



---

# Refine What Defines You

the professional  
expressions of  
**Detectives**  
**#5**

# The Power of Knowing a Personality Profile

---

This guide highlights some of the most common or prominent characteristics of Detectives. Use it to:

- Recognize their natural inclinations, expectations, and potential to contribute unique value.
- Watchout for unintended consequences or dysfunctional behavior prompted by unhealthy situations.

Archotyping is a framework that recognizes consistent patterns in complex human characteristics and uses that to predict natural inclinations.

Identifying and understanding archetypes provides a simple way for individuals to both understand and communicate how they approach and interact with others.

This helps pair the right individuals with the right roles and responsibilities, and facilitates more productive interactions between people.

Archetypes helps articulate preferences or abilities and can reveal interests or abilities waiting for the right opportunity to appear.

---

This guide answers the question:

---

## How can I position Detectives to be more successful?

---

---

This guide highlights 13 common expressions of Detectives organized by 3 broader domains:

- **CURIOSITY:** They have both the interest and ability to dive deep into a topic
- **DISCIPLINED DECISION-MAKING:** They approach problem-solving in a methodical and intentional way
- **COMPARTMENTALIZATION:** They like to isolate aspects of life and emotions to avoid complication

Every strength has the potential to manifest as a weakness...and greater strengths can become greater weaknesses. Use this insight to identify and guide individuals away from the following situations:

- **One-Dimensionalism:** Having a singular or inflexible approach that becomes a limiting constraint.
  - **Tunnel Vision:** Being unwilling to acknowledge the value of contradictory views or approaches
  - **Regression under Stress:** Retreating to destructive behaviors to cope with a difficult environment.
  - **Static Stance:** "Just how I am" becomes an excuse to stop developing, growing, evolving or improving.
- 

The composites created by archotyping are rarely a perfect summary of an individual. Consider diving deeper into individualized trait-based profiling. This puts the same data through a more precise model that assesses the individual fit of over 400 traits to identify the few that most define one's thinking style, emotional intelligence and behavioral inclinations.

Combining the simplicity of archotyping and the detail of trait-based profiling can provide the clearest picture of what type of work environment an individual needs to thrive and how they like to approach their responsibilities.

# How to utilize the archetype results:

---

*Archotyping is a framework that recognizes consistent patterns in complex human characteristics and uses that to predict natural inclinations.*

*A clear understanding of archetypes provides a simple way for individuals to both understand and communicate how they approach and interact with others.*

*This helps pair the right individuals with the right roles, and it facilitates more productive interactions between people.*

---

## THE PREDICTIVE POWER OF KNOWING YOUR PERSONALITY

---

*Consider how the insight revealed in this report can be applied in each of the following areas:*

- 1. Speak a Common Language:** While archotyping should never be used to over-simplify or stereotype individuals, it provides a quick and widely-understood framework to gain an initial indication of who someone is, a description of their defining characteristics and a prediction of how they will approach work. Use this as a solid starting point to discover ways to realize greater value, navigate interpersonal dynamics and anticipate potential conflicts between personalities or styles.
  
- 2. Self-Awareness:** Having better labels or descriptions can help articulate personality dimensions that may be easily overlooked, under-appreciated or even misunderstood. Knowing dominant archetypes provides a new way to view and communicate professional expressions, including how different profiles approach making decisions, solving problems, completing tasks and interacting with coworkers.
  
- 3. Self-Improvement:** Studying the benefits & drawbacks of archetypes makes sure more of the former and less of the latter are experienced. Look for hidden elements that may be dormant capabilities just waiting for the right opportunity to be expressed or developed.
  
- 4. Better Coworker Interactions:** *Archetype Expression Reports* save time and frustration by revealing details about how a personality prefers to make contributions...and what might be viewed as negative reactions or consequences when the work environment becomes dysfunctional.
  
- 5. Better Role Placement or Career Planning:** The roles individuals have on a team or the career path they are pursuing today may not be a good long-term fit for their personality or dominant traits. Pursuing different roles or reassigning responsibilities that better combine individual interests and abilities may position the group for greater success and satisfaction. *Person / Position Fit Reports* can be used to provide detailed indicators of how well an individual fits the personality requirements of a role.

# example



This summarizes a strength of Detectives...  
a way they can make a positive and unique contribution to work.

