



Refine What Defines You

archetype
interaction
guide
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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 Achievers to work better with other 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

$$1+1 = 3$$

Matching two coworkers of the same profile has the potential to amplify common strengths into super powers and to combine their individual differences to create capabilities that far exceed what either would be capable of on their own.

Two Achievers should create a team that is efficient and productive...feeding off each other's motivation and work ethic...and capable of enrolling coworkers to make surprising contributions to their cause.



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+ Potential Productive Interactions +

Coaching

WORK ETHIC: A pair of Achievers can have remarkable determination to accomplish whatever they have agreed is their definition of success. They will likely find almost endless motivation in each other and deliver work that earns the respect and admiration of many coworkers.

Consider pairing Achievers when work demands sustained motivation, and when the results could be used to inspire more hard work in coworkers.

CONNECTION: A pair of Achievers should thrive at the hub of teams as information and ideas are exchanged...leading to more engagement, new perspective and better-informed decisions.

Make sure pairs of Achievers can surround themselves with a competent team...and have a means to keep the team connected.

EFFICIENCY: A pair of Achievers should place a high priority on being efficient...not wasting resources (time, money, attention, energy, etc.) where they are not needed. Once decisions have been made, expect discussion to fully shift to production.

Make sure a pair of Achievers understand the authority they have to manage resource allocation...ensuring they have sufficient control over sufficient resources.

SUPPORT: A pair of Achievers should both recognize the need for and be able to build a solid support system to accomplish their goals. Each should feel secure in their advance planning and prepared to deal with stressful situations or issues that will inevitably appear.

Make sure Achievers are given sufficient time and autonomy to design and build the "structure" they need to pursue ambitious goals...and they do not feel thrown into or forced to function within systems they view as fatally flawed.

ONGOING INSPIRATION: The ability of a pair of Achievers to see grand goals, identify a path, and show steady progress should inspire others to join in the journey and make contributions beyond their normal ability.

Make sure coworkers have the opportunity to see the progress Achievers make toward their goals...as invitations are offered to join in the journey. Let coworkers be participants, not just spectators.



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TRANSFORMATION: Given the right environment, a pair of Achievers can become Transformers...able to take on whatever roles and characteristics are needed for success. They can have an equally transformative impact on coworkers and organizations...inspiring similar acts of transformation in others to become whatever is needed for success.

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Make sure the roles & responsibilities of Achievers are not so narrowly defined as to inhibit their ability to transform.

Avoiding (or Resolving) Counter-Productive or Contradictory Archetype Attributes
$$1-1 = 0$$

Combining individuals with matching profiles can create redundant capabilities, where one resource would have been sufficient for the task or a different profile pairing could have generated more unique contributions.

Matching personalities also risk creating scenarios where the pair get into a dangerous loop...feeding off a shared weakness or exaggerating a flaw that actually lowers their combined performance.

There is significant risk that jealousy develops between a pair of Achievers as each has a misperception of the other...viewing their work as easier, their success as greater or their recognition among others as more widespread.

Each can become protective and territorial...replacing cooperation with competition, and focusing too much attention on outperforming the other instead of accomplishing business objectives together.

- Potential Counter-Productive Interactions -

Coaching

COMPETITION: Unhealthy competition can appear among pairs of Achievers when either starts to measure success as "appearing more successful than the other." This may suddenly surface when one is enjoying more success (or recognition) than the other, but it can also gradually appear if a sense of inferiority or neglect develops.

Make sure both Achievers are given equal opportunity to succeed, and equal recognition for their success. Be quick to intervene when either has experienced sustained failure or appears to be judging themselves relative to the other.

ONE-UPMANSHIP: When resources like time, attention, recognition or money are viewed as scarce, a pair of Achievers may resort to manipulative tactics to one-up the other in an effort to secure or protect their share of these resources. These actions are often inefficient, misleading or ultimately distracting from bigger longer-term objectives.

Recognize that Achievers can be master manipulators and, given sufficient incentive or necessity, will do so at the cost of taking their attention away from more important tasks.

INSUFFICIENT SELF-AWARENESS: The attention a pair of Achievers can give toward external goals often comes at the cost of less internal attention to their self-awareness or limited self-reflection. This internally ignorance can periodically be revealed when they have a crisis of confidence, question the trajectory of their career or the importance of their ambitions..and could be devastating if it happens to both at the same time.

Regularly discuss how the external activities and external success of Achievers support their internal satisfaction and peace. Monitor and respond to any evidence that these two are becoming disconnected.

SELF-CONCEALMENT: When paired together, Achievers are even more likely to ignore feelings of discontent or to hide insecurities. Both will find it extremely hard to acknowledge and even harder to discuss when working in the presence of another Achiever projecting their own idealized image (and likely hiding similar insecurities). Over time, this props up a house of cards that will bound to collapse.

Look for safe opportunities where Achievers can be vulnerable about their insecurities, and try to nurture a relationship where the two can build a bond through their secret weaknesses...potentially finding strength in the process.

ISOLATION: An excessive amount of misunderstanding (often from poor communication) can prompt Achievers to behave like lone wolves...attempting to operate in isolation when combined knowledge and skills would lead to greater success.

Be quick to address persistent communication issues, and be careful how individual effort is rewarded...particularly when coworkers may have felt excluded from making it a group effort.