



Refine What Defines You

archetype
interaction
guide
#44

CHALLENGER | 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 Challengers 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

$$1+1 = 3$$

Challengers & Peacekeepers create a powerful working pair as one type has what the other lacks.

While Challengers have a lot of energy and ambition, Peacekeepers can provide critical support and helpful stability through quiet behaviors and silent trust in the abilities of Challengers.

Challengers should know that Peacekeepers will watch their back and maintain a peaceful atmosphere that gives even more room to do their best work.

In this pair, expect Challengers to take the role of the leader and Peacekeepers to stay at the right hand, always ready to help.



PRODUCTIVE CHALLENGER | PEACEKEEPER INTERACTIONS



+ Potential Productive Interactions +

Coaching

LEADERSHIP: Challengers are rarely afraid to take responsibility for a group of people. They have great initiative to start new projects but can eventually lose motivation when faced with sustained resistance from others. This is where Peacekeepers can thrive, offering assistance with their infinite patience and support that seeks understanding and gains alignment from others.

Challengers are really good leaders and perfectly aware of it, but it might be a good idea to coach them to be less controlling and find ways for less-likely leaders (like a Peacekeeper) to take charge...free up some of their capacity to address other needs they may be uniquely qualified to tackle.

STABILITY : While Challengers keep generating ideas and setting big goals, Peacekeepers stay calm and consistent in completing their duties. Together, they should remain calm and focused on protecting group dynamics even when things go wrong.

Be sure to clearly communicate how their skills are expected to complement the other in this area. Expect Challengers to have a destabilizing influence while Peacekeepers should find islands of stability within any destabilized environment.

CONFIDENCE: Internal self-confidence is one of the Challengers' most evident personal traits. It helps them stay calm even in stressful situations and able to react without hesitation. Peacekeepers tend to express more external group-confidence, focusing their attention on protecting the work environment and maintaining positive interactions as a means to their own success.

Recognize that many tasks require a combination of individual confidence and group confidence to be successful. Encourage Peacekeepers to use the self-confidence of Challengers as a source of inspiration to improve the larger group or team's confidence.

ASSERTIVENESS: Challengers are fighters by nature that are more likely to rise up than to cower away. Their persistence when trying to achieve a goal can sometimes create collateral damage as they forget to look around and see how their actions might be impacting coworkers. Peacekeepers are ideal collaborators due to their natural concern for others and keen observational abilities that should detect potential issues before they are beyond repair...and to express sincere concern when cleaning up after damage has already happened.

Coach Challengers to regularly seek advice from Peacekeepers to predict how coworkers might react to their actions, to help pick a path that prevents avoidable damage, and to provide perspective when the actions of Challengers have caused damage (which they may consider justified as a necessary means to a good end goal).

VITALITY: Challengers can liven up any professional circle with their natural energy to win and succeed. "Nothing is impossible" could be their motto as they strive for professional success. Peacekeepers have a similar vitality but one that often results in relational success, not just business success. Together, Peacekeepers can offer Challengers the admiration they desire, and direct sufficient energy and attention to make sure relationships are not neglected in pursuit of other objectives.

Watch for warning signs that Challengers are getting so obsessed with their mission that they are putting coworkers under unsustainable pressure. Grant Peacekeepers the ability to counterweight this push to be productive and work harder with taking time to relax and celebrate accomplishments as steps to maintain a healthy work atmosphere.



PRODUCTIVE CHALLENGER | PEACEKEEPER INTERACTIONS



+ Potential Productive Interactions +

SOCIAL AWARENESS: Peacekeepers are quiet by nature, but they're also great at watching people and learning their unspoken motives. They can help keep a healthy atmosphere at work even when the never-ending ambitions of Challengers get exhausting...support this ambition by being the eyes and ears that keep Challengers aware of the mood of the group.

Coaching

Coach Peacekeepers & Challengers to work together as a team, sharing the same goals and complementing each other's skills. Keep Peacekeepers positioned as a mediator or liaison between Challengers and coworkers whose feelings may be feeling neglected.

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

$$1-1 = 0$$

When conflict inevitably arrives, expect Challengers & Peacekeepers to react very differently.

Challengers are likely to view the solution as pushing harder, while Peacekeepers are likely to seek a protective position and potentially appear unresponsive in the process.

Over time, this gap can grow large enough that Challengers conclude that Peacekeepers have checked out and become worthless...which can be viewed as further validated when they see Peacekeepers lose interest in or passion for ongoing support of their cause.

- Potential Counter-Productive Interactions -

Coaching

UNRESPONSIVENESS: When things go wrong, Peacekeepers tend to withdraw into their own head and their own heart while Challengers can express "aggressive engagement." This creates a confusing situation that makes Peacekeepers feel attacked, which confuses or irritates Challengers who are acting out of an intent to re-establish connection.

Coach Peacekeepers to remain emotionally accessible during conflicts and Challengers to attempt patience and understanding that may be well beyond their usual nature.

PUSHINESS: To get things done, Challengers can push others out of their comfort zone or become bossy with highly-prescriptive expectations. Peacekeepers can rebel from this by varying degrees, potentially becoming stubborn, not following simple orders they normally would execute without question or even intentionally sabotaging the plans of Challengers.

Make Challengers aware of how pushiness can be counterproductive, unnecessary specificity can be viewed as bossiness, and to consider alternative (i.e. less forceful) ways to get things done that do not make coworkers feel obligated to "obey".

STUBBORNNESS: While peaceful by nature, Peacekeepers can become extremely stubborn when faced with prolonged neglect of their opinions and needs. While they may appear to prefer capable others (like trusted Challengers) to be in charge, expect rebellion when trust in their leader is lost.

Coach Peacekeepers to proactively discuss problems instead of expressing their displeasure by neglecting their professional duties.

AGGRESSIVE DOMINANCE: Feeling in charge is essential to most Challengers, and aggressive tactics might be employed to gain this authority. While Peacekeepers are well aware of this trait, expect to deal with silent confrontation...and leading coworkers to increasingly view these efforts to be dominant as detrimental to others.

Coach Challengers to always gain authority through respect, not fear or force. Set the expectation that the judgement of Peacekeepers will hold Challengers accountable for leading in a manner that remains true to the organization's interests, not their individual interests.

TANTRUMS: Both Challengers & Peacekeepers are prone to having explosive tantrums when they've repressed negative emotions for too long, but done so for very different reasons. Peacekeepers bury these emotions to maintain a positive image with coworkers while Challengers ignore emotions because they are viewed as a distraction or weakness. Over time, this overwhelms both and prevents a transparent cohesive working relationship.

Coach Challengers & Peacekeepers to be aware of their negative emotions and recognize that negative emotions can serve a positive purpose. Try to create safe environments where those emotions can be expressed and resolved before they ignite.

- Potential Counter-Productive Interactions -

Coaching

INDIFFERENCE: Over time, Peacekeepers can become demotivating to Challengers with their indifference and questions like "Is it worth it?" or "Why bother?" This can be interpreted as contradicting interests or motivation that drains energy and slows progress.

Coach Peacekeepers to make questions productive and asked in pursuit of better solutions, not just vague concern or apathy that a problem can't be (or isn't worth being) solved.