



Refine What Defines You

archetype
interaction
guide
#39

ENGAGER | PEACEKEEPER

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 Engagers to work better with Peacekeepers...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

$$1+1 = 3$$

Engagers & Peacekeepers should develop a very solid relationship built on a shared desire for stability.

While they might employ different tactics to achieve the same desired results, it will most likely be done in a spirit of cooperation and limited conflict.



PRODUCTIVE ENGAGER | PEACEKEEPER INTERACTIONS



+ Potential Productive Interactions +

Coaching

PREDICTABILITY: The effort Engagers put into making predictable plans is highly appreciated by Peacekeepers who prefers to work in a stable atmosphere with minimal risks or unexpected situations. Ideal relationships allow Engagers to feel the excitement of participating in adventures they desire while Peacekeepers can contribute in a supporting role that is well-removed from "dangerous" aspects.

Monitor the harmony between Engagers and Peacekeepers to make sure both are contributing while still being in their own comfort zones.

AUTONOMY: Engagers & Peacekeepers should enjoy working independently, yet contributing to the same cause. While Engagers may seek more frequent interactions, expect both to be comfortable with autonomy over teamwork and appreciate the ability to perform their duties without being undisturbed.

Coach Engagers & Peacekeepers to establish a process to stay connected and communicate when choosing to pursue independent paths to complete their tasks. Do not force unnecessary interaction or collaboration when the combined effort is unlikely to produce a significantly better result.

TRUST: The open mind of Peacekeepers and their willingness to trust are typically a good complement to an Engager's tendency to question things and appear skeptical.

Monitor the status of trust between Engagers & Peacekeepers. Be ready to intervene (most likely by clarifying intentions) when there are early indications that either is expressing elevated skepticism and it is unwelcome by the other.

DILIGENCE: Engagers & Peacekeepers typically take on their duties with earnestness and diligence. They share respect for following laws and rules, and should have shared respect for each other's reliable and consistent behavior.

When working together, make sure Engagers & Peacekeepers have clear (if not strict) instructions to follow and useful guidelines when tasks require creativity.

FREE-THINKING: Engagers & Peacekeepers tend to view themselves as free thinkers not constrained by others. Expect them to reject rules they don't understand or agree with, and to easily collaborate when they have a shared perspective that leads to both having remarkable similar "free thinking". (In other words, their free-thinking is probably not nearly as original or breakthrough as they'd like to believe).

Monitor if Engagers & Peacekeepers are feeling artificially constrained or they are silently colluding to subvert rules they reject. Look to assign appropriately "innovative" tasks, but only if their joint skills demonstrate the degree of free-thinking required to be successful.



PRODUCTIVE ENGAGER | PEACEKEEPER INTERACTIONS



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DELEGATION: Engagers are often most effective doing hands-on problem solving and can have their attention and capacity consumed by it. Peacekeepers can serve an important complementary role by managing communication and coordination...areas Engagers are likely to have limited interest and less skill attending to.

When both agree, allow Engagers & Peacekeepers to delegate appropriate responsibilities to each other.

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

$$1-1 = 0$$

The common inability of Engagers & Peacekeepers to understand or express their own feelings can create a mind-reading guessing game that frequently leads to completely wrong conclusions.

This can also result in both focusing on their individual tasks and withdrawing from interactions.

This inevitably generates even more unspoken misunderstandings or perceived conflicts of interest or intent (both professional and personal) that eventually grow into actual conflicts.

- Potential Counter-Productive Interactions -

Coaching

EMOTIONAL BAGGAGE: Both Engagers and Peacekeepers find it difficult to speak their mind and express their thoughts during conflict, leading to emotional baggage from misunderstandings and unspoken complaints.

Regularly give Engagers & Peacekeepers the opportunity to express their thoughts freely. Help each strive for greater self-awareness as the first step to articulating their concerns.

DEFENSIVENESS: When threatened with blame, Engagers & Peacekeepers can use a stubborn refusal to be accessible as a defense mechanism...which further elevates both the desire and rationale for placing blame. Both may navigate to a position (physically, mentally or emotionally) where they are unreachable, and therefore unable to contribute.

Handle blame gently...watching for unusual acts of stubbornness or apparent effort to "disappear" as indicators that something is wrong or an attempt is being made to avoid fault.

MANIPULATIVENESS: When trust is broken or direct communication fails, both Engagers & Peacekeepers may be willing to resort to various forms of manipulation. These could be conscious and unconscious and vary from psychological to physical gamesmanship...either to jealously protect their own interests or as an expression of envy hoping to prevent others from getting what they want.

In unhealthy environments, be willing to look for ulterior motives or manipulative intent that would never be assumed in healthier situations. Confront individuals when manipulation is suspected.

SENSE OF GUILT: Both Engagers and Peacekeepers can have feelings of obligation evolve into guilt, causing relatively routine tasks to become viewed as a burden and emotionally draining to complete. While they continue to honor their responsibilities, there will be an evident lack of interest or satisfaction in doing so.

Be observant of the various ways guilt can be unintentionally (or intentionally) created through interactions attempting to establish ownership, accountability or responsibility. Be ready to have direct conversations to reveal and address these feelings.

COMFORT WITH COMFORT: Peacekeepers & Engagers (when they are in an unhealthy state) can cling to familiar surroundings and safe, routine tasks. At these times, they are likely to not only avoid, but actively resist the confusion and uncertainty that comes with learning something new, taking on ambitious responsibilities or owning tasks with a reasonably high risk of failure.

Always encourage Engagers & Peacekeepers to broaden their horizons and get out of their comfort zone so they maintain an open attitude to learning and adapting.

- Potential Counter-Productive Interactions -

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PROCRASTINATION: When given the option, Engagers & Peacekeepers will both postpone unpleasant discussions or delay jumping into bigger projects or problems. Without sufficient external or internal force, they can be masters of never making the first move.

Engagers & Peacekeepers should maintain the "muscle memory" of quickly confronting their most uncomfortable challenges. Give them tasks with strict deadlines and provide penalties if they are not met.

EXPLOSIVE IRRITATION: In complete contradiction to their love for stability and security, Engagers are susceptible to concealing their irritation until it suddenly explodes. This will not only intimidate Peacekeepers, but likely destroy trust that exists between the two.

Take ongoing indications of irritation between Engagers & Peacekeepers seriously. When necessary, be a mediator between the two that allows each to constructively express minor to moderate issues before they compound into bigger problems able to cause significantly more damage.

SELF UNAWARENESS: In an effort to create the atmosphere they feel coworkers deserve, Peacekeepers can be blissfully unaware of their own needs or limitations, leading to both physical and emotional exhaustion. This fatigue can be interpreted by Engagers as lack of motivation or interest that is mistakenly viewed as an insult to them.

Maintain regular "check-ins" to discuss accomplishments, workload and other needs to ensure the performance level is sustainable.