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# Refine What Defines You

the professional  
expressions of  
**Explorers**  
**#7**

# The Power of Knowing a Personality Profile

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This guide highlights some of the most common or prominent characteristics of Explorers. 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.

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This guide answers the question:

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

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This guide highlights 11 common expressions of Explorers organized by 3 broader domains:

- **Contagious Energy:** They attract a group committed to taking on a challenge
- **Navigation:** They are comfortable setting a course to get from A to B
- **Improvisation:** They are ready to adjust and adapt as needed to maintain forward progress

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.
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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:

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*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.*

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## THE PREDICTIVE POWER OF KNOWING YOUR PERSONALITY

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*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.



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

This describes a watchout to avoid when Explorers 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 EXPLORERS EXPRESS THEIR CONTAGIOUS ENERGY



Explorers are great for team dynamics.

They bring a sense of adventure and excitement to work that can be a catalyst for determination and motivation in others.

Many pair this with an inclination to approach the unknown with curiosity instead of fear, something that can spread, making the unknown less fearful to others.

For Explorers, routine can be viewed as the enemy of adventure or excitement and used as an excuse when it is difficult to grind through heavy volumes of work or tight deadlines.

Their desire to be a free spirit can become a major distraction if they're unable to buckle down and deliver when needed.

## GUIDANCE

Work with Explorers to find the right balance between the efficiency of routine and the excitement of their free spirit. While limits are critical, the limits will be far more successful if placed in the context of how they enable something of importance to the organization, not how the limits restrict something of importance to the Explorer.

Make sure they know how valued their contribution to the long-term company culture is, but how it must still co-exist with consistently delivering their short-term work responsibilities (which they may view as mundane).

Failure to set boundaries or expectations will inevitably lead to the Explorer being perceived as (but not intended to be) distracting and abusing freedom.

## HOW EXPLORERS EXPRESS THEIR CONTAGIOUS ENERGY



Explorers are appealing and likeable thanks to their ability to help everyone both envision and believe in a better future.

While most people want to focus on positives, Explorers are exceptional at capturing this energy and making it productive.

Explorers can be practiced spin doctors that help shine a positive light on everything or exaggerate elements for dramatic effect.

In moments of clarity, they may recognize that they consistently have high expectations that consistently fail to be met (either by themselves or by others).

Opportunities to celebrate an accomplishment (an ending) tend to be overshadowed with a stronger sense of disappointment than satisfaction as the search for the next adventure (a beginning).

### GUIDANCE

Explorers are energized by the adventure on the horizon, not the one in the rearview mirror.

Make sure accomplishments or project completions are always coupled with shifting attention to a new challenge.

Make the Explorer's desire to jump into the project contagious to maintain the momentum of coworker that probably have far less internal drive.

## HOW EXPLORERS EXPRESS THEIR **CONTAGIOUS ENERGY**



Explorers are wired to always be searching for the next great adventure or a more exciting use of their time.

When harnessed and focused, the energy that accompanies this can make a huge direct contribution to a business, and an indirect benefit by elevating the contribution of others.

Without care, this energy can become a counterproductive distraction, stealing attention needed to accomplish the tasks at hand.

If neglected, this means an Explorer's attention may soon lead to looking for or pursuing better job offers elsewhere.

### GUIDANCE

Remember that energy can be powerful when captured and applied for a particular purpose. Managing an Explorer should involve feeding, not starving, this source of energy.

Invest time to make sure the Explorer has bought into the particular "adventure" you expect them to funnel their energy into (which may not be nearly as exciting as they'd like).

## HOW EXPLORERS EXPRESS THEIR CONTAGIOUS ENERGY



Explorers have an internal drive that isn't easily taught or learned in a classroom. They want everyday to be well-spent, full of meaningful activity and purpose. They thrive when immersed in the right amount of controlled chaos.

At times, Explorers can fail to be introspective.

The desire for a productive, meaningful career does not always equate to making the right decisions to accomplish that end.

In dysfunctional environments, their thoughts and actions can indicate they're caught in a cycle where there is never enough...not enough time, enough money, enough excitement...to have the success they envisioned or think they deserve.

It can be tempting to turn to claims of 'unfairness' or inadequacy of others as the excuse for their own failings.

### GUIDANCE

Management should coach Explorers to develop and monitor a master plan for their career so it doesn't become a sequence of jumping from unrelated adventure to unrelated adventure.

The master plan can be used as an over-arching adventure to focus on when the daily work feels less adventurous.



## HOW EXPLORERS EXPRESS THEIR CONTAGIOUS ENERGY



Explorers are among the best at living a life full of stories worth retelling, and being able to share them with others in a compelling format.

They can be great presenters, able to get an audience to mentally and emotionally participate in their adventures.

This can benefit businesses by transforming tedious projects into more thrilling escapades, and to transfer knowledge through more memorable stories full of metaphors or analogies.

Explorers are likely to view themselves as entertainers (not necessarily performers) which means they are susceptible to trying to be more likable at the cost of being more valuable.

At the same time, Explorers that find themselves alone in an organization (the only of their kind) may eventually feel obligated to be the life of the party even when they don't want to.

This can lead to either shunning the role or over-indulging in it...two extremes that are equally unproductive.

### GUIDANCE

Find opportunities to use Explorers as in-house motivational speakers...whether in front of large, formal groups or in small, casual gatherings.

Seek to make their energy contagious and use their unique perspective to transform unexciting tasks into untold adventures.

# HOW EXPLORERS EXPRESS THEIR NAVIGATION



Explorers aren't ignorantly optimistic and wishful dreamers...they're able to gather information to craft a convincing vision that makes others optimistic about what the future holds.

