



Refine What Defines You

the professional
expressions of
Engagers
#6

The Power of Knowing a Personality Profile

This guide highlights some of the most common or prominent characteristics of Engagers. 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 Engagers to be more successful?

This guide highlights 9 common expressions of Engagers organized by 2 broader domains:

- **Compliance:** They won't fight for control, but prefer to hand it to someone they trust
- **Intuition:** They use subjective information and past experience to arrive at conclusions

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.



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

This describes a watchout to avoid when Engagers 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 ENGAGERS EXPRESS THEIR COMPLIANCE



Engagers tend to be ideologically driven.

What is done and how it is done are secondary to aligning on why it is being done. Gaining agreement on the why can ensure fierce loyalty to the cause.

Brushing over this can generate unnecessary resistance even if the Engager is actually in agreement (but didn't realize it or was not given the freedom or time to make their own commitment to it).

Engagers can get caught in the deception that thinking is the same as doing.

They can feel a sense of accomplishment or satisfaction through lots of ideology even when no action has been taken, and therefore no tangible progress or results exist.

GUIDANCE

Take time to ask Engagers if they understand why the organization is doing what it is doing.

Find out if they feel any confusion or would like to vent any disagreement that may give you the opportunity to provide clarity and find common ground between where the organization is focused on and what the Engager values.

The conversation should end with articulating how the Engager's responsibilities are a critical part of delivering the bigger objective and how their actions will always speak louder than words.

HOW ENGAGERS EXPRESS THEIR COMPLIANCE



Engagers may have alliances to anything they view as a proxy for security, which can go beyond a person or group, and be a project, an organization, a principle or an idea.

Once they've had the freedom to pick their alliances, they can relinquish much of their personal freedom to follow wherever their alliance leads.

Any loyalty has the potential for abuse or manipulation.

Certain personalities actively seek out or recruit Engagers for their personal benefit...knowing the value that comes with having them as a committed follower.

GUIDANCE

Realize that Engagers will always find something to align their loyalty with. That is the nature of who they are.

Management should view it as one of their primary responsibilities to help Engagers find options that are mutually beneficial to both them as an individual or the broader organization.

Plenty of alliances will exist that only benefit one and not the other, and choosing any of them will become increasingly costly over time.

HOW ENGAGERS EXPRESS THEIR COMPLIANCE



When aligned with a group, Engagers are flexible and comfortable enough to dramatically change individual habits, attitudes or beliefs as needed to maintain membership in that community.

This can be not just valuable, but critical in environments that require constant adaptation to dynamic and changing conditions, but resilient dedication to the bigger or longer-term cause.

When unchecked, Engagers can end up loyal to something that has dramatically changed over time and no longer represents what originally attracted them in the past.

Worse yet, they are very susceptible to being targeted by others who seek to prey on their combination of embracing anything that appears to provide security and running from any variety of possible fears or potential threats simply due to being unknown.

GUIDANCE

Monitor how aware Engagers are of changes that may be happening around them.

Challenge them to describe what they are working toward both professionally and personally, and explain how they've coordinated their work and coworker interactions to best accomplish their goals.

Reward them when they are a great example of flexibility, and challenge them to be true to their own values when their loyalties or attention appears to be hijacked by external forces.

HOW ENGAGERS EXPRESS THEIR **COMPLIANCE**



Engagers often avoid being the center of attention because they know it demands consistency and stability, and it brings critiques and criticisms they do not feel capable of handling.

They project their loyalty to something or someone else to, in part, avoid others focusing loyalty on them.

Engagers can embrace the myth that followers don't need to act like leaders and that no one is watching their example.

This can lead to being selective about what they think they should be held accountable or responsible for.

GUIDANCE

Don't let group membership foster intellectual or behavioral laziness.

Regularly challenge Engagers to defend how they are actively contributing to the group and what they're doing to accomplish the goals of the group.

HOW ENGAGERS EXPRESS THEIR **COMPLIANCE**



Engagers can have a complicated relationship with authority.

They want to believe authority is working for their best interest and trying to provide protection.

They will base their trust in the expectation that authority has thoroughly considered all options and arrived at positions, decisions, and actions that generate the greatest good for the greatest number.

