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# Refine What Defines You

archetype  
interaction  
guide  
#16

ENABLER | CHALLENGER

# How to utilize this guide:

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**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 Challengers...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:

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## How do I get two archetypes to work better together?

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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.



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*Gaining the Best Benefits of Shared or Complementary Archetype Attributes*

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$$1+1 = 3$$

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Both Enablers & Challengers are action-oriented individuals willing to take control to make sure they have a personal impact on their environment.

They should be quick to recognize their shared qualities of being industrious, reliable and passionate.

The practicality and focus Challengers have on end results should pair well with the emphasis on human interactions and talent for maintaining healthy coworker relationships found in most Enablers.



# PRODUCTIVE ENABLER | CHALLENGER INTERACTIONS



## + Potential Productive Interactions +

## Coaching

**ACTION:** Both Enablers & Challengers are hands-on, get-it-done personalities that should combine efforts in a way that delivers superior results with greater efficiency.

Put Enablers & Challengers on projects that need immediate action and quick results...and get out of the way.

**ALTRUISM:** While Enablers can be very altruistic and focus on the needs of others while forgetting their own, they are also prone to losing focus, interest and motivation when gaining little personal benefit for their effort. Challengers can help recapture this energy by providing support, encouragement & reminders of the benefits of continuing to pursue greater goals.

Coach Enablers to avoid actions they feel are compromising their personal needs just to meet organizational needs. Coach Challengers to regularly provide reminders of how organization objectives help accomplish personal objectives.

**WORK ETHIC:** When properly incentivized, Enablers & Challengers are among the most committed, industrious workers. They'll feed off each other's internal motivation, leading to better results that will fuel further motivation.

Make sure motivation does not become persistent pressure and cause overworking and exhaustion. When appropriate, use the partnership as an example for coworkers to mimic.

**STRENGTH OF CHARACTER:** Both Enablers & Challengers can be strong personalities...knowing what they stand for and what they don't...and willingly to take charge to accomplish what matters to them. Challengers will often find themselves as the authority others see sitting on the throne while Enablers often exert an equal amount of power, but are more comfortable doing it as an advisor to the throne.

Recognize that the actions of Challengers are more likely to be public and easily observed by coworkers, but the actions of Enablers are no less important. Make sure both receive the recognition they desire in the manner they desire...whether in front of an audience or in private.

**PASSION:** The passion and vitality of Enablers & Challengers should be evident as both pursue completing tasks in a manner that is not just methodical or mechanical, but inspired and inspiring. Together, they should demonstrate a cycle of creativity and motivation that sustains energy and facilitates unexpected results.

Make sure Enablers & Challengers are given the time to find their shared passion and assigned tasks that most need their unique combination of creativity and motivation.



# PRODUCTIVE ENABLER | CHALLENGER INTERACTIONS



## + Potential Productive Interactions +

## Coaching

**UPFRONT COMMUNICATION:** Enablers & Challengers prefer upfront, transparent communication...where people say what they mean and mean what they say. While this can appear blunt it times, it is generally welcomed by coworkers not wanting to guess where either stands on issues.

Pair Enablers & Challengers when situations demand straightforward communication, but be careful when a nuanced or more diplomatic approach may be beneficial.

**PRACTICALITY:** Enablers can bring better social awareness to a deliver-results-by-any-means-necessary mentality that sometimes consumes Challenger...making them oblivious to the toll it has on coworkers. While Challengers concentrate on achieving particular goals, Enablers can monitor moral and "read the room" to identify potential interpersonal issues and need to manage the message.

Coach Enablers to take ownership of maintaining a favorable working atmosphere and communicate concerns with Challengers when they see red flags.

**STRONG WILL:** Both Enablers & Challengers have strong wills that can make them appear fearless and drives them to take on responsibilities others tend to avoid. These qualities are often noticed and appreciated by others, building respect for their reliability (particularly in critical situations) and motivating slightly more fearless behavior from coworkers that might normally be more timid.

Monitor what objectives strong wills are applied to...making sure others view it as an asset to the team and not a force others need to avoid.

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

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$$1-1 = 0$$

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While Enablers & Challengers may be driven by a common objective, they can have dramatically different approaches and value systems.

Enablers tend to be person-oriented (enjoying the process of getting others onboard and involved), while Challengers tend to be practical (and willing to push others aside when they appear to be as much a part of the problem as part of the solution).

This can lead to disagreement in how coworkers are valued and treated...with Enablers prioritizing patience and empathy while Challengers can be ruthlessly direct and decisive.

- Potential Counter-Productive Interactions -

Coaching

**BLUNTNESS:** Expect Enablers to have reactions that range from confusion to irritation when Challengers are so blunt and direct that it is clearly counter-productive to their objectives.

Encourage Challengers to seek guidance from Enablers when needing to communicate a difficult message and trying to avoid hurt feelings.

**IRRATIONAL INDEPENDENCE:** Expect Enablers to be irritated when Challengers appear to obsess over or irrationally protect their independence in ways that compromise their ability to work with others.

Establish clear boundaries for how independence will be respected and protected, and where (and why) it is considered in conflict with team dynamics.

**SELFISHNESS:** Expect Enablers to express displeasure when they conclude Challengers are only seeing things from a self-interested point of view.

Create opportunities for Enablers & Challengers to discuss concerns about self-interested behavior, with the goal being to understand and better frame what is creating the self-interested perception.

**CONFRONTATION:** When they feel threatened or attacked, Challengers can become extremely hard-hearted and confrontational, which can be very offensive to Enablers...particularly when it is the Enabler's actions that have been falsely interpreted as the threat or attack prompting the Challenger's offensive behavior.

Coach Challengers to be more sensitive to how offensive confrontational behaviors can be...and try to not start (or quickly stop) this cycle by addressing the perceived threat or attack with the appropriate coworkers.

**UNNECESSARY SACRIFICE:** While both Enablers & Challengers are capable of great self-sacrifice, Challengers can view this as a weakness of Enablers when it appears to be unnecessary or foolish because it contributes little to the bigger objective.

Monitor self-sacrifice to make sure it does not become martyrdom, where individuals suffer for little or no reason...and others watch in disbelief.

- Potential Counter-Productive Interactions -

Coaching

**MANIPULATION:** The skills Enablers use to navigate social situations might become dangerous if lack of gratitude, distrust or being forced into the shadow of Challengers caused them to resort to manipulation to feel more appreciated.

Recognize that manipulation is often a tactic of last resort for Enablers. When observed, take time to identify and resolve the underlying discontent...and expect to find ones that run deep or have been neglected for a long time.

**DOMINANCE:** When interactions become unhealthy or respect has been lost, Enablers will often interpret the get-it-done attitude of Challengers as too domineering and less collaborative.

Carefully monitor how Enablers (and others) interpret the actions of Challengers, being quick to act when efforts by Challengers to help are interpreted by everyone else as attempts to control.

**SABOTAGE:** In the most unhealthy relationship state, Enablers intentionally become disablers actively hindering the efforts of others...and Challengers become conflictors, creating unproductive confusion and friction that pushes groups apart, and not toward, shared goals.

Be aware that acts of sabotage can escalate extremely fast. Immediately confront any that appear to be ones with malicious intent...seeking to not just stop the act, but resolve the underlying issue that made it feel like a necessary or appropriate response.