This describes a watchout to avoid when Detectives get in an unhealthy environment  
or state of stress...causing this strength to malfunction in negative ways or create  
undesirable side effects.

## GUIDANCE

This provides advice to keep strengths positive & productive...  
while preventing or resolving any negative manifestations.

# HOW DETECTIVES EXPRESS THEIR CURIOSITY



Detectives are proud of their ability to discover information or make connections that others overlooked. They want this skill to be viewed as an expression of creativity of a form or art that can't be codified into a logical process others can easily imitate.

They often do this through a more holistic systems approach that recognizes more of the interactions between seemingly unrelated elements. They want this ability to provide self-sufficiency and believe that is possible with possession of the right information.

Knowledge is the antidote to fear and Detectives aren't scared to take time to internalize information and process it in private.

This can create a 'black box' mentality that doesn't give others the opportunity to participate in the journey (either to contribute or to understand how problems get solved).

Because they appreciate the power of information and how it can be used for both good and bad (depending on the motivation of the one possessing it), they often are not forthcoming with additional information.

Unless it directly benefits them, don't expect a Detective to proactively provide further explanations of or excuses for the present situation.

When they feel threatened, expect information to be used as a form of control...withheld or manipulated to lead others to something other than the truth.

## GUIDANCE

Give Detectives the opportunity to explain how they deconstructed, and then solved, problems.

Use this as both a reward for them to earn recognition and a chance to train others to adopt some of their analytical thinking.

## HOW DETECTIVES EXPRESS THEIR CURIOSITY



Detectives often like to tinker (literally or metaphorically).

They know a lot can be learned by taking things apart just to understand how they work.

And, they'll sometimes "reassemble" things in a different manner if they think it might improve performance.

These "things" can include a wide range...such as physical tools, templates, theories or procedures.

Detectives can get concerned or frustrated when they can't piece together everything or connect all the dots.

They can pursue solutions that are overly complicated even when they appreciate and desire simplicity.

As with at-home tinkering, success is never guaranteed and it isn't uncommon to leave projects unfinished or in greater disorder than when they started.

Tinkering does not always lead to new understanding, it can cause greater confusion, and it can be viewed as unwelcome or even threatening to those that built or maintain the thing which is being tinkered with.

### GUIDANCE

Openly discuss areas where tinkering is happening and provide some guidelines for what is and is not acceptable.

Don't be too quick to discourage tinkering when the value isn't obvious, but keep the Detective accountable for proof that their tinkering produces enough success to offset the times it turns out to be futile.

## HOW DETECTIVES EXPRESS THEIR **CURIOSITY**



Detectives are often collectors who view things as sets to be completed.

These collections may be figurative (like all the information on a subject) or physical (such as collectables).

It can create a fixation on what exists, but is yet to be possessed.

Detectives can become convinced that they are always on the verge of discovering that additional element that is the lynchpin or smoking gun that proves their theory.

Detectives can become possessive when they view resources as scarce or finite, with their desire for complete independence and self-sufficiency prompting the race to secure as much as possible for themselves.

This can lead to irrational behaviors like withholding or rationing kindness, or refusing to share expertise to build the capability of others.

Just as they can be obsessive about gathering information, they can be equally oblivious to sharing it - treating everything as a need-to-know situation.

Failure to maintain a healthy balance of give-and-take with coworkers can lead to isolation or rejection.

When a Detective decides they have secured enough resources, they may escape the world by withdrawing into their own thoughts and the world inside their mind.

### GUIDANCE

While they may not like it, managing the scope of their investigations and guiding where they focus attention is important to keeping Detectives productive.

If unmonitored, Detectives may dive too deep into solving a particular problem or become distracted by lower-priority concerns.

Maintaining clear priorities, minimizes the risk that Detectives wander to the mysteries that are most interesting, but not most urgent or important to the business.

# HOW DETECTIVES EXPRESS THEIR DISCIPLINED DECISION-MAKING



Detectives are evidence-based decisions-makers.

They know the best way to gather this evidence is to ask the right questions and look in the right places for answers.

The power of questions...including how they are asked and when they are asked...should never be under-estimated.

When unwelcome, they can insult or offend.

They can cause others to raise their defenses and impede attempts to find an answer.

