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# Refine What Defines You

the professional  
expressions of  
**Peacekeepers**  
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# The Power of Knowing a Personality Profile

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

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This guide answers the question:

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## How can I position Peacekeepers to be more successful?

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This guide highlights 12 common expressions of Peacekeepers organized by 3 broader domains:

- **People-first:** They put people before performance or profits
- **Harmony:** They foster an atmosphere of peace and unity
- **Passive Participation:** They're happy to join the journey...not too concerned about where it is headed

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:

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*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.*

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## THE PREDICTIVE POWER OF KNOWING YOUR PERSONALITY

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*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 Peacekeepers...  
a way they can make a positive and unique contribution to work.

This describes a watchout to avoid when Peacekeepers 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 PEACEKEEPERS EXPRESS THEIR PEOPLE-FIRST



Caring and consideration are the currency of a Peacekeeper, making them attractive to a wide assortment of people that appreciate their willingness to accommodate differences and accept shortcomings.

They present a relaxed and easy-going mentality, being even-tempered and unconcerned with common sources of work conflict, like wanting to be in control or posturing to get assigned to high profile projects.

The carefree and open-handed nature of Peacekeepers can mask the fact that they've learned to expect less from their job so there is less room to be let down.

Their desire to show acceptance can be expressed as tolerance for low (or no) standards, appearing to always prioritize comfort over growth, and having little or no ambition.

## GUIDANCE

Recognize that showing deep concern for the needs of others and little concern for their own interests may be an imbalance that can't be sustained.

This may be sustainable when the act of meeting the needs of coworkers has the effect of meeting their own needs, but don't assume they actually have no expectations or desires.

Taking a Peacekeeper for granted will eventually backfire...and potentially do so in a magnificent way. Spend time uncovering the desires they are afraid to speak of, and make some of them a reality.

Realize that small investments with Peacekeepers can have a significant rate of return for the organization even if it is difficult to measure.

## HOW PEACEKEEPERS EXPRESS THEIR PEOPLE-FIRST



Peacekeepers are concerned more about the people than the tasks.

They want to build relationships, not deliver results.

Their ability to commit and sacrifice are tied to their belief that activities are ultimately being done for the benefit of individuals (which may be co-workers or customers).

They will not make the same sacrifices for a faceless organization, nameless shareholders or arbitrary quarterly goals.

When conflict is unavoidable, expect Peacekeepers to focus only on survival.

The limits of their concern for others will be evident when their own sense of security is threatened.

Ultimately, self-preservation will almost always service to others or to the objectives of the organization.

### GUIDANCE

Management needs to be aware of situations that appear to pit the interests of the business against the interests of individuals.

Be proactive to talk about these issues with Peacekeepers.

This will create the opportunity to shape their perception and hopefully provide evidence that there is more mutual interest than they thought.

## HOW PEACEKEEPERS EXPRESS THEIR PEOPLE-FIRST



Peacekeepers make connections through not just sensing the needs of others, but being approachable, non-judgmental, diplomatic, and inclusive to be invited to help meet those needs.

Their ability to intuitively understand how things are inter-connected also helps them better address the source of issues and the all the ways an issue can manifest across an organization.

Peacekeepers can be too motivated to foster connection, even when it may be unhealthy or unproductive.

Even when they might not clearly see the world through others' eyes, they can often give the impression that they agree with it.

Peacekeepers will perpetuate the perception, even when two individuals with contradictory views are both simultaneously convinced that the Peacekeeper is on their side.

When caught, these events can do significant damage to the Peacekeeper's reputation and create an impression of either being duplicitous or two-faced.

It can be particularly devastating as it completely contradicts the underlying intent to bond.

### GUIDANCE

Peacekeepers may need periodic reminders of what their true convictions are and management should use that as motivation to elevate their performance when it would normally fade in the face of conflict or resistance.

They need to be coached not to misinterpret a minor conflict as a declaration of war.

## HOW PEACEKEEPERS EXPRESS THEIR PEOPLE-FIRST



Peacekeepers make critical contributions that keep organizations running smoothly, but they are often intangible or indirect.

They often function as the fluid that lubricates or keeps other moving parts cool, allowing them to perform at a higher level or be more resistant to wearing out.

