



Refine What Defines You

the professional
expressions of
Enablers
#2

The Power of Knowing a Personality Profile

This guide highlights some of the most common or prominent characteristics of Enablers. Use it to:

- Recognize their natural inclinations, expectations, and potential to contribute unique value.
- Watchout for unintended consequences or dysfunctional behavior prompted by unhealthy situations.

Archotyping is a framework that recognizes consistent patterns in complex human characteristics and uses that to predict natural inclinations.

Identifying and understanding archetypes provides a simple way for individuals to both understand and communicate how they approach and interact with others.

This helps pair the right individuals with the right roles and responsibilities, and facilitates more productive interactions between people.

Archetypes helps articulate preferences or abilities and can reveal interests or abilities waiting for the right opportunity to appear.

This guide answers the question:

How can I position Enablers to be more successful?

This guide highlights 12 common expressions of Enablers organized by 3 broader domains:

- **Emotional Awareness:** They are acutely aware of interpersonal dynamics & needs
- **Engagement:** They are very relational and build meaningful bonds
- **Commitment:** They do what they say and say what they do

Every strength has the potential to manifest as a weakness...and greater strengths can become greater weaknesses. Use this insight to identify and guide individuals away from the following situations:

- **One-Dimensionalism:** Having a singular or inflexible approach that becomes a limiting constraint.
 - **Tunnel Vision:** Being unwilling to acknowledge the value of contradictory views or approaches
 - **Regression under Stress:** Retreating to destructive behaviors to cope with a difficult environment.
 - **Static Stance:** "Just how I am" becomes an excuse to stop developing, growing, evolving or improving.
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The composites created by archotyping are rarely a perfect summary of an individual. Consider diving deeper into individualized trait-based profiling. This puts the same data through a more precise model that assesses the individual fit of over 400 traits to identify the few that most define one's thinking style, emotional intelligence and behavioral inclinations.

Combining the simplicity of archotyping and the detail of trait-based profiling can provide the clearest picture of what type of work environment an individual needs to thrive and how they like to approach their responsibilities.

How to utilize the archetype results:

Archotyping is a framework that recognizes consistent patterns in complex human characteristics and uses that to predict natural inclinations.

A clear understanding of archetypes provides a simple way for individuals to both understand and communicate how they approach and interact with others.

This helps pair the right individuals with the right roles, and it facilitates more productive interactions between people.

THE PREDICTIVE POWER OF KNOWING YOUR PERSONALITY

Consider how the insight revealed in this report can be applied in each of the following areas:

- 1. Speak a Common Language:** While archotyping should never be used to over-simplify or stereotype individuals, it provides a quick and widely-understood framework to gain an initial indication of who someone is, a description of their defining characteristics and a prediction of how they will approach work. Use this as a solid starting point to discover ways to realize greater value, navigate interpersonal dynamics and anticipate potential conflicts between personalities or styles.

- 2. Self-Awareness:** Having better labels or descriptions can help articulate personality dimensions that may be easily overlooked, under-appreciated or even misunderstood. Knowing dominant archetypes provides a new way to view and communicate professional expressions, including how different profiles approach making decisions, solving problems, completing tasks and interacting with coworkers.

- 3. Self-Improvement:** Studying the benefits & drawbacks of archetypes makes sure more of the former and less of the latter are experienced. Look for hidden elements that may be dormant capabilities just waiting for the right opportunity to be expressed or developed.

- 4. Better Coworker Interactions:** *Archetype Expression Reports* save time and frustration by revealing details about how a personality prefers to make contributions...and what might be viewed as negative reactions or consequences when the work environment becomes dysfunctional.

- 5. Better Role Placement or Career Planning:** The roles individuals have on a team or the career path they are pursuing today may not be a good long-term fit for their personality or dominant traits. Pursuing different roles or reassigning responsibilities that better combine individual interests and abilities may position the group for greater success and satisfaction. *Person / Position Fit Reports* can be used to provide detailed indicators of how well an individual fits the personality requirements of a role.



This summarizes a strength of Enablers...
a way they can make a positive and unique contribution to work.

This describes a watchout to avoid when Enablers get in an unhealthy environment
or state of stress...causing this strength to malfunction in negative ways or create
undesirable side effects.

GUIDANCE

This provides advice to keep strengths positive & productive...
while preventing or resolving any negative manifestations.

HOW ENABLERS EXPRESS THEIR EMOTIONAL AWARENESS



Enablers have highly-developed emotional awareness that allows them to perceive situations in ways that are completely invisible to others.

In most situations, they pursue the primary responsibility of being kind and making others feel at ease.

