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# Refine What Defines You

archetype  
interaction  
guide  
#14

ENABLER | 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 Enablers 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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Both Enablers & Engagers are typically strong at building connections and maintaining healthy relationships with coworkers.

Combining the work ethic of Enablers with the positivity of Engagers should lead to better outcomes than either could accomplish on their own.

While Engagers focus on tasks and the pursuit of higher productivity, Enablers will make sure the initial purpose is not forgotten and no one neglects to monitor the actual accomplishments or achievements.



# PRODUCTIVE ENABLER | ENGAGER INTERACTIONS



## + Potential Productive Interactions +

## Coaching

**CALL OF DUTY:** Both Enablers & Engagers tend to act with a sense of duty, and are not afraid to take even bigger responsibilities others prefer to avoid. This trait should become even more powerful as they develop trust and comfort with each others' capabilities.

A sense of duty can become a feeling of excessive obligation when both feel under too much pressure from responsibilities that exceed their combined abilities. Look for increasing inflexibility as a sign that its time to relax or reassess workloads.

**COMMUNICATION:** Enablers are usually natural communicators and like to keep everyone updated about their activities. They tend to build closer relationships with coworkers which sometimes can lead to blurring the line between personal friendship and business accountability. Engagers should provide healthy moderation to this boundary as they usually limit the expression of personal matters to maintain a purer professional environment at work.

Bringing personal matters to work relationships can be risky, but also very beneficial. Encourage Enablers to follow the advice of Engagers when setting boundaries for how and how much personal matters are broadcast to coworkers.

**POSITIVITY:** Expect Engagers to appreciate the ability Enablers have to focus on the positive even in less than perfect situations...and respond with greater motivation and determination to stay the course.

Make sure optimism is not preventing an objective evaluation of capacities. Coach both to be realistic when assessing tasks and the effort needed to accomplish them while still having a positive attitude.

**SECURITY:** Most Engagers focus on building a foundation of security through steadiness, stabilities and creating an atmosphere of safety. This should free Enablers to be more creative and experimental without fear of ruining relationships or disrupting routines that are working.

Make sure Engagers do not falsely view the spontaneity of Enablers as a threat to the stability of their world, but a useful trait that leads for progress.

**WORK ETHIC:** Engagers are typically very hard workers, pushing themselves and others to bring better results in shorter periods of time. This enthusiasm should energize Enablers to elevate their own work ethic and performance standards.

Hard work is a great quality when it can be sustained...and costly when it leads to excessive pressure and early burnout. Monitor morale to make sure it is increasing efficiency...not delivering short-term gain at a long-term cost.



# PRODUCTIVE ENABLER | ENGAGER INTERACTIONS



## + Potential Productive Interactions +

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**SOCIALLY NETWORKED:** Both Enablers & Engagers are often highly involved members of their community, potentially providing access to valuable social connections. Together, they can be a huge asset when an organization or project needs broader stakeholder support, approval or engagement.

Look to utilize Enablers & Engagers when external support or positive publicity is critical.

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

$$1-1 = 0$$

Issues between Enablers & Engagers will likely center around concerns with control or autonomy.

Enablers can get too close, make too many demands or act over-controlling when they feel a lack of feedback or teamwork from Engagers that are more likely to exercise a greater degree of autonomy.

Both can struggle when there are no appealing coworkers they want to enable or engage with.

- Potential Counter-Productive Interactions -

Coaching

**OVER-CONTROLLING:** Enablers can unknowingly get demanding and over-controlling which causes Engagers to feel pressure that makes them less productive...potentially creating a self-perpetuating cycle.

Between the two, expect Enablers to be more dominant but make sure they always respect the opinions and boundaries of Engagers and give them appropriate control to do their role.

**AUTONOMY:** Anticipate conflict when there is little common ground between the different degrees of autonomy Enablers & Engagers each need to feel comfortable. What Enablers view as close cooperation and the "opportunity" to discuss every step with coworkers can annoy Engagers who may interpret the "obligations" that infringe on their independence with an infinite stream of unnecessary questions.

Make sure Enablers utilize the appropriate amount of interaction to unite capabilities and define responsibilities in a manner that satisfies the autonomy and independence of both.

**LACK OF CONFIDENCE:** Under unfavorable circumstances, Engagers can have a loss of confidence that both drops their productivity and has a negative impact on their relationship with coworkers. When this includes withdrawal from communication, Enablers often feel abandoned and can even grow suspicious as they imagine Engagers' are doing this to mask their intentions or hide their activities.

Coach Enablers to consistently give Engagers moral support, reward or recognition to validate their importance to the organization...and incentive to remain engaged.

**INDECISIVENESS:** Expect Engagers to have difficulty making decisions when they do not feel support from Enablers. This indecision can manifest as taking small decisions too seriously...which can frustrate Enablers ready for quicker action.

Give Enablers & Engagers time to develop trust through activities that have plenty of time and limited consequences...and use that trust for when bigger, better, faster decisions need to be made.

**PRESSURE:** Expect Enablers to get demanding and even pushy if they feel like Engagers are not giving their best. Then, expect this to backfire as Engagers respond by giving even less as they find ways to further avoid or escape the unwanted pressure.

Make sure authority is always exercised with respect...and pressure is not a common tactic used to motivate Engagers.

- Potential Counter-Productive Interactions -

Coaching

**LOSS OF COMPOSURE:** In times of crisis, Engagers are more likely than Enablers to lose their nerve. Anticipate overreactions and excess emotions that can infect others with their anxiety if it is not contained. This can be particularly irritating to Enablers who tend to exercise self-control and focus during times of crisis.

Be prepared to give Enablers more control in stressful situations...and to find the right degree of tolerance for Engagers to express unproductive emotion before getting their own reaction under control.

**IMPULSIVENESS:** Engagers can be impulsive...taking rash or irrational actions in response to panic. Expect Enablers to be aggressive and accusatory when dealing with negative consequences...particularly when the consequence was out of their control or caused by someone else (such as irrational action from an Engager).

When panic is evident or panic-inducing events are predicted, consider putting constraints on the autonomy of Engagers, potentially putting Enablers in a position to govern more of their decision-making process.

**INTRUSIVENESS:** When the interest is no longer mutual, the desire Enablers & Engagers have to closely cooperate might be viewed by the other as intrusive and disrespectful. During this imbalance, offers to help will feel like attempts to control and inquisitive questions will feel like an invasion of privacy.

Coach Enablers and Engagers to discuss boundaries that preserve independence, maximize self-confidence and deliver optimized performance.