



Refine What Defines You

archetype
interaction
guide
#8

PERFECTOR | 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 Perfectors 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

$$1+1 = 3$$

Perfectors & Challengers both tend to take dominant or controlling positions.

This is not necessarily their objective, but is the result of having stronger or more vocal opinions compared to others.

They are generally comfortable being in roles that require them to establish an informed opinion, be able to express it to others, and attempt to gain agreement from others.

Organizations should anticipate Perfectors & Challengers defining their own desires for how things can ("should" in their opinion) change or be improved.

When Challengers & Perfectors share the same opinions & desires, they can divide & conquer...leading to amazing progress. When they have contradicting opinions or desires, be prepared for great battles to be fought.



PRODUCTIVE PERFECTOR | CHALLENGER INTERACTIONS



+ Potential Productive Interactions +

Coaching

IDEALISM: Perfectionists & Challengers are willing to pick a fight they believe is worth winning, based on their lifelong pursuits of constantly pushing their professional world (i.e. their career, coworkers and business) to a better state. This is often based on an idealized view of what is possible, and a belief that few things are truly impossible.

Help Perfectionists & Challengers to feed the shared belief that anything is possible, but to also combine their abilities to assess the situation and recognize all the barriers that will be faced and how to find the best solution to each.

DETERMINATION: When facing uncertainty, Perfectionists & Challengers are more likely to find ways to be active and not passive. They are generally willing to adjust or pivot their efforts as they determine what path is most likely to end in success. This also means Perfectionists & Challengers are generally willing to accept (not necessarily like) mistakes and a certain rate of failure as long as it leads to positive learning and improved approaches.

Recognize when one is losing confidence or momentum and needs to be reminded by the other that failures and mistakes are not only expected, and to be encouraged to find the lessons to be learned.

CURIOSITY: Perfectionists & Challengers are more likely to view situations with a sense of curiosity or to question the status quo, driven by an underlying belief that there is always room for improvement. While fear likely exists in some form, it is usually controlled and contained...and not allowed to be something that prevents them from taking action.

Make sure the power of their combined curiosity is on display for others to see. Find examples to show how curiosity is almost always more productive than fear.

DELAYED GRATIFICATION: Perfectionists & Challengers typically demonstrate a higher tolerance to ignore or delay their personal desires when they believe it contributes to accomplishing a greater goal. In other words, they share the discipline to do what NEEDS to be done over what they WANT done.

When needed, help Challengers & Perfectionists to feed the will of the other to delay gratification and remain dedicated to the long-term objective.

AGENT OF CHANGE: When given the opportunity, Perfectionists & Challengers can typically create their own vision of a more perfect future and sell themselves on the sacrifice needed to commit to the mission. However, they can have varying degrees of success related to getting others to also commit to the mission.

Encourage the Perfectionists & Challengers to challenge each other's grand vision, respectfully raising questions or poking holes to make it better.



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HUNGER TO LEARN: Perfectionists & Challengers recognize the resistance that comes with being a change agent, and the fact that they need to be willing to listen and learn and expand their mind to achieve the success they want. Ideally, this means the two can feed off each other's unique skills and experience...combining the best abilities of each to be a more productive and effective change "team."

Understand where the Challenger & the Perfectionist have unique knowledge. Make sure the other is aware of this and is given the opportunity to learn from it.

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

$$1-1 = 0$$

While contrasting traits are not predestined to cause trouble, misunderstanding & miscommunication combined with conflicting interests & conflicting objectives frequently lead to friction between Perfectionists & Challengers.

Careful management that focuses on not just tolerating, but accepting and appreciating the value of differences can lead to surprising success where $1+1 = 3$.

While this can be designed into how an organization is structured and how it communicates, there will always be the potential for momentary interactions to be a flashpoint for conflict or for negative undertones to build over time.

- Potential Counter-Productive Interactions -

Coaching

POWER STRUGGLE: Perfectionists & Challengers both like to be in control and often manipulate situations to ensure they gain that desired control. Interactions can become counter-productive when excessive effort is put into fighting to be in charge or to protect turf. This can be further complicated when either concludes they are being treated unfairly and need to be on the offensive.

Closely monitor the actual or perceived distribution of control, and the attention and effort being exerted to gain control. Make sure Perfectionists & Challengers are both aware of the control they've been given and why any desired control has not been granted.

STRONG WILL (THE WILL OF THE STRONG): Perfectionists & Challengers can become victims of violent agreement (not to mention strong disagreement). Their strong personalities, driven by their strong opinions, can feed unproductive tension when they have different perceptions of what is trying to be accomplished, why it is being done, or what is the best way to do it.

Listen for situations where Perfectionists & Challengers are saying the same thing, but saying it in different ways. Keep them focused on the shared objective even when they need to resolve conflicting ideas on how to get there.

DYSFUNCTIONAL SELF- EXPRESSION: Perfectionists & Challengers can express themselves in very different ways, even when trying to accomplish the same objective.

- The self-controlled nature of Perfectionists can be offended by the brash or abrasive actions of Challengers. This can be interpreted as the Challenger being selfish, unprofessional, chaotic or creating counter-productive conflict.
- The more expressive Challenger can view Perfectionists as duplicitous or hypocritical when their outward expressions carefully mask a contradictory internal reality. Their interpretation of the Perfectionist can range from indicating manipulative posturing to a concerning disconnection from reality.

Coach Perfectionists & Challengers to see the benefits of how each expresses themselves. Help each learn to recognize when different expressive styles can be more or less effective, but also to value the intent of the action and respect that it is likely trying to accomplish a shared objective.