



Refine What Defines You

the professional
expressions of
Achievers
#3

The Power of Knowing a Personality Profile

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

This guide answers the question:

How can I position Achievers to be more successful?

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

- **Environmental Impact:** They can read the room, and are comfortable in the spotlight as they improv as needed
- **Admiration:** People are drawn to them
- **Adaptation:** They can become the right character at the right time

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:

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.

THE PREDICTIVE POWER OF KNOWING YOUR PERSONALITY

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.

example



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

This describes a watchout to avoid when Achievers 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 ACHIEVERS EXPRESS THEIR ENVIRONMENTAL AWARENESS



Achievers are typically masters at 'reading the room'.

They can figure out what role everyone is playing, identify fellow Achiever personalities, and recognize what storyline they want to make unfold.

Certain people will (correctly or incorrectly) be labeled as minor or supporting characters, and therefore not worth their time.

While the decision to discount certain individuals frees up attention to develop a richer storyline with others, it still causes a sense of superiority or self-importance that leaves others feeling hurt and rejection.

This can be equally damaging with external clients or customers as it is with internal co-workers or peers.

GUIDANCE

Regularly remind Achievers that everyone has value and potential.

Encourage them to use their unique skills to bring out hidden value in all co-workers, not just focus on tapping into the few co-workers they perceive to have the greatest value.

HOW ACHIEVERS EXPRESS THEIR ENVIRONMENTAL AWARENESS



Achievers use their ability to adapt to their environment and the people they are interacting with to build connection and trust.

They likely have rehearsed a cast of characters ready to appear when appropriate.

However, these characters are not meant to be deceptive by nature...they just accentuate different personalities or traits needed to develop whatever storyline they find themselves in.

At times, the complexity of their characters can cause confusion or concern.

Co-workers can get suspicious about whether certain interactions are truly authentic or this person is constantly giving a performance.

Co-workers interactions can become superficial and shallow.

GUIDANCE

Coach Achievers on how to maintain authentic interactions and relationships with co-workers by defining when and where it is acceptable to put on a performance.

HOW ACHIEVERS EXPRESS THEIR ENVIRONMENTAL AWARENESS



Achievers can initiate conversations or open up lines of communication that others may have repeatedly struggled to do.

They can indirectly accomplish surprising business breakthroughs by making casual or personal breakthroughs.

Appearances can also be deceiving.

Achievers often have little fear engaging in conversations about topics they know very little about, which can lead to counterproductive miscommunication, promises they can't fulfill, or exposing ignorance or incompetence that reflects poorly on the broader organization.

GUIDANCE

Be clear with Achievers about how knowledgeable they are on topics outside their expertise, and encourage them to avoid the temptation to inflate that perception.

As appropriate, find ways to pair Achievers with subject matter experts to best leverage the skills of both.

HOW ACHIEVERS EXPRESS THEIR ENVIRONMENTAL AWARENESS



By their very nature, Achievers are consistently willing to take the spotlight or assume a very visible role, though each has a different size of stage they're comfortable with.

By being more visible, their actions have a faster or broader spread throughout the organization compared to coworkers toiling behind the scenes.

They assume an influential role whether they want it or not.

Great performers need to know their role, and they need to accept times when they are cast as a supporting character.

Their love of the limelight and love to be on center stage always leaves a risk of becoming possessive of that position.

GUIDANCE

Coach Achievers on how they can give others the opportunity to develop similar performance skills as an understudy.

Encourage them to create situations where they take a seat and quietly observe coworkers practice mastering the craft.

HOW ACHIEVERS EXPRESS THEIR ENVIRONMENTAL AWARENESS



People tend to perform their best (or at least try to) when others are watching.

This truth will drive an Achiever throughout their career and the mentality will motivate them to work harder than peers to perform similar work.

Of course, they'll expect the work done in hidden obscurity will ultimately be put on public display for others to see.

Their career can look like one big talent show, and they intend to take first prize.

Because they have typically sought out highly visible roles with well-publicized performances, failures can be hard to hide and even more damaging to their self-esteem.

Expect them to apply their selling skills to spin failures to look as successful as possible.

And, expect others to be aware of the spin...watching to see if leadership falls for the performance, which will inevitably cause collateral damage if coworkers conclude it is possible to perform one's way out of accountability.

GUIDANCE

While it may be unfortunate that their failures are more public, don't let the organization see management treat them with a double standard.

Mistakes and failures are to be expected from every employee, and can be used to improve everyone's performance in the future.

They need to know that a poor review here and there will not sideline their career.

HOW ACHIEVERS EXPRESS THEIR ADMIRATION



Achievers play to win and use that drive to master the complementary crafts of productivity and appearance.

When in their zone, they are delivering everything they have promised and everyone knows it.

