolerable,
- where your system may be over-functioning, under-supported, or stuck in polarity,
- what helps your nervous system feel safer and more regulated, and
- how Self can return to the helm — not by force, but through relationship

This understanding isn't meant to judge or correct you. It's meant to **give language to what your system has already been doing**, often quietly and automatically, in service of survival, belonging, and care.

When these patterns remain unseen, they tend to steer the ship.

When they are understood, they become trusting, and trusted, collaborators.

Clarity creates choice.

Compassion creates space.

And leadership becomes possible.

## What to Do Next

People come to this work from many entry points. There is no “right” order.

### If you've already taken the assessment

You may now be recognizing your Crews more clearly — not just in the descriptions, but in your day-to-day experiences, reactions, and relationships.

If so, the next step is not to analyze yourself more deeply, but to **learn how to be in relationship with what you've discovered**.

The book *How to Talk Amongst Your Selves* offers a practical, compassionate guide to doing exactly that. It shows you how to:

- connect and build trust with your parts,
- communicate and collaborate,
- reduce inner conflict and self-criticism,
- strengthen Self Leadership over time, and
- support healing without overwhelm or force.

For some, additional support can be helpful, and may be necessary. Working with a trauma-aware coach or therapist can provide structure, safety, and companionship as you deepen this work — especially if strong emotions or long-held patterns begin to surface.

## If you haven't taken the assessment

You don't need an assessment to begin this work.

Many people start by reading, reflecting, and noticing how these patterns show up in their own lives. If the language of Crews and Self Leadership resonates, the book *How to Talk Amongst Your Selves* is often the most supportive next step.

It offers a clear, accessible way to:

- explore your inner world at your own pace,
- get to know, understand, and appreciate your inner crew,
- build awareness, acceptance, and compassion, and
- learn practices that support regulation, presence, and integration.

If and when you feel curious, the assessment can serve as an additional mirror — highlighting patterns that may already feel familiar and helping you see them more clearly.

## A Final Note

This isn't about doing everything at once. It's about meeting yourself where you are.

Whether you read, reflect, take an assessment, seek coaching, or simply begin noticing your inner patterns with more kindness, you are already practicing Self Leadership.

Your Crews don't need to be fired. They need to be understood, supported, and led — and fairly enough — some may want to be retired.

And when that happens, your inner world begins to settle — not because life becomes easy, but because **you are no longer facing it alone.**

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## Who's On Your Crew? Assessment

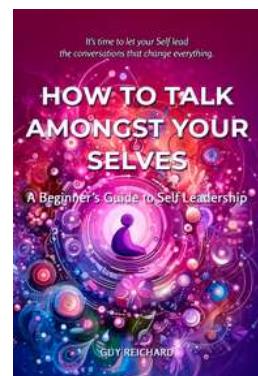
<https://www.heartrich.ca/9crews/assessment/>

## Get the Book:

*How to Talk Amongst Your Selves:*

*A Beginner's Guide to Self Leadership*

<https://www.heartrich.ca/product/how-to-talk-amongst-your-selves/>



## About the Author



**Guy Reichard**

**Guy Reichard is a Self Leadership & Resilience Coach, author, and creator of the HeartRich body of work — a coherent ecosystem of frameworks, books, and tools designed to help people understand themselves more deeply and lead themselves more wisely.**

His heart-centered work integrates inner parts awareness, nervous system literacy, emotional intelligence, values-based living, and trauma-informed principles into a grounded, practical, and compassionate approach to personal growth and leadership. Through his books (including *How to Talk Amongst Your Selves*), reflective workbooks, and the *Who's On Your Crew?* assessment, people gain language for their inner experience, clarity about their patterns, and a stronger sense of self-direction.

For those who want deeper, personalized support, Guy offers coaching as the most direct expression of this work — a thoughtful, nonjudgmental space to explore challenges, strengthen Self Leadership, and live with greater authenticity, resilience, and purpose.

Guy's Other Work:

***The Heart of Values: Reclaiming Authenticity, Clarity & Purpose  
A Self Leadership Workbook***

More resources and tools can be found at:

[www.HeartRich.ca](http://www.HeartRich.ca)