Engagers will quickly and aggressively rebel against authority that appears to be manipulating or trying to control others for their own benefit.

GUIDANCE

To make sure Engagers remain committed to and not rebelling from authority, keep an ongoing dialog about how they view the intent and effectiveness of authority.

Ask for more detail to understand what may be interpreted as indicators of manipulation or control.

HOW ENGAGERS EXPRESS THEIR INTUITION



Engagers trust their personal experiences to explain life and predict the future (though they don't really believe the future can be predicted).

They are more likely to use subjective information and rationalizations to shape their views when objective and quantified information contradicts what they believe to be true.

Any number of filters or personal biases can influence how Engagers perceive and interpret the world around them.

They can appear to swing between extremes of possessively holding things too tight and violently rejecting them.

These patterns can increase the odds that they make glaringly wrong decisions, come to inaccurate conclusions or can't commit to a course of action.

GUIDANCE

Regularly ask Engagers to describe what guides their time management and decision-making.

Approach this as an opportunity to be enlightened and learn from their intuition, and to challenge them to reconcile times when their practices appear to contradict what most might view as a more logical or objective choice.

Help them practice integrating more objective information in a way that doesn't overrule their perspective, but leads to a more complete or more informed outcome.

HOW ENGAGERS EXPRESS THEIR INTUITION



For Engagers, loyalty is often the manifestation of underlying concerns about an unknown future.

They are more likely to believe many people are hiding who they really are, and most situations are one twist away from threatening their fragile world.

This can severely slow their business contribution and career progression, as it takes more time to build trust.

It can also manifest in how they make conservative job decisions, like only offering to assume responsibilities that are well within their abilities, and avoid opportunities to grow or stretch beyond their comfort zone.

Engagers are prone to have suspicious, irrational thoughts and unjustified pessimism focused on what could go wrong.

The more things are going well, the more they fixate on the potential that something bad is about to happen.

They can simultaneously be skeptical of the new and unknown, yet willing to entertain conspiracy theories supported with the thinnest of evidence.

GUIDANCE

Successfully managing an Engager is impossible without putting significant effort into establishing and maintaining trust.

Anticipate this taking time while looking for specific opportunity to demonstrate interest in taking actions that benefit the Engager or others, not management.

HOW ENGAGERS EXPRESS THEIR INTUITION



Engagers can be a good counter-weight to an overly-optimistic group.

They are often prepared and happy to play the devil's advocate, as they've spent years training themselves to recognize and fixate more on worst-case scenarios than on best-case scenarios.

Engagers are susceptible to getting stuck in an unhealthy, unproductive loop of second-guessing.

Their reliance on subjective viewpoints can generate worst-case scenarios that are not plausible enough to be worth considering.

While they may strive to avoid extremes, they are also susceptible to complete capitulation (total submission or compliance) or rebellion (an uncontrolled fight response).

When feeling overwhelmed, they'll embrace pessimism as the antidote to their fear.

GUIDANCE

While fear is unavoidable for an Engager, it must empower them, not disable them.

Remind them that fear can be useful when it is specific, while anxiety is useless because it is vague or generalized or unknown.

Anxiety is in the imagination and must be addressed before it becomes the thief of enjoying what is good about the present situation.

HOW ENGAGERS EXPRESS THEIR INTUITION



Engagers prefer to be slow and cautious, which can be great when it prevents a group from charging into a bad decision, but it can also be annoying and emotionally draining when concerns appear unfounded.

Engagers can expend substantial energy scanning for potential threats when they are convinced a greater danger overshadows any opportunity.

They find a sense of safety through the process of planning and preparing for threats.

When they start to see everything as a threat (not an opportunity) or a risk (with no reward), drastic steps to preserve and protect can become the only rational path.

They might want reassurance, but can also be very suspicious of it.

GUIDANCE

Ask an Engager to invite you along as they assess risk and pursue safety.

By participating, management can understand the Engager's point of view, and the energy put into shaping it.

This will also help provide informed guidance when fear of worst-case scenarios become exaggerated or boundaries must be set for how much effort and emotion can reasonably go into finding things to be scared of.