



Refine What Defines You

archetype
interaction
guide
#11

ENABLER | ACHIEVER

How to utilize this guide:

Build Better Coworker Interactions: *Archetype Interaction Reports* save time and frustration by revealing details about how two personalities should find complementary strengths and where they may struggle to embrace differences. Greater appreciation of commonalities, complementary traits and potentially contradictory preferences improves the value gained from professional relationships by appropriately sharing responsibilities.

View this as a customized compatibility manual...

- Gain 1+1 = 3 results by identifying specific ways to get Enablers to work better with Achievers...combining strengths to create unique capabilities.
- Avoid 1-1 = 0 consequences where weaknesses get amplified or complementary characteristics neutralize each other...creating more conflict and less contribution."

It provides guidance on the similarities and differences related to how two archetype profiles (or two specific individuals with those profiles) use cognitive functions to make decisions, emotional intelligence to sense interpersonal dynamics, and behavioral inclinations to complete tasks.

- Similarities should provide common ground or shared expectations, but poor communication or misunderstood intentions can create unnecessary friction.
- Differences can be the source of contradictory expectations or conflicting approaches, but can also become complementary and advantageous when accepted and appreciated.

This guide answers the question:

How do I get two archetypes to work better together?

Use this insight to nurture more productive interactions:

- **PREDICT:** Recognize how two archetypes *should* create unique capabilities by combining their traits in positive ways...and provide better coaching to guide them to these commonalities.
- **PREVENT:** Watchout for how two archetypes *could* have dysfunctional friction or counter-productive interactions...and provide proactive coaching to avoid these risks when you recognize warning signs.
- **DIAGNOSE:** Quickly identify underlying issues that are *already* causing conflict...and use the coaching to understand the origin and find resolution that doesn't just treat the symptoms.
- **DEVELOP:** Discover ideas and inspiration for how to unlock even more potential by combining qualities across archetypes or inspire individuals to utilize dormant talent.
- **PRAISE:** Acknowledge and encourage individuals when their interactions are clearly producing 1+1 = 3 contributions or results.



Gaining the Best Benefits of Shared or Complementary Archetype Attributes

$$1+1 = 3$$

The shared ambition and people-orientation of Enablers & Achievers creates the promise for a lot of productive cooperation...that should involve the enrollment of various coworkers.

The practical and flexible approach that drives most Achievers should be amplified by Enablers guided by thoughtful, informed decision making and consideration of how their actions impact others.



PRODUCTIVE ENABLER | ACHIEVER INTERACTIONS



+ Potential Productive Interactions +

Coaching

PEOPLE-ORIENTED: Both Enablers & Achievers tend to find success by making a favorable impression on others that not only wins their favor, but gains their participation. This can help them not only gain access to many social networks, but to gain authority and influence among their members.

Encourage Enablers & Achievers to recognize their potential influence among coworkers, and to make sure it is used to build support for common causes important to the organization.

HIGH SPIRITS: Both Enablers & Achievers tend to be high-spirited. Their interactions will likely further inspire each other as well as coworkers...both when business is going well and when in crisis mode.

Leverage the positive power of Enablers & Achievers when things are difficult, and coworkers are finding it hard to see how things that are going wrong could start going right.

AMBITION: Both Enablers & Achievers not only bring professional ambition, but the work ethic to realize it. This can motivate, but also create unpleasant pressure (expressed as unhealthy competition), among coworkers needed to help achieve their ambition.

Make sure ambition is focused on organizational objectives and serves to motivate hard work towards team comradery, not just personal accomplishment.

THOUGHTFUL ACTION: Enablers tend to be thoughtful and considerate, measuring every decision and considering potential consequences before taking action. As this proves to be useful, Achievers are likely to appreciate their thoughtfulness and seek their insight to reveal avoidable failures and improve overall results.

Coach Enablers & Achievers to maintain a health negotiation between slower thoughtfulness that can postpone action and impulsive or premature decisions that could be fatally flawed.

FLEXIBILITY: Flexibility and spontaneity have likely been central to the success of both Enablers & Achievers. Together, they should have an exceptional ability to adjust to almost any ever-changing circumstance, while reducing the risk that either loses sight of the core objectives.

Make sure Enablers & Achievers know they are valued for their flexibility, and that their collaboration should lead to smarter flexibility, not just greater or faster flexibility.



