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# Refine What Defines You

archetype  
interaction  
guide  
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PERFECTOR | ENGAGER

# 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 Perfectors to work better with Engagers...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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Interactions between Perfectionists & Engagers should be very productive as they both typically have very strong work ethic.

Engagers should feel compelled by the leadership, intelligence and aspiration of Perfectionists while helping to contribute creativity and take on the responsibility of enrolling others.



# PRODUCTIVE PERFECTOR | ENGAGER INTERACTIONS



## + Potential Productive Interactions +

## Coaching

**WORK ETHIC:** Both Perfectionists & Engagers tend to be extremely hard working, remaining conscientious of overall objectives and setting high standards to measure success. Together, this should elevate performance across broader teams by providing inspiration and encouragement to coworkers.

Look for opportunities to get Engagers aligned with the vision of Perfectionists...particularly when the vision will require broad and ongoing support from other coworkers.

**SERIOUSNESS:** Both Perfectionists & Engagers have a strong sense of duty and honor...feeling significant responsibility for their work because they believe it serves a greater purpose beyond being a selfish accomplishment. At work, both are more likely to be serious than light-hearted and will trust in their thoughtfulness and thoroughness when making decisions and considering consequences.

Look for situations to deploy Perfectionists & Engagers when situations demand a serious approach...or failure to be serious has hindered past progress.

**MENTAL CLARITY:** When working together, expect Perfectionists & Engagers to bring rationality, reason and mental clarity to decisions...combining logic with intuition to capture a complete perspective and arrive at well-supported decisions and well-planned actions.

Create opportunities for Perfectionists & Engagers to participate in debate, share perspective and gain alignment when tackling complex problems...giving them time to make sense of ambiguous challenges before decisions are made or actions are taken.

**STRESS RESISTANCE:** The strength of Perfectionists should help Engagers control emotions and avoid panic when operating in stressful situations.

Encourage Perfectionists to coach Engagers through stressful situations...helping them maintain the right amount of responsibility and focus on the right tasks to not feel overwhelmed.

**DECISIVENESS:** Engagers should find confidence in Perfectionists that are able to make firm decisions and take quick action, yet be wise to seek consultation from others or take extra time before rushing into a commitment.

Make sure the relationship between Perfectionists & Engagers allows for each to have appropriate influence and control...ensuring both approaches can serve their purpose.



# PRODUCTIVE PERFECTOR | ENGAGER INTERACTIONS



## + Potential Productive Interactions +

## Coaching

**CONFIDENCE:** Engagers often find their own self-confidence is proportionate to the confidence of others around them. The more responsibility they see others (like responsible Perfectors) willing to take, the more responsibility they will be willing to own. Of course, the opposite is true as well...the less others appear willing to take responsibility, the less Engagers will feel safe (or compelled) to own.

Look for opportunities to leverage the confidence and responsibility of Perfectors to elevate the confidence and contributions of Engagers.

**PERSONAL CONNECTION:** Engagers can bring warmth and connection to relationships where Perfectors might feel more robotic, appearing to value results far more than relationships. Together, Perfectors & Engagers should be able to pursue ambitious goals while ensuring others feel appreciated for their commitment and contribution.

To avoid distracting Perfectors from making the progress they are so skilled at, look for opportunities to use the unique ability of Engagers to make coworkers feel connected and valued...and not just used.

**ENJOYING THE JOURNEY:** While both Perfectors and Engagers appreciate accomplishment, Engagers can add a significant degree of playfulness, fun and creativity that provides a satisfying experience until or between measurable accomplishments. This can contribute both motivation and relaxation that are often critical to maintaining progress towards ambitious goals.

Give Engagers the opportunity to celebrate progress...and coach Perfectors to take time to appreciate everything that happens between major milestones.

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

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$$1-1 = 0$$

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In stressful situations, the leadership qualities Engagers appreciated in Perfectionists can become viewed as excessively critical and demanding, causing anxiety and avoidance.

Perfectionists can view the agreeable (and sometimes submissive) nature of Engagers can become viewed as laziness or lack of ambition.

These new perspectives can create a range of communication issues as each seeks to navigate around the other's shortcomings.

- Potential Counter-Productive Interactions -

Coaching

**CRITICISM:** What Engagers normally appreciate as the attention to detail of Perfectionists can become viewed as critical and judgmental behavior during stressful situations. The high standards of Perfectionists can become impossible expectations.

Coach Perfectionists to recognize when their standards and ambition are inspirational to others...and when it is having the opposite effect. Encourage them to listen to Engagers as a voice of coworker sentiment.

**WORKAHOLISM:** Perfectionists can fall into an all-work-and-no-play mentality, making them fairly joyless and difficult to be around. Without boundaries, they can place similarly extreme expectations on Engagers...inevitably leading to exhaustion, emotional burnout and potentially long-term resentment.

Always monitor the price of progress, making sure Perfectionists do not adopt unhealthy brute force solutions that are unrealistic and unappealing to others.

**OVER-DRIVE:** When facing potential failure, Perfectionists often view the solution as putting in harder work to meet even greater demands. They can develop contempt for coworkers that do not agree with this approach, which can include Engagers who might seek out smarter work over harder work.

During difficult situations, make sure Perfectionists & Engagers maintain open communication and collaboration as they determine the right areas to focus their willingness to work hard.

**SILENCE:** Engagers can find it difficult to talk directly about their feelings or discontents, leading to issues that are inadequately understood or expressed. Over time, these unspoken concerns can significantly compromise communication and compound into far bigger issues requiring far more effort for Engagers & Perfectionists to resolve.

Silence can be misinterpreted any number of ways, and often leads to greater damage through misunderstood intent. Coach Perfectionists & Engagers to address, not repress, small concerns...finding simple solutions before they morph into complex problems.

**EMOTIONAL REACTIVITY:** Under stress, encouragement and constructive feedback can be replaced with accusations that are likely laced with emotions that prompt an equally unhealthy emotional response from the recipient. This cycle can quickly lead to profound disappointment in Perfectionists and avoidance or evasion from Engagers...crippling their ability to collaborate.

Monitor how emotions are hindering healthy communication between Perfectionists & Engagers...coaching both to practice restraint and recognize how unfiltered emotions can start to an unhealthy cycle that is hard to stop.

- Potential Counter-Productive Interactions -

Coaching

INSECURITY: Under pressure, Engagers can display worry and insecurity that Perfectors view as weakness...potentially rejecting the desire of Engagers to rely on Perfectors for stability and security. This rejection can prompt further insecurity and a defensive response that further reinforces the condescending view Perfectors have of this weakness in Engagers.

Coach Perfectors to recognize and embrace the role Engagers will expect them to play...viewing it as an opportunity to build their reputation and earn greater long-term loyalty, not an obligation to avoid.