



Refine What Defines You

archetype
interaction
guide
#41

EXPLORER | 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 Explorers 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

$$1+1 = 3$$

The shared energy, motivation and excitement should make Explorers & Challengers a dynamic and productive pair.

Both generally like to try new things and should complement each other to get through daily working routines when Challengers might lose interest somewhat faster, but Explorers can sustain focus and progress with their ability to keep things lighthearted and fun.



PRODUCTIVE EXPLORER | CHALLENGER INTERACTIONS



+ Potential Productive Interactions +

Coaching

EXCITEMENT: Explorers are masters of avoiding personal boredom by always finding fun and challenge...even in mundane and routine tasks. This positive determination can provide a healthy boost to Challengers that are prone to achievement through emotionless brute-force dedication. Seeing their combined progress can be motivating to others and maintain a steady pace that eventually accomplishes broader organizational goals.

Monitor indicators of boredom and, when needed, encourage Explorers to take a more visible role that showcases their ability to find fun in the mundane.

INDEPENDENT ENERGY: Both Explorers & Challengers place a high value on their independence and like to have their share of freedom in making business decisions. This potentially makes them great entrepreneurial partners comfortable with ambiguous situations that require a continuous injection of their own self-generated energy to keep progress moving forward.

Be sure to define the boundaries of how independent Explorers & Challengers can truly operate. Unless necessary, avoid making one subordinate to the other.

SENSE OF ADVENTURE: Explorers & Challengers should share a sense of adventure which helps them find new ways of doing almost anything (solving problems, managing projects, finding new clients, conquering markets, etc.). While their coworkers may stick to their direct duties and simple working routine, expect Explorers & Challengers to push limits and discover ways to take things to a whole new level.

Look for opportunities to deploy this pair to solve some of an organization's biggest and most ambitious challenges that will demand a particularly strong and sustained sense of adventure.

OPEN-MINDEDNESS: Both Explorers & Challengers prefer not to rest on their laurels but want to always be moving forward as they constantly look for new challenges and opportunities. Together, they won't be afraid to be pioneers in their niche, comfortable with experimenting and finding what works to motivate coworkers to follow their example.

Be sure to coordinate regular interactions that allow Explorers & Challengers to feed off each other's perspective...helping discover opportunities and develop ideas that might be beyond the capability of each individually.

PRACTICALITY: Neither Explorers nor Challengers can be characterized as a "head in the clouds" type. They skip straight to the practical mechanics of getting business done, and stay focused on their duties until they're satisfied with the results. Together, they should have no equal when it comes to defining the structure or process to complete a task, and then systematically completing it.

Make sure Explorers & Challengers are given opportunities to use this unique quality. Let them be inventive and create solutions that can be easily applied across the broader organization.



PRODUCTIVE EXPLORER | CHALLENGER INTERACTIONS



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TRANSPARENCY: Both Explorers & Challengers prefer not to hold back whenever they disagree with someone or are unsatisfied with results. Fortunately, this is typically done with a purpose so it often includes positive feedback while setting clear expectations and understanding of what needs to be improved in the future.

Coaching

Monitor coworker reaction to make sure this transparency is having the positive impact Explorers & Challengers intend. Use the communication skills of this pair when being straightforward and clear are essential to success.

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

$$1-1 = 0$$

The desire to sustain a certain level of excitement can be addictive to Explorers & Challengers. Expect situations to arise where this starts to exhaust coworkers or the broader organization.

Unless this pair gets to the point of totally disengaging from the organization, their combined high energy will always find an outlet they view as a "contribution." If a productive option isn't provided, expect to discover this energy focused on unauthorized, unproductive or even destructive pursuits.

- Potential Counter-Productive Interactions -

Coaching

TURF WARS: Explorers & Challengers will both resist being controlled by others (including each other). This will likely create conflict when they both see the same opportunity and wish to be the one that owns it, leads it or is in charge.

Be proactive and upfront about this trait with Explorers & Challengers. Acknowledge the inherent competition for power and establish ways to be objective and fair about when and where independent control is given...and where they need to unite and share responsibilities.

IMPUDENCE: When Explorers & Challengers feel they lack sufficient influence over others, they tend to get arrogant and even insulting. Anticipate this behavior surfacing whenever there is a sustained imbalance of influence between the two.

Expect influence to be of greater importance to Challengers who are likely to act more dominant in these situations. However, be clear that Explorers should not always be submissive and will be expected to contribute through a similar amount of their own appropriate influence.

BULLYING: Challengers are natural leaders so it can be really hard for them to admit there might be Explorers that are equally capable. To protect their position or power, Challengers may employ unscrupulous means (such as bullying...thought they will argue it is not bullying) to make others submissive.

To avoid making the office into a Game of Thrones, establish a clear division of roles that defines the kingdoms over which both Explorers & Challengers can reign.

DISOBEDIENCE: When the dominating nature of Challengers becomes too much, expect to see disobedience from Explorers. They can create moments of violent disagreement or contemptuous obstruction of the normal process of business when they feel inappropriately subordinated.

Coach Challengers to avoid behavior that can be viewed as subordinating others. Help them find more diplomatic alternatives for the heavy-handed tactics they may view as easy and efficient to execute. Teach them the value of acting in a way that motivates others (like Explorers) to perform without making them feel forced to perform.

ADRENALINE ADDICTION: Challengers and Explorers can't take monotony for too long. In their quest to keep things interesting, they may be unnecessarily provocative and attempt to add distasteful spice to situations that don't need it.

Monitor how much monotony Challengers & Explorers feel they have to tolerate. Make sure they've always got at least one ambiguous responsibility or "dangerous" task to be a source of adrenaline.

- Potential Counter-Productive Interactions -

Coaching

SELFISHNESS: Both Explorers & Challengers can be guilty of selfishness, as they like to be the focus of attention and feel needed. This can create moments of conflict as they fight for their share of what feels like finite recognition or validation from coworkers.

While coaching is unlikely to change this trait, it can ensure acts of selfishness are also beneficial to the broader organization. Make sure both receive regular recognition to avoid resentment, demotivation and distraction caused by focusing on being needed versus being useful.

CUTTING COMMENTS: Explorers and Challengers both can have a quick tongue which can create conflict and cause lasting damage. While coworker insult or injury is rarely their primary intent, they can say things without thinking or without a proper professional filter. What Explorers or Challengers might view as objective, factual statements will often be interpreted by others as aggressive and emotionally-loaded. Ironically, this applies to comments between the two as well...what one views as an objective statement the other views as a cutting insult.

Both Explorers & Challengers need to be accountable for what they say, and to be expected to employ a proper professional filter. Help both to understand how impulsive comments can have inadvertent consequences that lead to regret and damaged relationships with coworkers.