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# Refine What Defines You

archetype  
interaction  
guide  
**#32**

DETECTIVE | 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 Detectives 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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Both Detectives & Engagers are typically strong at intellectually-demanding tasks, creating areas of shared interest and ability.

The combination of the Engager's strength in communicating with people and the Detective's curiosity and attention to detail should have a 1+1=3 effect.

Engagers are great at maintaining group engagement when a Detective's obsessive focus on tasks can lead to disconnection with others.



# PRODUCTIVE DETECTIVE | ENGAGER INTERACTIONS



## + Potential Productive Interactions +

## Coaching

**INTELLECTUAL HORSEPOWER:** Detectives & Engagers both have intellectual acumen and should show respect for the expertise and technical mastery of the other. Combining their mental abilities can result in faster, better and more creative solutions.

Don't hesitate to give Detectives & Engagers some of the organization's greatest challenges, but be sure they have equal opportunity to demonstrate their abilities and receive equal recognition for their contribution.

**ATTENTION TO DETAIL:** Detectives & Engagers value the details and both will pay attention to the nuances overlooked by others. When combined, expect few critical elements to get ignored.

While encouraging attention to detail, make sure it doesn't consume excessive resources, lead to frequent unnecessary tangents or cause critical deadlines to be missed.

**OBJECTIVITY:** Detectives & Explorers both find confidence in being factually objective and accurate. They don't like having personal feelings to have irrational influence on their opinion, their professional performance or to distract their focus from critical tasks.

While encouraging evidence-based decision-making, make sure the potential value of intuition or experience-based perspective is not completely ignored because it can't be verified as "fact".

**HUMAN CONNECTION:** Engagers desire to maintain healthy communication with coworkers and are typically energized through positive personal connection. This, in turn, often energizes others that appreciate their sincerity. This can be extremely beneficial to Detectives that often present a distance "just the facts" attitude that doesn't encourage bonding.

Recognize the power of the Engager's ability to form connections and the fact that others will notice it. Use this both to connect directly with Detectives and to facilitate others seeing the potential to build a connection with Detectives.

**EMOTIONAL UNDERTOW:** The calm demeanor typically maintained by Detectives often masks emotions that would make them feel more human or approachable. This can be balanced with Explorers who are more willing to acknowledge and express their emotions which, in turn, can make the Detectives feel more comfortable communicating on their own.

Be sure to recognize the fact that emotions are part of human nature and cannot/should not be entirely removed from decision making. Encourage Engagers to contribute in this area when Detectives create an atmosphere centered on cold, calculated decisions.



# PRODUCTIVE DETECTIVE | ENGAGER INTERACTIONS



## + Potential Productive Interactions +

## Coaching

**CONTEXTUAL CURIOSITY:** Detectives offer an unusual and penetrating curiosity, allowing them to get to the bottom of almost anything in ways that often seem uncanny to others. They typically know how to work the system and recognize back-channel communication or political moves they don't have direct evidence of. This can be very beneficial to Engager's that are more likely to focus on direct tasks, and be unaware of important elements that will eventually impact their efforts.

Look for opportunities where Detectives can coach Engagers on their observational powers to anticipate hidden context before it becomes public knowledge.

**PASSIONATE PURSUIT:** The passion Engagers put into their work can hopefully be contagious for Detectives. While both enjoy being in pursuit of something, this passion can bring an added (and needed) dimension to Detectives that may rarely reveal much emotion beyond the calm and calculated demeanor they typically express to others.

Passionate pursuits can bring a greater degree of commitment, but also potential exhaustion or complexity. Be sure to encourage the passion, but keep it in moderation.

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

$$1-1 = 0$$

The fact that Detectives & Engagers can think in diametrically opposite ways can lead to opposing conclusions.

This creates the potential for unresolved intellectual and emotional tension when healthy communication fails to find compromise...or at least arrive at understanding and respect for each other's position.

- Potential Counter-Productive Interactions -

Coaching

**INTELLECTUAL OCD:** Engagers tend to embrace rules, procedures or protocols to build and support their arguments. Detectives (among others) often find this to be extremely restrictive and unnecessary. The perception that it slows down or stops forward progress often overshadows any appreciation of other benefits.

Coach Detectives to be open-minded to the potential benefits of different, more structured approaches to studying or solving problems...while coaching Engagers in the art of flexibility and knowing when 'good enough' really is 'good enough'.

**IMPULSIVENESS:** Detectives are capable of taking greater intellectual leaps of the imagination and be more independent in their decisions, while sometimes neglecting to consider coworker opinions or attempts to keep them in the loop. This approach is particularly unappealing to Engagers, who will want to have no association with or responsibility for the negative consequences of something they view as thoughtless, careless and rash.

Establish how much intellectual leaps will be embraced and associated failures will be accepted. Be prepared to resolve contradicting approaches when logical structure and free thinking inevitably collide.

**CONSERVATISM:** Engagers tend to be more conservative than Detectives, and are happy to follow a well-travelled path. This will likely irritate Detectives who appreciate the ability to discover new opportunities, new methods and new solutions that lie off the beaten path.

Be sure to clearly communicate how you expect the Engager's conservative nature to complement the Detective's curiosity, including how to find the right tolerance for wandering away from proven paths without constantly getting lost in random walks.

**LACK OF FAITH:** Sometimes, Engagers become indecisive within their structured process while Detectives can actually arrive at conclusions faster through their unstructured process. This can produce mutual frustration as they lack faith in each other's approach, and therefore can't trust the output.

Coach open-mindedness and provide an environment where both Detectives & Engagers can share their process...allowing the other to recognize the value, help identify potential pitfalls and hopefully ultimately have faith in the output.

**EXCESSIVE INDEPENDENCE:** To Engagers, Detectives might seem excessively independent and even selfish when they see very little priority placed on human interactions and communication with coworkers.

When appropriate, give Engagers the authority to maintain interactions and open lines of communication without needing involvement or approval from Detectives.

- Potential Counter-Productive Interactions -

Coaching

**FEAR OF CRITICISM:** Engagers want to carefully avoid being criticized for their efforts or results, which eventually clashes with the value Detectives place on critical assessment being a central part of their discovery and learning process.

Coach Engagers to be more open-minded to criticism and not view it as personal. Coach Detectives to find softer or private expressions that are less likely to hurt the pride of Engagers.

**PREJUDGMENT:** In an attempt to be efficient, Engagers might be too quick to project lessons or conclusions from one situation onto another. This can create an impression of prejudice and being closed-minded to new truths from new situations...something Detectives are more likely to consider before arriving at their own conclusion

Coach Engagers to recognize the potential limits or flaws of projecting decisions across situations or without full context...and coach Detectives to recognize that not all truths need to be re-established in every new situation.