At times, the need to appear successful can become a shortcut that replaces putting in the effort or behind-the-scenes work necessary to actually be successful.

The same skills used in front of clients or customers can be far less entertaining and very unwelcome when performed for an internal audience.

GUIDANCE

Because of their performance ability, Achievers needs to be managed more closely than others.

Be sure to establish a workplan built on tangible evidence that responsibilities are getting done, and not just the appearance that goals are being accomplished.

HOW ACHIEVERS EXPRESS THEIR ADMIRATION



Achievers are charismatic and magnetic.

They can bend perceptions of reality to serve their purpose, which allows them to contribute beyond peers with similar business skills or experience, but a less fluid personality.

Watching them deliver a great performance can be an amazing experience.

Eventually, an Achiever's ambitions will exceed their abilities.

While they may be very capable of very respectable achievements, most realize that adding a little extra performance can create an air of over-achievement (and all the accolades and praise that go with it).

As they reach the limits of their abilities, this will present one of two paths:

- Substitute substance with performance (focus on looking productive or successful)
- Invest the effort to actually develop the skills they can more easily pretend to have.

For many, focusing on improving their performance is easier and more enjoyable.

GUIDANCE

Managers need to keep Achievers accountable for delivering work results, not just performances. This includes not letting them avoid taking time to assess failure.

While this may prompt hard conversations, they will otherwise miss out on the lessons failure can teach, which will increase the risk of repeating the same decisions or actions that caused the failure.

HOW ACHIEVERS EXPRESS THEIR ADMIRATION



To an Achiever, every day is a dress rehearsal.

Just like an intellectual is always trying to become smarter by looking for new ideas to absorb and process, Achievers are always studying the dynamics and drivers of others to improve their own craft of productive imitation and positive manipulation.

Achievers have the natural skills to play the political game better than most...and the propensity to do it without thinking or trying.

They'll seek to earn extra credit compared to peers by supplementing their core job performance (i.e. delivering business-related results) with an encore performance (i.e. adopting the external persona of a perfect employee).

GUIDANCE

Be acutely aware of how coworkers perceive the "perfect employee" performance and any favoritism it appears to earn.

While it is unrealistic to discourage Achievers from using their skills in this way, it is also critical that it does not create the perception that playing politics beats delivering results.

HOW ACHIEVERS EXPRESS THEIR ADAPTATION



The talent of being an Achiever can be applied anywhere and anytime.

They are able to constantly be practicing, training, modifying or honing their skill... regardless of what audience is present.

Achievers run the risk of losing their "authentic self" (versus their public "social self".)

They can grow cynical about whether others appreciate who they really are, or just use them for the different personalities they're able to be.

GUIDANCE

Management needs to prevent Achievers from feeling empty.

Keep the Achiever aware of and grounded in their authentic self by constantly emphasizing and developing tangible skills related to being more productive.

Be sure to recognize and reward the Achiever for the work they deliver at least as much as the show they put on.

HOW ACHIEVERS EXPRESS THEIR ADAPTATION



Achievers have creative and original thoughts that allow them to fit in (not necessarily stand out) and be welcome in a wide range of professional circles.

At their best, Achievers can mingle with all levels of an organization and carry on conversations about topics well outside their area of expertise.

Achievers can actually have a severe deficit of their own thinking or emotions as they spend more time mimicking the thoughts or emotions of others without really feeling their own.

To an Achiever, emotions can be acted out just like a script can be read.

They may conclude their own true feelings are too messy and better to be avoided when possible, or it is easier to follow how others think and not express their own thoughts.

GUIDANCE

Managers need to create a safe environment where Achievers can break character.

Much can be learned by having Achievers describe their observations and assessment of the emotional drivers of coworkers, but they should also be challenged to compare and contrast what they see in others with what they feel or think themselves.

Helping an Achiever be grounded in understanding their own emotions and thought is essential to maintaining a stable identity.

HOW ACHIEVERS EXPRESS THEIR ADAPTATION



Achievers tend to be avid practitioners of multitasking, able to juggle a variety of responsibilities.

This can include being able to jump in and out of various characters based on who they're interacting with at the moment.

Great Achievers are not always great directors...don't assume that a great Achiever wants to or is capable of directing others.

Some may clearly want to direct others, but may be dangerously over-confident in their ability as they assume they're capable of any role they can appear to fit (on the surface).

GUIDANCE

Make sure Achievers are given adequate direction and are not expected to always improvise their script.

Achievers need to be reminded that their performance is a means to an end...and to be very clear about what that end is. Performing is a tactic to accomplish something more meaningful than getting someone to laugh or like them.

Without the right direction, performers also risk creating unnecessary internal busy work...for themselves and others. They can be the center of a great amount of activity that translates to no productivity.