



Refine What Defines You

archetype
interaction
guide
#23

ACHIEVER | CHALLENGER

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 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:

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 assertive, authoritative and action-oriented traits found in Achievers & Challengers lead to extremely productive collaboration.

Together, you will likely set ambitious goals and achieve them with great success by involving and elevating the performance of workers that buy into their vision.

While both are strong personality types, respect for each other's competence and a shared appreciation of autonomy should provide sufficient space for both to flex their respective strengths.



PRODUCTIVE ACHIEVER | CHALLENGER INTERACTIONS



+ Potential Productive Interactions +

Coaching

ASSERTIVE AUTHORITY: Both Achievers & Challengers tend to act assertive and confident which naturally creates a sense of authority (either on a topic or ability to accomplish something) and leadership. Respect will also be earned when each shows little fear even when taking on significant responsibility. Together, this should spread a strong sense of confidence in coworkers.

Make sure both Achievers & Challengers are given room to demonstrate authority and share recognition for what is accomplished through their assertiveness.

FLEXIBILITY: When things are not working, Achievers & Challengers are typically both willing to cut their losses and change direction. Together, they should be even faster at recognizing when it is time to adapt, and better at initiating Plan B with limited loss in momentum.

Find opportunities to pair Achievers & Challengers on tasks with an unclear path, ones likely to demand regular re-evaluation and ones that are already in need of critical course-corrections.

STRENGTH: Achievers should appreciate the strength in both will and character evident in many Challengers. This should make Achievers more relaxed and comfortable releasing control of critical responsibilities with confidence that they will be done in a manner that meets their expectations.

Coach Achievers to look for strengths in Challengers where they have an opportunity to share responsibilities where they lack the skill or interest.

RELIABLE COMPETENCE: Achievers and Challengers typically don't let pride get in the way of accomplishing their ambitions. This drives each to either gain true competence at skills that are critical for success or to be eager to tap resources that prove to be more competent...which could frequently be each other.

Create opportunities for Achievers & Challengers to learn about and develop trust in the other's areas of expertise, and feel comfortable exposing areas where each is less competent (or their competence at least falls below their own standards).

NEED FOR ACTION: Achievers & Challengers are acutely aware that accomplishments only come through action...not just thinking or talking. Together, there will be little tolerance for procrastination.

Find opportunities to pair Achievers & Challengers on tasks that lack momentum or have been sidelined due to too much thinking or talking.

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

$$1-1 = 0$$

In stressful situations, the confidence of Achievers & Challengers can become competitive when both are jockeying for the same thing.

While Challengers typically express their intent to take control openly, Achievers may opt for more covert tactics that can make Challengers suspicious of their intent and raise questions about trust and loyalty.

This can start a cycle that ends productive communication and shifts both thoughts and actions to focus on counter-productive manipulation and isolation.

- Potential Counter-Productive Interactions -

Coaching

WORKAHOLISM: The ambition of Achievers & Challengers makes each slow to back down from challenges...even when they know goals are unrealistic and exerting unsustainable pressure on others. They can unintentionally add to the stress when others see them respond by working longer and harder to compensate for shortcoming...and (not-so-subtly) imply similar expectations of others.

Proactively address workload concerns before it costs the support and dedication of coworkers unwilling to operate under the same demands that Achievers & Challengers may be willing to tolerate.

TENSION: Both Achievers & Challengers have likely learned that some degree of tension in situations can be advantageous...causing them to consciously or subconsciously introduce it (sometimes thinking that the lack of tension is, itself, actually a sign of hidden tension). However, neither may be able to calibrate how much is appropriate to make a system stronger and not more fragile. This can create tremendous stress that weakens relationships, crushes motivation and stalls productivity.

Coach Achievers & Challengers to selectively and intelligently maintain tension, and be willing to relieve it creating too much strain on coworkers.

COMPETITION: When Achievers & Challengers conclude they're fighting for the same scarce resources (time, attention, promotion, recognition, etc.), collaboration will be replaced with competition, with coworkers seeing clear division and feeling pressure to pick a side.

While it may be difficult to control a competitive spirit, it may be relatively easy to clarify the underlying drivers or scarcity mentality that is triggering a competitive reaction. Removing the sense of scarcity can remove the incentive for unhealthy competition.

SUSPICION: While Achievers & Challengers are typically willing to take accountability in failure, they may also grow suspicious of the other's actions and intents...responding by limiting their communication and creating isolation to avoid unnecessary ownership of future failures

Be transparent during the assessment of failures...getting perceptions of possible mis-intent or counter-productive actions in the open. Try to respectfully validate or refute each so everyone can move on with no lingering or unspoken damage to relationships.

MANIPULATION: When diplomatic efforts to gain influence or control fail, expect Achievers & Challengers to consider more manipulative tactics if the means can justify the end. In the process, each may neglect to consider how seemingly minor acts of manipulation can have major consequences on long-term trust and loyalty.

Set clear expectations and show little tolerance for manipulative behavior...being quick to label it and not let manipulators be rewarded for these actions.