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# Refine What Defines You

archetype  
interaction  
guide  
**#37**

ENGAGER | EXPLORER

# 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 Engagers to work better with Explorers...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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The action-orientation of Explorers & the support of Engagers should lead to great success.

Expect for the pair to be extremely effective at finding solutions to problems and seeing to their successful implementation.



# PRODUCTIVE ENGAGER | EXPLORER INTERACTIONS



## + Potential Productive Interactions +

## Coaching

**ENERGY:** Explorers should lift the spirits of Engagers, giving them motivation to move further and dare to push their limitations. While Explorers may be the initial impulse, momentum is more likely to be sustained by the stability and stamina of Engagers.

As they collaborate, make sure Explorers & Engagers understand their complementary rolls as the initiator and the sustainer.

**PRODUCTIVE BANTER:** Engagers & Explorers should enjoy productive banter with each other that positively provokes the other to push limits further, and keep moving forward when momentum is being lost.

Provide an environment where Explorers & Engagers can regularly have casual or unstructured interactions that generates this added energy.

**INGENUITY:** Engagers should have the skill to bring structure and organization to the potentially endless grand ideas Explorers may be capable of producing, but may be less capable of bringing to life.

Establish clear roles where Explorers are given the chance to create ideas and Engagers help identify and develop the ones with the greatest potential.

**JUSTIFIABLE OPTIMISM:** While Engagers take a very practical and structured approach to getting things done, Explorers can be a little less down-to-earth...noticing opportunities and inspiring pursuit of slightly less realistic goals that may not be fully achieved, but ultimately lead to greater accomplishments.

Allow a healthy tension to exist between the desire Engagers have to be practical and Explorers have to push limits.

**RESILIENCE:** Once committed to an objective, Explorers will set high standards for themselves and others...becoming a steady force that pushes (or pulls) Engagers forward. Together, they should demonstrate stable and resilient effort others can observe and learn from.

Use this pairing for projects where success may only be possible through longer-term brute force effort.

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

$$1-1 = 0$$

Engagers have a lot of self-imposed limitations that Explorers are likely to reject as imaginary or arbitrary.

While Engagers will frame success around stability and predictability, Explorers feel the need to take risks and push limits.

Over time, these conflicting objectives will eventually be the cause of disagreements and misunderstandings.

- Potential Counter-Productive Interactions -

Coaching

**SELF-LIMITATION:** Engagers are acutely aware of limitations or why things cannot be done (or at least done easily), while Explorers find these limitations non-existent or severely over-exaggerated.

When they appear, turn these contradicting traits into a healthy tension...expecting Explorers to push how limits are defined, and Engagers to prevent reckless over-excitement.

**ARTIFICIAL EXCITEMENT:** Things Explorers do to make work exciting can dramatically increase the stress, anxiety and frustration of Engagers. Meanwhile, what Engagers view as a stable and healthy environment can be rejected as intolerably boring routine by Explorers.

Recognize the benefit of finding balance (or more likely a rhythm) between stability and excitement that helps teamwork remain effective regardless of the situation.

**PERSISTENT PRESSURE:** Explorers hate procrastination and usually address it by having very demanding expectations, which can create an environment where Engagers feel they are working under unsustainable pressure.

Monitor the expectations of Explorers, allowing them to exert just enough pressure to establish strict (but reasonable) demands and deadlines that ultimately make Engagers (among others) more effective.

**PESSIMISM:** Engagers can be guilty of unreasonable pessimism, as things are seen through a negative lens and obstacles are magnified over opportunities. Explorers will find this frustrating as they are typically able to see over, under or through most barriers...even in highly uncertain or risky situations.

Encourage Explorers & Engagers to debate their differing views, with the goal of revealing reasonable concerns overlooked by Explorers while putting perceptions of risk into appropriate perspective.

**INVASIVE INVOLVEMENT:** The desire Engagers have to be involved in everything can be annoying to Explorers...particularly when it interferes with their freedom or feels like forced consultation before decisions can be made.

Define, and then enforce boundaries to influence and control that allows appropriate involvement, without a sense of forced compromise.

- Potential Counter-Productive Interactions -

Coaching

**SELFISH:** Engagers may view Explorers as selfish and unreliable when they appear to put their personal needs or values first...consistently failing to consider what is best for the broader team.

Recognize how motives may be interpreted when they are not known...and evidence of selfishness will bring a consistently negative bias to those perceived motives.

**INACTIVITY:** Engagers can develop a reputation of asking lots of questions... yet doing very little with the answers. When true, this is likely to create significant friction with the 'let's get it done' attitude of an Explorer.

Be thoughtful about how the roles of Explorers & Engagers are defined to pair educated decisions (by getting answers to important questions) with bold action (that gets results).

**SUSPICIOUSNESS:** Along with asking lots of questions, Engagers can be unproductive when they become suspicious of everything and everyone. Expect Explorers (along with others) to view distrust for no apparent reason as both insulting and potentially a lazy excuse to delay or skip getting work done.

Recognize that the suspicions of Engagers may be advantageous if wisely used as a warning to avoid mistakes, but not as an excuse to avoid doing work.