## GUIDANCE

Coach Detectives on how to appropriately ask questions within your organization, and encourage them to seek advice before raising potentially disruptive or disrespectful questions in public settings.

This may include better understanding how to phrase or position questions to be less intrusive, and knowing who certain questions should not be asked of.



# HOW DETECTIVES EXPRESS THEIR DISCIPLINED DECISION-MAKING



Detectives believe that the right information can make future behaviors and events more predictable...and they will invest significant effort to translate and transform static information into that predictive power.

Detectives can struggle in highly unpredictable environments.

They need to see cause and effect relationships. They want to know how manipulating inputs should alter outputs.

This can lead to obsessive efforts to find relationships or attempt to make predictions that are unsound, and to lose commitment when random chance seems to be in control.

While they are generally very observant, they are not always successful at interpreting what they see or connecting dots, and can get very irritable when facing this struggle.

## GUIDANCE

Avoid unpredictability, which compromises their ability to see or create structure...largely related to how they allocate resources to solve the problems they want to solve.

By its very nature, problem-solving has a degrees of being unpredictable, but the environment it is done in doesn't have to be.

# HOW DETECTIVES EXPRESS THEIR DISCIPLINED DECISION-MAKING



Detectives are typically very deliberate and methodical.

They believe all things in life should serve a purpose or perform a function (including people).

From a Detective's perspective, once something or someone lacks a purpose, effort is wasted maintaining what should be disposed of.

There are times when a Detective overlooks or doesn't understand the purpose of something or how elements fit together.

The more ambiguous or overwhelming information is, the greater risk it will be prematurely disposed of.

## GUIDANCE

Ask a Detective to describe their system for filtering, sorting and organizing information (either literally or figuratively).

These are often well-developed and have useful principles or techniques that can be applied to the broader organization.

It can also reveal flaws that a more experienced manager can recognize and improve.

# HOW DETECTIVES EXPRESS THEIR DISCIPLINED DECISION-MAKING



Detectives need an information-rich environment that gives them the freedom to fully investigate the problems they are tasked with solving.

Environments that lack objective information or tend to make decisions independent of what the evidence supports will quickly incapacitate a Detective.

They will start to view their work as pointless if it does not clearly support or lead to action.

## GUIDANCE

Make sure Detectives know how much information is readily available for them to access and how much freedom they have to acquire additional information they may want.

Carefully manage expectations for how much a Detective's work will influence decisions or actions. Make sure they know when and how their work is having an impact.

## HOW DETECTIVES EXPRESS THEIR DISCIPLINED DECISION-MAKING



Detectives take time to process information.

They are more concerned about the quality or accuracy of their response than the speed of it.

Detachment is a tool. They are very good at seeing situations from multiple angles and completing an unbiased assessment.

This can conclude in one "best" assessment or arguments that support multiple "plausible" scenarios, with little concern for showing preference (i.e. pushing the option that best serves their own interests, avoiding conclusions that cause conflict, etc.).

In a culture of constant access and instant replies, the lack of an immediate response from a Detective can be misinterpreted a number of ways...with most associated with being viewed as inconsiderate or incompetent.

Detectives can quite literally be consumed with their own thoughts.

If a Detective was a computer, they may regularly appear to freeze or lock up while a multitude of processes are actually running in the background as they work toward completing a command.

### GUIDANCE

Avoid putting Detectives on-the-stop, demanding answers or information before they are prepared to share it.

Maintain deadlines, but set expectations well enough in advance.

Make sure work is framed in the context of "thresholds". Detectives are not necessarily concerned about "perfection", but "completeness of thought".

Setting thresholds may involve defining acceptable probabilities of being right (and establishing that few things are ever 100%), or some representation of acceptable margins or error, tolerances or "beyond a reasonable doubt."

# HOW DETECTIVES EXPRESS THEIR COMPARTMENTALIZATION



Detectives have practiced the ability to set their emotions aside and compartmentalize different areas of their life.

While not perfect, they are generally better at limiting how much their emotional lens distorts how they perceive reality.

While the practice of separation and isolation has its benefits, it can also leave significant blind spots as a Detective ignores or even hides important aspects of their life.

This, in turn, can be easily exasperated when others misunderstand the Detective's own misunderstood emotions or attitudes.

