



Refine What Defines You

archetype
interaction
guide
#38

ENGAGER | 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 Engagers 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

$$1+1 = 3$$

Engagers & Challengers should find a strong working alliance based on their shared values and commitment to work.

Their relationship has the potential to get even stronger over time as they have a positive influence on each other and their collaborations produce remarkable results.



PRODUCTIVE ENGAGER | CHALLENGER INTERACTIONS



+ Potential Productive Interactions +

Coaching

LOYALTY: Engagers & Challengers often view trust as something that is earned, not given. Once they have time to go through a period of testing each other's worthiness of trust, they can develop a remarkably loyal and committed relationship.

Give Engagers & Challengers the opportunity and enough time to get to know each other before they are put into difficult situations that demand their mutual trust. Consider initially creating easier joint projects with a high probability of success that makes it easy to develop mutual understanding and a professional connection.

ANALYTIC THINKING: Together, Engagers & Challengers can appear very skeptical and reflective as they thoroughly analyze situations for better solutions. Their combined perspective could express an abundance of caution, but also a talent for foreseeing unanticipated outcomes and taking smart precautions.

Make sure Engagers & Challengers are given access to sufficient "information" to analyze and sufficient time to jointly process through their thoughts.

HONESTY: Together, Engagers & Challengers can feel comfortable and encouraged to speak their mind...sometimes to a fault. Both want to be recognized for always honoring their word and being reliable at completing their responsibilities without fail.

Be thoughtful about how Engagers & Challengers find a balance between honesty & transparency. Make sure others view the honesty as refreshing, and be quick to correct when speaking their mind causes more harm than good.

AUDACITY: The audacity of Challengers should be admired (and potentially mirrored) by Engagers that are more prone to having self-doubt and insecurity. The two should develop a healthy relationship based on shared confidence that Challengers can take the lead and save the day while Engagers are happy to take a more submissive role and reliably follow appropriate orders.

Expect Challengers to naturally appear more dominant, but be clear that Engagers should not feel obligated to be submissive when not aligned.

DEVOTION: The strong leadership of Challengers can capture the courage and devotion of Engagers that may not be as adventurous on their own. Engagers will often look up to Challengers, who will not just appreciate, but be further motivated by the admiration.

Look for opportunities to make Challengers aware of the admiration they have earned, and for Engagers to recognize how motivating their admiration can be.



PRODUCTIVE ENGAGER | CHALLENGER INTERACTIONS



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INDUSTRIOUSNESS: Engagers & Challengers should bond over their appreciation for working hard. Together, they may have little awareness of 9-5 boundaries as they push each other's productivity. While they'll love getting lots done, expect the pair to still prioritize quality over quantity as they hold each other accountable for getting work done right the first time.

Make sure Engagers & Challengers have the ability to both move at their own (accelerated) pace and have control to maintain their own (high) quality standards.

SOCIAL SENSITIVITY: The greater sensitivity of Engagers should help avoid or diffuse situations where Challengers are unaware of their impact on coworker emotions. Partnering with Engagers should allow Challengers to remain focused and driven while Engagers stay connected with and monitoring coworker morale or stress.

Make sure Challengers take advantage of the abilities Engagers have in this area by both seeking feedback and indirectly managing messages that help keep coworkers aligned.

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

$$1-1 = 0$$

When their relationship is based on mutual trust, Engagers & Challengers should form a strong relationship.

If issues with trust arise, expect each to start testing the other's commitment, which can quickly make their interactions unproductive.

When trust is lost, expect the Challenger to more aggressively take the leadership or ownership and even enjoy watching the Engager attempt (and fail) to retain power.

This can be frustrating in some situations, but can become contemptuous and even aggressive when either views situations as more serious.

- Potential Counter-Productive Interactions -

Coaching

EMOTIONAL IMMATURITY: Both types can become driven by underlying emotions like pride and the satisfaction of winning more battles. However, this can escalate out of control and fabricate conflict where a battle shouldn't even exist.

Monitor behaviors that appear to be emotionally-driven. Call out the negative consequences of this trait so Engagers & Challengers can gain a better understanding of the other and learn to practice better self-control before escalation appears.

SECRECY: Neither Engagers nor Challengers like to make their vulnerabilities and weaknesses evident. In an unhealthy relationship, each may prefer to hide their feelings and act like everything is fine between them, while neither dares to acknowledge the deeper level of discord they both know exists.

Watch for evidence of potential insecurities among Engagers & Challengers. Develop a means for them to better understand, properly express and productively communicate concerns with each other.

DEFENSIVENESS: Once they feel threatened, Engagers and Challengers will both go into self-preservation mode, become both defensive and potentially offensive to protect the things they value (which may be position, authority, freedom, etc.).

Recognize that defensive actions are a significant step beyond efforts to just hide insecurity. Be quick to diagnose the underlying issue and find a path to realign acts of self-preservation with what is good for the broader organization.

DOMINANCE: Challengers can act condescending when Engagers attempt to show some unapproved independence. This can prompt reactions that range from hurt to insult when Engagers realize Challengers assume they are in charge and others should obey.

Anticipate Challengers to naturally act more dominant, but set clear expectations that Engagers have freedom to show their own initiative and it must be respected.

STUBBORNNESS: The typically peaceful nature of Engagers can be replaced with rebellion when feelings of disrespect or neglect develop and they need more affirmation. When under stress or in unhealthy situations, Challengers are likely to view any attempt to gain recognition and feelings of self-worth as a play for power.

Regularly show public appreciation and recognition to prevent either Engagers or Challengers from feeling the need to prove their self-worth. When assertive actions are observed, make sure neither misinterprets the intent.

- Potential Counter-Productive Interactions -

Coaching

OFFENSIVENESS: Challengers can have little understanding (or respect) for the more timid nature of Engagers, viewing moments of weakness with contempt and not offering the needed moral support that is actually indicated by the weakness.

Be sure to clearly communicate this contradicting trait between Engagers & Challengers, along with the expectation that they must be sensitive to the differences...working together to meet the needs of each.