They find satisfaction and self-worth when their actions lead to other's happiness. To this end, they are content to consistently give more than they receive.

While enablers can be generous to a fault, it is not completely without conditions. Enablers are only human, and still crave validation and acknowledgement for the good that they spread.

Enablers may keep a ledger of IOUs they never plan to cash in, but they definitely expect others to return their generosity if it is ever needed or requested.

GUIDANCE

Don't feel obligated to return an Enabler's acts of kindness with acts of kindness, as this can actually be viewed as a zero-sum game that cancels the value of the initial act.

Instead, find ways to communicate that they are viewed as more than co-workers...their friendship is valued and they are liked and appreciated for who they are.

HOW ENABLERS EXPRESS THEIR EMOTIONAL AWARENESS



Expect Enablers to understand others in uncanny ways, and use that to make them feel understood and accepted.

To Enablers, subtle patterns in human expression can be as obvious as numeric patterns in data are to a great analysts.

Enablers can develop a sense of neglect when they conclude no one cares to understand or fully accept them.

Behaviors can be driven by seeking approval or an increasingly desperate attempt to feel wanted or needed...and not extending unconditional generosity.

In these lopsided relationships (often with others that fit a non-Enabler archetype), a sense of neglect can easily transition into a sense of rejection.

GUIDANCE

Be disciplined (but sincere) to regularly share feedback that others really "like" being around Enablers, and are benefiting from their various acts of kindness.

Find intangible (not necessarily monetary) ways to periodically "surprise & delight" Enablers with unexpected acts of appreciation.

HOW ENABLERS EXPRESS THEIR EMOTIONAL AWARENESS



Enablers can be extremely effective "social solvents" that eases the emotional interactions of others.

Enablers tend to both absorb and adopt the emotions of others while also prompting others to show more of the kindness and compassion they possess.

This also often leads to being more emotionally vulnerable and forming stronger personal bonds...two critical elements to building comradery and coming together to accomplish difficult tasks.

The way an Enabler can unexpectedly pierce hardened exteriors and emotional defenses can cause some to misinterpret the intent.

They are susceptible to codependence and their acts of service can be seductive (either intentionally or unintentionally).

Unprofessional attachments are not uncommon and need to be monitored.

GUIDANCE

Watch for an unusual increase in one-on-one interactions, gestures that go beyond kindness or encouragement and activities that are not obviously associated with improving work-related performance.

HOW ENABLERS EXPRESS THEIR EMOTIONAL AWARENESS



Enablers are great at contributing to the emotional health of an organization and are able to do so in a way that cannot be taught or faked by other less-capable individuals.

It is usually easier to take natural Enablers and teach them other skills than to take someone with other skills and attempt to make them a better Enabler.

Contributions to the emotional health of an organization can have diminishing returns and aren't always easy to quantify in year-end results.

Without checks and balances, Enablers can spend too much time and attention practicing kindness while neglecting more tangible (and monetarily valuable) contributions.

The satisfaction found in focusing on others can take inappropriate priority over a similar focus dedicated to actual work.

GUIDANCE

While an Enabler's "kindness contribution" should be captured on their work plan, make sure they understand how other contributions may have a bigger impact on measuring their performance (both relative to expectations, and relative to their peers).

HOW ENABLERS EXPRESS THEIR EMOTIONAL AWARENESS



Enablers will work tirelessly to create and maintain a non-toxic environment, motivated equally by the benefit to themselves and to coworkers.

They can help identify and remove elements others may be more likely to just ignore or tolerate.

By their very nature, an Enabler's self-worth is external (based on how they contribute to the self-worth of others) and therefore vulnerable when exposed to excessively toxic environments.

Because it is fragile, their self esteem can be manipulated or damaged more easily than most, particularly when they are presented with reasons to doubt that they deserve as much love or respect as others.

GUIDANCE

An Enabler requires closer monitoring and frequent checkups to make sure dysfunctional thoughts or behaviors are not gaining a foothold.

It is important not to let them become contaminated by the very elements they are helping to remove from the organization.

HOW ENABLERS EXPRESS THEIR ENROLLMENT



The more broken or dysfunctional an organization is, the more an Enabler can initially thrive.

Afterall, more things that are broken means there are more things to fix.

Like anyone, Enablers need to see evidence that their efforts are producing results.

Situations that prove to be beyond repair or individuals that have unlimited capacity for self-destructive behaviors will eventually exhaust an Enabler.

GUIDANCE

Question to ask:

How have you seen your efforts make this organization healthier?

Do you feel you're able to make a sustainable difference or are you just pushing water uphill?

