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# Refine What Defines You

archetype  
interaction  
guide  
**#21**

**ACHIEVER | ENGAGER**

# 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 Achievers to work better with Engagers...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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The common desire to accomplish tangible goals in practical ways will unite Achievers & Engagers to work well as a team.

This will be made possible by mutual determination and hard work, fueled by the energy and optimism of Achievers and the ability Engagers have to trust and execute.



# PRODUCTIVE ACHIEVER | ENGAGER INTERACTIONS



## + Potential Productive Interactions +

## Coaching

**ENERGIZED TEAMWORK:** Achievers & Engagers know that great accomplishments take hard work and require a team of motivated, energized coworkers. Their actions should reflect a priority placed on forming and managing the right team to do this.

When possible, let Achievers & Engagers influence who is in their work group. Monitor their attitude to ensure they continue to be confident in the people that surround them.

**OPTIMISM:** Achievers see the beauty and potential in many things, but also know that overcoming difficulty is a necessary price to realize potential. This is typically the perfect motivation for Engagers who perform their best when they know what needs to be done, how hard it will be to do, and how they will do it.

Look for opportunities to give Achievers a sense of broad vision and leadership, but Engagers control details and delivery...know Engagers are less likely to overestimate capacity or capacities.

**PRACTICAL DIYER:** Assuming they have the right capability and enough capacity, Achievers & Engagers are happy to be hands-on doers. Together, they should have little tolerance for postponing action once a plan or solution exists.

Together, a heightened desire to act could lead to impulsive effort. Make sure their actions are still well-planned before executed, and the pair are not taking on tasks that should be done by (more capable) others.

**PROACTIVE COMMUNICATION:** Achievers usually enjoy communication and will be happy to own it while Engagers are equally happy to be involved in tasks that may be more isolated or at least involve less communication.

When possible, let Achievers own more responsibilities related to communication, freeing Engagers to concentrate their skills elsewhere.

**GROUNDING:** Engagers can help Achievers isolate and focus on specific tasks necessary to accomplish goals...preventing Achievers from consuming their attention with bigger ambiguous challenges that delay taking practical steps to solve them.

While Achievers will often be in more of a leadership role, make sure Engagers have the ability to keep Achievers accountable for making tangible contributions...and not just spend their time on intangible activity.



# PRODUCTIVE ACHIEVER | ENGAGER INTERACTIONS



## + Potential Productive Interactions +

## Coaching

**PERSEVERANCE:** While Engagers are not always a great source of energy, they can help direct and feed off the high energy of Achievers, often playing an equally critical role in accomplishments.

Make sure steady persistence of Engagers is valued at least as much as jolts of energy from Achievers.

**LOYALTY:** Once they buy into the objective, Engagers will demonstrate commitment and loyalty both to the goal and to others helping make it happen. Achievers are more likely to thrive thanks to this support and acceptance.

Make sure Achievers recognize and respect the loyalty Engagers are willing to give them...and not ignore or abuse it.

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

$$1-1 = 0$$

Engagers & Achievers have similar qualities that can become counter-productive.

In difficulty, expect both to become overly competitive...including how much each behaves like a workaholic, and how much each seeks social acceptance from others.

- Potential Counter-Productive Interactions -

Coaching

**COMPETITION:** Under unhealthy conditions Achievers & Engagers can shift a competitive spirit focused on accomplishing shared goals to unproductive competition focused on beating each other...leading to breakdowns in communication and doing the wrong tasks the wrong way.

Monitor the competitiveness of Achievers & Engagers, being quick to act when there is evidence that it is focused on beating each other, not achieving shared objectives.

**WORKAHOLISM:** Achievers & Engagers can struggle to have healthy boundaries...becoming workaholics both in choosing to take on too much work and spending too much time on that work. This inability to stop can create a cycle of each trying to out-work the other, building up tensions that ultimately leads to exhaustion and burn-out.

Recognize that more work does not always produce more result. Monitor workloads and be careful when recognizing "above & beyond" effort that is really just "working too many hours" or "spending too much time on a task."

**INSECURITY:** Despite how they project themselves, Achievers & Engagers value social acceptance and will struggle when they feel rejection. In difficult situations, they may start depending on this to measure their self-worth and start making decisions that maximize the approval of others over what is best to accomplish organizational goals.

Make sure Achievers & Engagers feel accepted by others by regularly providing examples of praise or approval. At the same time, coach how acceptance can be fleeting and their real strength is their ability to be persevere regardless of peer perception.

**REACTIVITY:** Under prolonged or extreme pressure, Engagers can develop frayed nerves that lead to reactive behaviors. Achievers will be confused by these unpredictable and out-of-character actions, responding by shifting to more independent work rather than trying to understand and address the issue. This naturally leads to a communication breakdown that can trigger even more reasons for Engagers to be nervous.

Monitor the amount of pressure that appears to be on Engagers, using unusual reactions as indicators that built up pressure may need to be released.

**EXCESS AMBITION:** When objectives prove to be difficult to accomplish, Engagers might start viewing the ambition of Achievers as over-the-top or selfish. Discussing big challenges and grandiose plans to solve them will become a source of irritation as Engagers hear the talk as an attempt for Achievers to escape owning more practical tasks that can deliver more realistic goals.

Carefully monitor how others perceive the ambitions of Achievers...looking for indicators that the ambitions are becoming viewed as unrealistic or shaped to benefit individuals more than the organization.

- Potential Counter-Productive Interactions -

Coaching

**DISHONESTY:** To cope with things going wrong, Achievers & Engagers can become dishonest...what starts as internal lies to themselves (about their feelings or how things are going) can become a manipulated or dishonest narrative projected to others. Communication can become pointless when there is no longer any common or consistent truth.

Recognize that few people plan to be intentionally dishonest (with themselves or others), yet it frequently happens. Enforce an environment that believes in and seeks out truth. Make sure the consequence of dishonesty is always worse than the cost of sharing unpleasant truth.

**EVASIVENESS:** In an attempt to avoid dishonesty, Achievers & Engagers can be reluctant to discuss problems and issues that reveal painful realities (like their failure to find or implement a solution). However, this tactic often creates collateral damage as issues grow into bigger and more complex problems the longer they are neglected.

Coach Achievers & Engagers to realize that not all problems are easily solved, but almost all are better to be approached together, and sooner rather than later.