The contributions of a Peacekeeper can be easily overlooked because they can be too difficult to quantify or measure...particularly because much of their "official" functions are probably difficult to prove if they are primarily mimicking or mirroring others (and not the source of much that is very original or unique).

This can be further exasperated by their passive, low-energy demeanor that allows many of their one-on-one interactions to be invisible to superiors.

### GUIDANCE

Peacekeepers need to know their presence matters, particularly because they likely already view themselves as less valuable, less important and less worthy compared to others.

Peacekeepers need management that awakens them to the strength they have hidden under their meek façade.

They need someone they trust to play the practical role of helping set and monitor priorities because they are prone to starting numerous projects, but seeing few through to completion (at least in a timely manner).



# HOW PEACEKEEPERS EXPRESS THEIR HARMONY



Peacekeepers value harmony over progress.

In their mind, a situation can be considered successful if it avoids conflict, even if it produces no meaningful results or no resolution.

Despite their perceptual powers, Peacekeepers can still be blissfully unaware of the depth or complexity of underlying issues that are at the root of conflict.

When deeper issues are revealed, their natural instinct is to avert their attention and forcefully remain ignorant.

## GUIDANCE

Be prepared to patiently listen to Peacekeepers tell elaborate stories to explain situations from their perspective, with more detail and emotion than necessary, yet be completely unaware of or leave out critical components.

These stories are sometimes shared for effect and sometimes shared because they are viewed as providing critical context.

Management should provide missing details and challenge Peacekeepers to recognize when coworkers come to them with stories that are told with bias or obvious gaps.

# HOW PEACEKEEPERS EXPRESS THEIR HARMONY



Peacekeepers know that saying "yes" is almost always the easiest way to keep the peace...at least in the short term.

Being inclined to say yes whenever possible makes them an appealing person to be around because they rarely create friction or resistance, even if they don't make huge contributions to the task at hand.

Lacking the ability to say NO can develop resentment toward those most often benefiting from that weakness.

While Peacekeepers often view the happiness, success or satisfaction of others as a surrogate for their own, they are not blind to the repeated sacrifices they make to deny their own desire.

More driven or focused individuals will often view these behaviors as weakness, laziness or incompetence.

It is simultaneously possible for a Peacekeeper to feel used or taken advantage of while others perceive them to be putting in the minimal effort.

At times, they may appear passive-aggressive, demonstrating control by withholding action (potentially neglecting easy opportunities to help others) as means to defend a boundary that has been breached.

## GUIDANCE

Realize that Peacekeepers fail to establish boundaries because of the desire to avoid having to defend them.

This, of course, doesn't change the fact that there is still significant risk that violations of non-existent boundaries sow seeds of resentment.

Monitor the selfless nature of Peacekeepers to make sure it isn't leading to self-neglect and an exaggerated sense of unimportance.

Coach them with techniques to define and defend boundaries or acknowledge when they are developing an unhealthy detachment with meeting their own needs.

# HOW PEACEKEEPERS EXPRESS THEIR HARMONY



Being a Peacekeeper is not always synonymous with being a PeaceMAKER.

Keepers will often seek out peaceful situations where they can participate in maintaining the peace.

They aren't necessarily the ones to march into a chaotic environment with the mission of applying their skills to create or broker a new peace.

The Peacekeeper's active avoidance of discomfort causes them to also avoid many opportunities to learn and grow.

They are more likely to recognize, but also try to ignore, contradicting emotions related to decisions or situations which make it difficult, if not impossible, to commit to a single position.

## GUIDANCE

Management needs to get below the Peacekeeper's facade.

Expect them to focus on maintaining the appearance of calm and order, even when it is anything but that below the surface.

Know that their coping mechanisms seek to numb potentially upsetting feelings in ways that appear to be carefree, but are likely not generating the inner peace they desire and attempt to project.

# HOW PEACEKEEPERS EXPRESS THEIR HARMONY



Peacekeepers are great at compromise, but not at negotiation.

On the surface, Peacekeepers will almost always appear to be aligned with the terms of an agreement, but the limited depth of that commitment will become more evident when it requires greater effort over greater time to honor.

In many circumstances, Peacekeepers may find it exceedingly difficult to understand or articulate their own preference or point of viewing, having thoroughly trained their mind to blur it out so as not to distract from recognizing and conforming to the desires of others.

## GUIDANCE

Many Peacekeepers would benefit from negotiation training.

