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# Refine What Defines You

archetype  
interaction  
guide  
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ORIGINAL | 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 Originals 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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Teamwork between Originals & Challengers can bring a lot of creativity and new ideas that motivate coworkers with high energy and passion.

The ability for Originals to be open-minded should push Challengers to not be limited by the realistic and practical views that can sometimes confine their thoughts.



# PRODUCTIVE ORIGINAL | CHALLENGER INTERACTIONS



## + Potential Productive Interactions +

## Coaching

**CREATIVITY:** Originals & Challengers are both characterized by huge creative potential. Working as a team should compound to unleash even more of it...especially if they are working on areas of shared interest and experience.

Look to put Originals & Challengers on tasks that demand an extraordinary amount of creativity.

**EMOTIONAL INTELLIGENCE:** Both Originals & Challengers typically possess a high emotional IQ, which should make them quick to engage in projects and feel free to express their opinions with each other and coworkers.

Pair Originals & Challengers when work requires openly expressing ideas and concerns while being careful to keep others from becoming discouraged.

**UNLOCKED POTENTIAL:** Challengers are often socially dominant which helps gain respect and authority among coworkers, but may cause Originals to be even more introverted than normal. However, Originals should welcome the talent many Challengers have to see their potential and hidden skills.

Look for opportunities to use Challengers to compensate for the tendency of Originals to introvert and potentially hide skills no one expects them to demonstrate.

**PASSION:** Originals & Challengers both share passion for what they do which will not go unnoticed by their coworkers. Together, this energy should allow them to complete a high volume of work and be motivating to coworkers who want to participate in implementing their ideas or achieving their goals.

Look for opportunities to showcase this passion either to gain broader support for their work or to serve as an example for others to find greater passion in their own work.

**PRAGMATISM:** Challengers can be a healthy counter-balance to the sometimes impractical ideas of Originals...helping to recognize useful insight, but also translating it to be a practical benefit to the business.

Coach Challengers to not be too quick to discard impractical ideas from Originals, but to consider the underlying value and what it would take to make them practical.



# PRODUCTIVE ORIGINAL | CHALLENGER INTERACTIONS



## + Potential Productive Interactions +

## Coaching

**INTUITION:** Together, Originals & Challengers should have uncanny intuition that allows for quick decision-making without excessive thinking or analysis. This trait makes them a potentially great leadership team. Beyond finding the right solution, their intuition can allow them to quickly judge the character of others...including recognizing coworker strengths and weaknesses before they are even demonstrated.

When appropriate, seek guidance or confirmation from Originals & Challengers...knowing that a similar perspective from both is likely worth acting on.

**SELF-AWARENESS:** Pairing an Original's high degree of emotional self-awareness with a Challenger's high degree of intellectual self-awareness should produce an accurate SWOT assessment of many situations, and the ability to collaborate with a range of coworkers. The Original's emotional awareness should also address a common void in Challengers who tend to neglect or under-estimate the impact their emotional state has on their thought processes or how they express themselves while interacting with others.

Coach Challengers to seek advice on emotional awareness from Originals that can likely see emotional undertones or interpersonal dynamics Challengers are likely to be blind to.

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

$$1-1 = 0$$

The desire to have unrestricted independence and sometimes excessive intolerance for feeling controlled by others is likely to create conflict between Originals & Challengers.

At times, the tendency for Originals to also be over-emotional and immersed in their own feelings will irritate Challengers when it conflicts with their more pragmatic system for getting things done.

- Potential Counter-Productive Interactions -

Coaching

**UNCONTROLLABLE:** Originals & Challengers want to be free from feeling unnecessary or excessive control from others. While both will generally accept control that is reasonable or clearly serves a valuable purpose, each will still attempt to either be the one in authority (creating/enforcing the control) or to find loopholes (to avoid having to conform to it). Attempts to share leadership can degrade into gamesmanship revolving around the question "who is the REAL boss?"

Help Originals & Challengers understand why control is needed, showing how the benefit outweighs the sacrifice. Make sure each feels they have chosen to give up control...not that it has not been taken away from them.

**VIOLENT DISAGREEMENT:** Under pressure, both Originals & Challengers can turn to the sport of winning individual arguments in place of real communication or progress to bigger objectives.

Keep Originals and Challengers focused on the objective of debate, and be quick to stop pointless arguments that go on unnecessary tangents.

**LACK OF COMPASSION:** Challengers can be relentlessly demanding - of themselves and others - and often view emotions as unnecessary distraction. This can create significant tension or disputes when this drive collides with Originals that are in a hyper-emotional state.

Coach Challengers to appreciate that feelings or emotions are not "unnecessary distractions", but may be core to how individuals find their own drive, commitment and connection.

**FUNCTIONAL MELANCHOLIC:** Both Originals & and Challengers might feed off the melancholy or depression of the other, and fail to be a source of moral support to improve moods.

While these emotions can lead to new perspective, recognize the difference between emotional oscillation and emotional rollercoasters, and encourage Originals & Challengers to feel responsible for providing emotional support when the other needs it.

**IMPULSIVENESS:** When working together, the shared impulsive nature of Originals & Challengers can sometimes lead to thoughtless risks that fail to consider potential consequences.

Coach Originals & Challengers to be aware of this risk when working together, and to take time to question the possibility of regret before jumping into action.

- Potential Counter-Productive Interactions -

Coaching

**LACK OF MOTIVATION:** Originals can be very unproductive when they are unmotivated. Challengers are likely to respond with a brute force solution or simply leave Originals behind...not providing the emotional inspiration or motivation the Original needs to get re-engaged.

Watch for evidence that Originals have been "left behind", and be ready to coach Challengers on ways to utilize more carrots and fewer sticks.

**ECCENTRICITY:** The eccentricity of many Original's can get coworkers (including Challengers) confused as they are unsure how to handle or respond to it. Behaviors once viewed as novel or entertaining can become annoying distractions or uncontrolled mood swings that make the Originals ineffective.

Coach Challengers to be more tolerant to things that are different but not harmful, while establishing (and enforcing) limitations to eccentric behaviors that cause unnecessary exhaustion or distraction.