HOW ENABLERS EXPRESS THEIR ENROLLMENT



Enablers need to be helping to feel purpose and satisfaction. When they see an opportunity, they'll volunteer or find other ways to insert themselves into situations.

At times, they can insert themselves into situations where their help is actually not wanted or needed.

Instead of trying to assist others with their weakness, Enablers can target and exploit weakness as a means to demonstrate their own strength. Their strength implies other's weakness, for the Enabler must be stronger than the helped.

The seemingly submissive acts of service are often done to position themselves for power or control in relationships.

GUIDANCE

Coach Enablers on how the great strength they have to serve others must be done in a manner that helps others learn to serve themselves.

Make sure who they help and how they help is evolving over time, and does not devolve into codependent relationships that repeat the same cycle.

HOW ENABLERS EXPRESS THEIR ENROLLMENT



For Enablers, personal performance or success is measured based on the health of relationships, not necessarily the quality of work or associated results.

How work is accomplished matters at least as much as the outcome of the work.

Trying to motivate an Enabler with KPIs or numeric metrics can be ineffective and frustrating. Don't expect them to naturally see how greater happiness or meaning is derived from numbers in a spreadsheet or graphs on a dashboard.

GUIDANCE

Find ways to frame work responsibilities in the context of how accomplishing them makes for healthy relationships or improves the lives of others.

Enablers are less likely to be motivated to accomplish business goals for the sake of accomplishing business goals.

They will, however, appreciate how a healthy business reduces stress and increases the resources available for people to do the things that bring them joy.

HOW ENABLERS EXPRESS THEIR COMMITMENT



Every act of service is an implied contract "you now owe me, but I'll never call in the IOU."

These outstanding markers are harmless...until they aren't.

When things get unhealthy, Enablers may start to keep a more precise record of actions they expect to be repaid in-kind.

They may intentionally withhold kindness when presented the opportunity just to demonstrate a degree of control.

Or, they may take on the role of the long-suffering martyr, punished for the failings of others.

GUIDANCE

Monitor how an Enabler perceives their capacity to give (from full to empty).

Intervene well before it appears to be approaching empty, as this not only can stop their contributions, but it can trigger feelings of failure (their own emptiness is a form of failure because it implies their inability to be a bottomless source of giving to others).

HOW ENABLERS EXPRESS THEIR COMMITMENT



Enablers almost always prioritize cooperation or collaboration over competition. They will want to be in, or to help create, an environment where everyone benefits. They will often avoid situations that force winners and losers.

Unfortunately, Enablers with limited interest in career progression or climbing the corporate ladder have eliminated a key lever to motivate growth, development or peak performance.

They can also unknowingly substitute pursuit of community comfort over collaboration, which leads to inaction.

GUIDANCE

Enablers need to be reminded that discomfort and competition are healthy ways to motivate or incentive growth.

Trying to avoid having winners or losers can lead to have no winners.

While unpleasant in the moment, losing can be the greatest incentive to address areas needing improvement.

HOW ENABLERS EXPRESS THEIR COMMITMENT



Enablers possess soft skills that are difficult to teach, and impossible for many to learn. They appeal to one's better nature through emotion (typically empathy) more than logic.

The "gifted" nature of these skills can hinder formalized improvement or development plans that causes an Enabler's contributions to stagnate over time.

Enablers may struggle with efforts to develop and measure the improvement of hard skills (i.e. task-based skills) over time.

GUIDANCE

Assuming an organization seeks to progressively increase employee contribution over time, one of three paths need to be pursued with Enablers:

- (1) Find ways to quantify the practice of helping others, and tie that help to the tangible contributions it enables the recipients of the help to make.
- (2) Find ways to develop the skill in others and contribute to a company culture that is better at helping and kindness.
- (3) Shift attention to the development of unrelated skills that have a more direct and measurable contribution to the business (but expect resistance as those skills may feel unnatural and unimportant to the Enabler).

HOW ENABLERS EXPRESS THEIR COMMITMENT



An Enabler will define themselves in the context of others ("I'm Jill's assistant") happy to be second-in-command because they know that is where many detailed decisions are made and actions are taken.

Be prepared for Enablers to form a tight bond with their immediate superior. The two may start to function as a single unit which has the potential to become greater than the sum of its parts.

Enablers can go into a tailspin when people they view as superior fail to live up to their expectations.

They can become disgruntled when their actions of submitting to authority no longer have the trickle-down effect of gaining them secondary authority in the process.

GUIDANCE

While it may be less obvious, Enablers still like to possess power, and for others to know it.

Create opportunities to demonstrate this, and provide appropriate recognition when it is done particularly well.