



Refine What Defines You

archetype
interaction
guide
#43

CHALLENGER | 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 Challengers to work better with other 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

$$1+1 = 3$$

Matching two coworkers of the same profile has the potential to amplify common strengths into super powers and to combine their individual differences to create capabilities that far exceed what either would be capable of on their own.

The collaboration between two Challengers can be unstoppable when they have a strong mutual trust and feel safe relying on each other without hesitation.

Together, they should have energetic confidence and be able to motivate a team with their bold ideas and suggestions.

The ability to feed off each other's drive should ensure almost any project is delivered to a high standard. Ideally, one Challenger will always be ready to provide practical perspective and renewed motivation if the other strays off course.



PRODUCTIVE CHALLENGER | CHALLENGER INTERACTIONS



+ Potential Productive Interactions +

Coaching

VITALITY: Two Challengers working together is almost never boring. They are usually very enthusiastic and work with inspiration. Expect them to have bold vision and be ready to share it with the other, particularly when coworkers need to see what lies beyond what they may perceive to be boring, routine tasks that consume much of their work hours.

Monitor their interactions to ensure they don't lead to irrational over-excitement or competition to determine who gets to be in charge. Split or rotate responsibilities to help each feel equally in control.

WILLPOWER: Together, expect two Challengers to have a combined willpower that can overcome a large amount of won't-power from many coworkers.

Look for situations to engage the Challengers where persistent won't power has hindered necessary change.

VISION: Expect the independence of two Challengers to create vision few others could. Watch them feed off each other's creativity as they ask questions and dissect problems others have overlooked or ignored.

Coach Challengers to stay within boundaries when working with others and take time to regularly confirm coworkers are on the same page. Maintain the expectation that both will remain open to (and respectful of) questions and involvement from others.

DECISIVENESS: A pair of Challengers can move mountains if given enough space. They make decisions quickly and, as a team, should complement each other well when they are able to see a situation from various points of view yet still agree on the best solution.

Coach Challengers to make sure they combine efforts to deliver better decisions and better work, not just faster decisions or faster work.

EFFECTIVENESS: A pair of Challengers represent a fantastic combination of twice the thinking power and twice the doing power. They like to see real results and will feed off each other to ensure a lot of effort is put behind their best combined thinking to achieve the best possible results.

Coach Challengers to stay open-minded while still staying on track...so they don't both run past other opportunities or alternate methods that could help them better reach those goals.



PRODUCTIVE CHALLENGER | CHALLENGER INTERACTIONS



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CONFIDENCE: Expect to see a unique combined confidence of two Challengers as they both feel the added security of knowing someone equally capable has got their back.

Monitor their combined confidence to make sure it doesn't become dangerous over-confidence. To stay in check, encourage Challengers to continue challenging each other's rationale for their confidence.

OPENNESS: Challengers should be able to understand each other really well, as they see their own reflection in the other. They're also not the ones to conceal problems or suppress their feelings and prefer to discuss things openly, which should create healthy interactions between the two.

Should one of the Challengers struggle, engage the other to help better understand (and share) what may be happening, and to possibly provide welcome support or intervention.

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

$$1-1 = 0$$

Combining individuals with matching profiles can create redundant capabilities, where one resource would have been sufficient for the task or a different profile pairing could have generated more unique contributions.

Matching personalities also risk creating scenarios where the pair get into a dangerous loop...feeding off a shared weakness or exaggerating a flaw that actually lowers their combined performance.

When paired together, two Challengers will likely fight for dominance or control, and potentially have overwhelming energy that spirals beyond being productive.

- Potential Counter-Productive Interactions -

Coaching

DEFIANCE: Be careful not to pair two challengers together when quiet obedience or strict rule-following is required as it will almost inevitably lead to insubordination when either start questioning the validity of rules.

Be clear with Challengers when following the rules and sticking to strict regulations is expected and necessary...and their normal contrarian attitudes are not welcome.

TURF WAR: Feeling the competitive threat of a potential equal and seeing another Challenger succeed using similar tactics can prompt nervousness reactions and set off alarms that position and power need to be protected.

Closely monitor evidence that competitive spirits have become focused on outmaneuvering each other not outthinking problems needing a solution.

POWER ADDICTION: Challengers can become addicted to power and excessive enjoyment of the authority and respect that come with it. This can lead to a misguided focus on protecting their authority and influence by manipulating others, and not focusing on ways to best use that influence to accomplish key objectives.

Monitor how much power Challengers appear to enjoy and what it is used to accomplish. Be quick to intervene when power becomes its own objective of interest.

SHORT-FUSED: The dedication Challengers may have to accomplish long-term goals does not mean patience is also one of their strong qualities. Challengers can be too quick to express their disagreement or displeasure with situations, which can lead to conflict with, and insult to, fellow coworkers.

Coach Challengers to exercise the power of constraint...having wisdom to know when to remain silent and where to vent concerns so they are viewed as constructive, not just complaining.

SUSPICIOUSNESS: Challengers can be exceedingly slow to trust others...including long-term coworkers or even fellow Challengers. They can easily ruin working relationships when others give them reason to doubt intentions or others sense they are participating in a never-ending test to measure their loyalty.

Look for trust-building activities that both give Challengers evidence that they can trust coworkers, and evidence of what benefits they gain by trusting coworkers.

- Potential Counter-Productive Interactions -

Coaching

AGGRESSION: When arguments are being lost, Challengers aren't always above resorting to unreasonable aggression or escalation that could feel like high school bullying to coworkers. Whether intentional or unintentional, this attitude can quickly cost them the respect of everyone that hears about it.

Make sure Challengers are not protected from the consequences of any inappropriately aggressive behavior. Help them recognize the cost of their actions to motivate better choices the next time they're tempted to use aggressive tactics.

EMOTIONAL IMMATURITY: Challengers can be surprisingly thin-skinned when they don't get the coworker support they may be accustomed to. At times, increased scrutiny or questions from coworkers can be met with an emotionally-loaded, not a logical, response.

Have a plan to get Challengers private support or affirmation when they are feeling heightened vulnerability to criticism.

BLUNT-FORCE TRAUMA: The blunt nature of many Challengers can become dangerous when it is viewed as a weapon with the primary purpose of offending coworkers. Bluntness between two Challengers can be particularly destructive and escalate into outright battles as each feel compelled to be the one able to push harder or be even more direct.

Hold Challengers accountable for how others respond to their bluntness...not allowing their ignorant or inconsiderate comments to cause discontent and dysfunction.