They translate that optimism into tangible momentum (not just blind hope), and inspired anticipation.

Without guidance, Explorers can present their own vision of a future that might diverge from the direction the company wants to head.

Without permission, they can create competing viewpoints that cost leadership loyalty from coworkers who find the Explorer's vision to be more appealing, even if it is unrealistic or less beneficial for the organization.

## GUIDANCE

Managers should find opportunities to project the optimism of an Explorer throughout their organization.

However, this should carefully be framed to focus on the optimism of accomplishing activities, not the individual optimism of the Explorer.

# HOW EXPLORERS EXPRESS THEIR NAVIGATION



Most of the time, Explorers will search for a path that minimizes or avoids most types of pain.

Some Explorers conclude that pain is not a necessary part of the life experiences they desire so there is little reason to willingly expose themselves to it.

When feasible, the drive to outsmart pain and find an easier path can be a huge advantage to an organization, and one that improves the company culture and co-worker quality of life.

Explorers can take extreme measures to avoid pain, often by obsessing over the inverse of it...instant gratification.

It is important to note that pain tolerance is not about long hours or physical exhaustion...it is about being able to remain in uncomfortable situations long enough to learn as much as possible from them or to practice new skills long enough to become proficient.

In many situations, pain tolerance is the only effective path (in forms like mental endurance or prolonged concentration) to enable better performance or accelerate development.

Over time, the decision to consistently avoid these situations will reduce the Explorer's ability to develop and perform at the top levels.

## GUIDANCE

Managers need to convince Explorers that pain tolerance is a critical skill to self-improvement. Short-term pain often pays off with far greater long-term pleasure as new skills can pay infinite dividends.

Depending on how much they have avoided it up to this point, pain tolerance may need to be a specific development area for Explorers to work on and track. Welcoming it will be a new behavior learned over time.

Otherwise, managers need to communicate the indirect consequences this will likely have...primarily that they may be passed over for future adventures offered to peers with greater pain tolerance that have been able to surpass their abilities.

## HOW EXPLORERS EXPRESS THEIR NAVIGATION



While they project energy and excitement, Explorers are still inclined to primarily process their environment through a logical lens.

To them, emotions are often viewed as rational problems to understand and solve through thinking more than feeling.

In unhealthy environments, Explorers can operate as masters of avoidance.

Their energy and love for activity is used as a distraction or escape, as they refuse to acknowledge anything negative.

This escapism and denial can manifest as busy work that provides no valuable or productive contribution to the organization.

### GUIDANCE

Explorers need to understand how their behaviors can cause them to develop a reputation of being immature, incapable or irresponsible.

They need to be coached to always over-deliver their responsibilities to more than offset the common perception that one can't have tons of fun and work really hard at the same time.

# HOW EXPLORERS EXPRESS THEIR NAVIGATION



Explorers are always looking for problems to solve.

Their gaze tends to lift up to take in the bigger picture versus tilt down to focus on the little details.

They tend to recognize solutions in broad terms, but some prefer to rely on others to figure out the tedious details.

Explorers can fight signing up for or following through on commitments, wanting to avoid the various forms of pain experienced in the process of fulfillment (often associated with mental or emotional endurance).

They can fail to complete one task before getting distracted or moving on to something more interesting.

## GUIDANCE

Make sure Explorers understand how their role splits between creating or casting a bigger vision, and owning the delivery of the details that make the vision possible.

This includes establishing how the two interact to contribute the greatest possible value to the organization.

Otherwise, expect Explorers to cast grand visions of what could be that never materialize because they avoid owning any of the burden to make them into reality.

# HOW EXPLORERS EXPRESS THEIR NAVIGATION



Explorers enjoy being able to improvise more than being given a script to rehearse and follow.

In fact, many have the skills to legitimately entertain a side hustle as an improv actor.

Explorers are smart enough to find plenty of justification for any of their actions. They can become over-confident in their own ability to think on their feet and unintentionally develop a sense of intellectual superiority.

Situations could be getting unhealthy when an Explorer makes it a common habit to ask for "just a little more (time, budget, flexibility, patience, speaking time, etc.)" when they have already been given plenty.

## GUIDANCE

Managers may have their hands full making sure Explorers remain focused and disciplined enough to complete routine tasks lack uncertainty or reason to celebrate when complete.

Odds of success can be improved by helping them recognize how routine tasks are essential to make exciting adventures possible.

This can be compared to training or conditioning that keeps them prepared.

# HOW EXPLORERS EXPRESS THEIR NAVIGATION



Explorers typically aren't scared to consume company resources in the process of delivering their work.

When given a budget, they'll confidently spend all of it, operating under the belief that not using resources is just as wasteful as using them in a wasteful manner.

To this end, they're generally more likely to support big bets or aggressive investments they believe are beneficial to the company.

Explorers can risk acting over-indulgent with company resources, developing a sense of entitlement as they use their position to subsidize their personal lifestyle.

They may appear to view the world as one in which they've been afforded unlimited abundance.

When an Explorer travels for work, they're likely to enjoy an upgraded experience, potentially paying extra for a more convenient flight, staying at a higher tier hotel and include "finer" in their dining experience.

This can set a costly precedence, or at least be a poor example that co-workers may feel embolden to mimic.

Of note, many Explorers will mirror similar extravagant spending habits in their personal life so they do not perceive any double standard when it comes to spending company resources in the same way.

## GUIDANCE

Clear boundaries need to be established and accountability maintained to ensure Explorers don't let their consumption of company resources get out-of-control.

At the same time, excessively scarce or restricted resources can also compromise the potential for Explorers to contribute.