## GUIDANCE

Always respect the desire to separate or isolate, but look for opportunities to let Detectives express their emotions in private settings.

Encourage them to understand and apply their emotions as motivation when problems prove to be more difficult to solve than they anticipated.

## HOW DETECTIVES EXPRESS THEIR COMPARTMENTALIZATION



Detectives can be so busy observing and analyzing the world that they fail to participate in it.

They will likely be slow to socially engage, to express emotion in situations where an immediate emotional response would be expected or to get excited about activities done for the primary purpose of bonding or fun.

In their mind, these are not necessarily dreaded activities, but just distractions or a wasteful use of resources while important problems remain unsolved.

Attempts to make an emotional connection can be viewed as intrusive or violating.

This is often compounded by the fact that many Detectives are unaware that mundane and superficial conversations are almost always the necessary gateway to more meaningful connection.

By avoiding the mundane, they never get to the meaningful.

Similarly, they don't want to be responsible for the emotions of others, and will feel entrapped when others attempt to draw them into complex emotional situations or co-worker drama.

### GUIDANCE

Consistently present low-risk opportunities for Detectives to engage in a casual way with coworkers, shifting from a point of observation to one of participation.

Because they like to be evidence-based, try to track cause-and-effect, showing how seemingly pointless interactions eventually evolve into shared experiences and awareness of common interests that make future interactions more meaningful.

# HOW DETECTIVES EXPRESS THEIR COMPARTMENTALIZATION



Detectives often deflect attempts to make themselves the subject of someone else's attention or curiosity.

To them, observation is as satisfying as participation. Detectives prefer to be asking questions of others, not answering questions about themselves from others (it is their nature to withhold personal information).

Many have established well-defined boundaries between their personal and professional lives. This emotional detachment is often done because they struggle to understand or be comfortable with their own emotions and don't want to attempt to articulate them to others.

This can lead to both confusion and frustration when co-workers attempt to create a personal connection or friendship.

Constant deflection leads to detachment and others feeling like their interests are misaligned or relationship is artificial.

Others typically feel they would miss a Detective more than the a Detective needs or would miss them.

In a sense, this is very true, as Detectives do typically need less (they are not emotionally needy, have fewer or lower expectations of others, and desire less social excitement).

Interactions...even with people they like...are often draining, not energizing or fulfilling. They are viewed as a sacrifice and a form of giving up privacy.

## GUIDANCE

Periodically ask Detectives to describe the state of their relationship with coworkers. Ask the same question of the coworkers.

While respecting their boundaries, make sure the Detective is not becoming too much of a loner that operates outside of or goes around the business structure they are supposed to be participating in.

# HOW DETECTIVES EXPRESS THEIR COMPARTMENTALIZATION



If a Detective schedules a meeting, expect it to be productive.

They will use gatherings sparingly and efficiently to share information or gain alignment while using as few manhours as possible.

Unless they involve sharing lots of useful information, meetings are almost always an emotional drain on Detectives, and are viewed as procedural obligations to avoid.

They primarily engage in social interactions as a conduit to more information...connecting with people that can enrich their understanding of topics of interest, and avoiding those that don't.

## GUIDANCE

Only involve Detectives in meetings that are structured and run to transfer useful information.

Give them the option to skip meetings that do not directly improve their ability to solve the problems they're focused on.



# HOW DETECTIVES EXPRESS THEIR COMPARTMENTALIZATION



Detectives can appear to be very private...which is often not the objective, but the outcome of two things...

- Prioritizing taking time to understand their own thoughts
- Not feeling the obligation or desire to share those thoughts with others

The discipline of containing emotions often equates to neglecting emotions.

Ask a Detective how they feel, and you're likely to get an answer that explains how they think.

They may respond to a complex situation with a very rational response that lacks any emotional sensitivity, making them appear cold or detached and leaving others with little context to assess the motivations behind their actions (or inactions).

While this may be the desired response in many professional settings, it can also mask potentially disruptive undertones that suddenly surface when triggered.

## GUIDANCE

Humans are emotional beings and Detectives still have emotions...even if they're experienced as thoughts.

Carefully listen to those thoughts and realize what emotions they may be indicating.

Be prepared that deeper thinking often is evidence of deeper emotions...and Detectives are susceptible to reactions that are rooted in severely repressed or neglected emotions.