They need a manager to privately practice articulating their own limits determined by their personal desire or point of view, not a regurgitation of what they've heard from others.

Over time, they should be forced to more publicly take (and be willing to defend) their own position or point-of-view.

## HOW PEACEKEEPERS EXPRESS THEIR PASSIVE PARTICIPATION



Peacekeepers can be more easily shaped by others, like clay that can be shaped into beautiful things or ugly things.

They are like an empty container, ready for others to fill it with anything they want.

In fact, Peacekeepers will typically push others to reveal their preference first so they can avoid unnecessary disagreement and just conform to whatever it is.

A Peacekeeper's tolerance and acceptance of others can become dangerous when it involves not just accepting the unhealthy habits or attitudes of others, but also being too quick to absorb and embrace them.

### GUIDANCE

Help Peacekeepers have a more fulfilling life by learning to develop external boundaries (that limit how much control they release to others to dictate their thoughts & feelings) while removing internal boundaries that have been built (to contain any emotions they fear will disrupt the peace they perceive to propagate in their life).

Be aware that both of these boundaries are dynamic, not static, and consume energy to maintain...energy that could be directed to any number of more productive purposes.

In a safe environment, Peacekeepers need to be forced to take a position...to determine and express their personal desires or point of view, not always be an amalgamation of others around them.

# HOW PEACEKEEPERS EXPRESS THEIR PASSIVE PARTICIPATION



Peacekeepers look externally (not internally) for both the motivation to initiate tasks and guidance on how to complete them.

They prefer structure, predictability and routine.

They also generally believe success comes through accommodation and avoiding conflict, not creating or confronting it.

This reactive mentality tends to compromise the speed and quality of a Peacekeeper's work.

They can easily become overwhelmed when given unclear or unlimited choice.

The energy a Peacekeeper puts into making a choice is proportionate to the number of possible choices...meaning those situations with unlimited choices can conceivably consume unlimited energy.

## GUIDANCE

Management should regularly talk to Peacekeepers about the choices they're making and the process they've followed to make their choice.

Press them to defend their choices, and watch them try to avoid answering.

Expect to uncover the underlying fear that forced choices force consequences...that saying yes to one thing requires saying no to others...and that most gains involve some form of loss.

## HOW PEACEKEEPERS EXPRESS THEIR PASSIVE PARTICIPATION



Peacekeepers are excited to arrive in the future, but are not terribly interested in helping to build it.

When there isn't a need for an active Peacekeeper role, they are happy to become a silent passenger with a view from the back seat, with no particular destination in mind and therefore content to go wherever the ride takes them.

They don't see the positive side of strong emotions like anger or how friction created by competition, conflict and disagreement can be productive.

They will often follow others with few questions because it is the clearest path of least resistance.

A Peacekeeper can also fall into the flawed logic of "If I don't know what I need to do, I don't need to do anything."

### GUIDANCE

Don't let a Peacekeeper completely forget themselves or their career.

They need to have a clear understanding of broader priorities and principles to guide their thinking and actions over longer time periods.

If neglected for too long, be prepared to see them swing from the extremes of wanting to please anyone to wanting to defy everyone.

## HOW PEACEKEEPERS EXPRESS THEIR PASSIVE PARTICIPATION



Peacekeepers are a net consumer of energy and resources, not a producer.

They actively avoid being in positions that put them under pressure to perform, and generally do not over-deliver or exceed task-related expectations on their own.

However, they are also a regenerative source for others, likely enabling coworkers to be more productive themselves and contribute more energy to the organization.

Peacekeepers tend to have very limited internal drive, motivation or direction-setting.

This subdued ambition can manifest as procrastination, indecisiveness, distraction and consistent pursuit of the path of least resistance.

Their actions will clearly communicate the fact that maintaining inner- and interpersonal-peace is more important than creating the conflict that is almost always a necessary part of any great accomplishment.

Peace trumps victory, and they will often accept any terms of peace to avoid the conflict.

### GUIDANCE

Monitor Peacekeepers for activity without productivity.

They are susceptible to lost motivation which can cause them to become directionless.

The lack of clear purpose or priorities puts their life in low-power mode that is defined by the absence of personal or professional development.

They enjoy a comfortable environment, and are less likely to seek out more work, development or challenges because each will likely increase their discomfort or create conflicts that could be avoided by just keeping their head down and mouth shut.