PRODUCTIVE ENABLER | ACHIEVER INTERACTIONS



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GOAL-ORIENTATION: Achievers are less likely to get distracted from the end objective or what results really matter, but this can limit how creative or open-minded they are about getting there. Enablers should introduce broader perspective or different ideas, and consideration for how coworkers can stay connected and participate in pursuit of the end goal.

Make sure Achievers are instructed to both consider and leverage the more divergent thinking of Enablers...taking time to consider the merits of atypical approaches and not always pursue what appears to be the shortest path from point A to point B.

Avoiding (or Resolving) Counter-Productive or Contradictory Archetype Attributes

$$1-1 = 0$$

Conflicts can arise between Enablers and Achievers when breakdowns in communication lead each to conflicting feelings and motives.

Enablers can get manipulative and possessive when they see Achievers getting an unfair share of the benefits (recognition, reward, etc.) made possible by their hard work.

Achievers can become distant and withdrawn when Enablers start to feel intrusive and unwelcome by violating their boundaries or privacy (even if it is done in a sincere attempt to be helpful).

- Potential Counter-Productive Interactions -

Coaching

JEALOUSY: Enablers can become jealous of the image of success Achievers tend to maintain...either because Enablers view the success as inflated (more show than substance) or stolen (others, including Enablers, deserve more of the credit for the accomplishment).

Recognize that pride or a feeling of inferiority (or both) is at the root of this issue for both Achievers & Enablers. Address the underlying issue before trying to resolve the fair distribution of recognition.

REACTIVENESS: Achievers tend to have a quick and strong reaction to criticism they view as personal or potentially humiliating. When feeling vulnerable or under attack, they will create noticeable distance from coworkers to avoid unwanted conflicts. Enablers can appear insensitive when they respond by attempting to shrink this distance or think they are being helpful by providing more of the feedback that prompted the initial withdrawal.

Coach Enablers to be sensitive to times when the typically thick skin of Achievers is suddenly thin...increasing their need to provide moral support and be more careful when handling feedback.

DISTANCING: Distancing can be the go-to self-defense mechanism of many Achievers when interactions with others (like Enablers) either becomes viewed as a nuisance or no longer contributing toward their objectives. Enablers can misinterpret the intent, potentially further escalating the actions that prompted the original desire to distance (in an attempt to be even more "helpful"). This can set off a cycle of more aggressive distancing, deeper misunderstanding and destructive frustration.

Coach Enablers & Achievers to maintain clear communication about what help is welcome, and what help is helpful. Establish the expectation that periods of greater distancing can be healthy as long as they do not cause damage to relationships or prevent further collaboration in the future.

INTRUSIVENESS: Under stress or in unhealthy situations, expect Achievers to perceive the need of Enablers to constantly cooperate and exchange opinions as intrusive and irritating. Achievers will resist effort to collaborate and become evasive about sharing their time or insight, causing Enablers to feel a range of emotions from disappointment to rejection.

Coach both Enablers & Achievers to be aware how boundaries can shift during atypical situations and how otherwise welcome behaviors can become very unwelcome. Encourage more overt communication to ensure needs and intentions are clearly understood and properly met.

MANIPULATION: Enablers might resort to manipulation if they feel like Achievers ignore or neglect them. As a good judge of character, Enablers won't hesitate to play with hidden motives or underlying feelings if they conclude it is the only way to get what they want. Of course, Achievers will feel used when they realize they are being manipulated, potentially destroying trust and making their interactions into a game neither will win.

While Achievers will often have a more dominant position in relation to Enablers, make sure they never demonstrate neglect or appear to knowingly ignore the needs of Enablers. Be sensitive to any evidence of gamesmanship between the two...quickly addressing it before everyone loses.

- Potential Counter-Productive Interactions -

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INSUFFICIENT SELF-AWARENESS: Potential conflicts can arise because neither Enablers nor Achievers are particularly introspective...spending most of their time and attention focused on external accomplishments. At times, both can have an amazingly limited understanding of (or limited interest in better understanding) their own underlying motives. This can create significant conflict when both fail to find external success and start to re-evaluate their priorities.

While the external focus on activity is an asset that can bring significant value to organizations, be sure to periodically give Enablers & Achievers an opportunity to discuss their internal motivations. While this offer will typically be declined, lean in and listen whenever they are willing to engage in the topic.