



Refine What Defines You

archetype
interaction
guide
#34

DETECTIVE | 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 Detectives 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

$$1+1 = 3$$

Challengers and Detectives should create a coalition of power and brains.

The combination of the Challenger's ability to exert power and capacity with the Detective's analytic foresight should have a 1+1=3 effect.

This could include situations where the Detective's thoughtfulness helps foresee consequences overlooked by Challengers that are overly-focused on their desire for action.



PRODUCTIVE DETECTIVE | CHALLENGER INTERACTIONS



+ Potential Productive Interactions +

Coaching

POWER IN TRUTH: Challengers can learn from how Detective's tend to establish power in knowing truth...and using it to gain respect from others who believe they know the truth. This quality brings a sense of confidence which makes arguments more convincing in the eyes of coworkers and helps resolve conflict with less resistance.

Preach the power of facts or truth to guide decisions over hunches or assumptions. Remind people that arguments are won by attacking the basis for the argument, not the person making it.

THOUGHTFULNESS: Detectives are usually thoughtful and careful about coming to conclusions or making decisions, while Challengers can be more impulsive. In a world of imperfect information and constant deadlines, the two should learn to negotiate a compromise between these somewhat contradicting qualities that allows them to make quick but still well-considered decisions.

Establish the expectation that this tension will exist, and coach both Detectives and Challengers that compromise found through negotiation is about maximizing the advantages of each approach...not settling for a "designed by committee" mentality.

RESPONSIBILITY: Detectives are usually well-aware of the impact of their actions on their coworkers and their job...be careful in what they say and do. This should help Challengers who tend to underestimate their potential to have a negative influence or realize how others can view their actions as irresponsible.

Set expectations that Challengers seek advice from Detectives about predicting or recognizing potential collateral damage from their actions.

ANALYTIC FORESIGHT: Detectives and Challengers share appreciation for taking an analytic approach to inform decisions and predict consequences, but not allowing it to postpone taking decisive action.

Be sure both Detectives & Challengers are each receiving an appropriate share of recognition for the role they're playing in both analysis and action.

INDEPENDENCE: Detectives & Challengers bring a common insistence on independence and non-interference from others. This allows each to work separately and it can save time by avoiding unnecessary communication.

Provide Detectives & Challengers with tasks where independent action is an important skill, and obligatory status updates or forced communication is kept to a minimum.



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HIGH SELF-ESTEEM: Both Detectives & Challengers generally operate with high self-esteem and appreciate it in others. They admire others who are willing to take a stand - intellectually or even physically - which can create healthy competition to be better prepared or deliver better results.

Expect Challengers to naturally appear more dominant, but be clear that the Detective should not automatically be submissive when not aligned.

SHREWDNESS: Detectives & Challengers are often able to see beyond personal defenses, which allows them to recognize true strengths and weaknesses of others (not inflated strengths or disguised weaknesses).

Be sure both Detectives & Challengers are focused on defeating bad ideas and compensating for weakness in others in a manner that benefits organizational objectives...not attacking individuals or exploiting weakness for personal gain.

RESILIENCE: Both Detectives & Challengers can be ignorant or ignore their personal troubles, with little time for self-pity. This allows them to quickly refocus on their tasks even after experiencing failure or disappointment.

Carefully monitor evidence of resilience...making sure it justified, and does not perpetuate dangerous ignorance of either fatally flawed plans or missing critical skills.

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

$$1-1 = 0$$

Despite often having much in common, conflicts can arise between Detectives & Challengers due to different values and approaches.

Challengers tend to value more pragmatic or practical goals, while Detective can become obsessed with tasks or problems that are not critical to bigger goals.

When in conflict, expect Challengers to get confrontational and potentially even threatening, while Detectives are more likely to avoid and isolate.

- Potential Counter-Productive Interactions -

Coaching

PRAGMATISM: Expect Detectives to be disappointed with the pragmatism of Challengers and view some of their goals as unambitious. Detectives can fail to recognize the need for more pragmatic decisions and values that allow business to be sustainable, even if the goals are not enviable.

Encourage disagreement and debate about priorities, pragmatic decision making, or pursuing less-appealing or less-ambitious objectives.

SCOPE OF CONTROL: Expect Detectives to express confusion or irritation when Challengers force the presumptive superiority of their wishes or expectations on others.

Acknowledge situations where Challengers have attempted to exert control that exceeds their scope. Be very clear about re-establishing and protecting boundaries.

RETREAT V. ATTACK MODE: In a conflict, expect Detectives to become more secretive, isolated or unresponsive...likely prompting Challengers to respond in an aggressive and confrontational manner that is perceived as threatening and only adding further aggravation to the situation.

Coach Challengers to be open-minded to the different disposition of Detectives, acknowledging they are just as legitimate. Create a safe environment that allows (perhaps forces) Detectives to come out of isolation...allowing Challengers to participate in their thought process.

EMOTIONAL IMMATURITY: Despite their strong personalities, Detectives & Challengers still have emotions and can be very sensitive to criticism...particularly when work environments become unhealthy. Their propensity to ignore or deny negative emotions can make these experiences overwhelming when they appear.

Anticipate the emotional reaction of Detectives & Challengers to have a degree of immaturity. Have patience and be willing to engage with them wherever they are at...using the event as an educational opportunity to make each more emotionally mature in the future.

DISRESPECT: In an unhealthy state, Detectives tend to lose respect for coworkers. They will likely judge Challengers as irrational, destructive, and out of control. Challengers are typically quick to recognize any sense of disrespect which can quickly escalate to exclusion and avoidance tactics that ultimately remove Detectives from critical activities.

Closely watch for any indications of disrespect and be quick to uncover the underlying cause before they alter interactions and group dynamics.

- Potential Counter-Productive Interactions -

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PROVOCATION: When feeling threatened, both Detectives and Challengers can do things to provoke each other in the hope of protecting themselves. This will often appear as arrogance in the form of intellectual outmaneuvering or one-upmanship.

Stop provocation the moment any evidence of it is noticed. Don't just treat the symptom, but understand and resolve the underlying threat prompting the behavior.