



Refine What Defines You

the professional
expressions of
Perfectors
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The Power of Knowing a Personality Profile

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

This guide highlights 15 common expressions of Perfectionists organized by 4 broader domains:

- **Detailed Vision:** They are not blinded by what is, but see what can be
- **Dedicated Drive:** They don't quit
- **Reliability:** Things get done right...not just done
- **Desire to Develop:** They seek continuous improvement

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

This describes a watchout to avoid when Perfectors 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 PERFECTORS EXPRESS THEIR DETAILED VISION



Through a combination of vision and faith, Perfectors can see a solution or elevated state of performance that is often far beyond what others even consider possible.

Perfection is a high bar, with little or no room above it and almost infinite space below it.

As Perfectors spend most of their time below it (along with everyone else), their attitude must be monitored to make sure their perspective is not one of looking down in defeat, but looking up at the progress about to be made.

GUIDANCE

As needed, this person should be reminded of the practical fact that there is far more room for failure in their eyes than success.

In any situation, the highest probability is that some imperfection will be found, but that isn't grounds for throwing out the entire solution or labeling those involved as failures.

Perfection can be as much about elimination as it is about creation...it is what remains when all imperfection has been identified and removed.

HOW PERFECTORS EXPRESS THEIR DETAILED VISION



Perfectors can be quick to see the promise or potential of a better state, but may not easily produce the proof others require to embrace the same vision.

Passion for perfection does not always equate to knowing the path to get there. Idealized thinking does not always translate to ideal plans.

A Perfectionist can develop a questionable reputation when their ability to see consistently exceeds their ability to do.

GUIDANCE

Get beyond discussing the vision or picture of perfection, and into the detailed steps necessary to get there.

Discuss plans to handle the inevitable resistance and disappointment that will appear along the way, and what to do when others are content with "good enough" or find the price of perfection to be more than they are willing to pay.

HOW PERFECTORS EXPRESS THEIR DETAILED VISION



Many Perfectionists extend their idealism to how they try to live a morally and ethically right life.

While they may align with any number of ideologies or theologies, their pursuit of perfection can often go deep into their personal identity and more complex reasoning or motivation for why perfection is so important.

This means many Perfectionists must believe there are "wrong" (or at least less-right) ways to live life.

This can lead to the risk of judging others that choose to make "less-right" decisions or lack the same degree of self-awareness for why it is so important to do work well.

GUIDANCE

While some moral values should be universal, be careful that this person's pursuit of professional perfection doesn't creep into efforts to push their definition of personal perfection on others.

Be ready to constantly remind them that "a person does not need to be perfect to be good."

HOW PERFECTORS EXPRESS THEIR DETAILED VISION



By default, a Perfectionist is typically a change agent that defines standards and alters how things are done to accomplish a different (in their mind "better") outcome. These individuals typically show organizations how far they are from their full potential, but also help identify the gaps and develop the plan to get closer.

Of course, higher standards demand the people, skills and tools that are sufficiently capable of meeting them. A tool, process or person able to maintain a error tolerance of 10% may not be capable of a tolerance of 1%...making replacement necessary when refinement is not possible.

This can be simultaneously exciting and devastating. Few people get naturally energized when they realize they fall below someone else's standards. Fear, uncertainty and doubt can take hold until a clear path between them becomes understood.

The higher the new standard, the more resistance to expect...either through questioning if the standard is truly "higher" or just "different", whether it is worth pursuing, and whether it is possible to accomplish.

All of these will be used to justify maintaining the comfort of the current status quo.

GUIDANCE

While dramatic step-changes may sometimes be needed, smaller and more gradual improvements are typically easier for an organization to accept.

Incremental improvements demand less initial change, threaten less disruption to existing power structures, and produce results that help justify (and motivate) the ongoing change.

HOW PERFECTORS EXPRESS THEIR DRIVE



When they are in a healthy state, Perfectors see the potential victory presented by every challenge. They celebrate the many little victories that are evidence of progress toward their perfect goal.

Throughout the journey, they are able to be content with imperfection as long as they remain confident it is temporary.

The same pursuit of perfection and same challenges can also be viewed as a long series of disappointments and frustrations that ultimately arrive at a brief moment of accomplishment.

At times, this is not a journey many will enjoy leading and fewer will enjoy participating in.

GUIDANCE

Perfectors must be reminded that forgiveness is the antidote to resentment, but it may be a difficult skill for them to practice due to associating it with accepting imperfection or mediocrity.

This incorrect association needs to be identified and addressed, and is often most effectively done by demonstrating the inefficiency and waste of "resources" consumed by unforgiveness.

To exist in varying degrees of incompleteness, imperfection must be viewed as part of the assembly process before the final product is finished.

HOW PERFECTORS EXPRESS THEIR DRIVE



Perfectionists are able to see a potential others overlook, though it may be more idealized than practical.

They want to establish standards that are often well above what others would consider necessary or sufficient.

In healthy environments, they're able to use the gap between the flawed reality of today and the perfect potential of tomorrow as inspiration.

Authenticity and transparency may be valued, but can be difficult for Perfectionists to practice because both equate to revealing flaws that contradict a carefully crafted image of perfection.

GUIDANCE

Have conversations to make sure Perfectionists are comfortable with the simultaneous beliefs that they will settle for nothing less than perfection, but the process demands they constantly accept it (at least temporarily).

HOW PERFECTORS EXPRESS THEIR DRIVE



Perfactors have a drive that keeps them going when others would settle for considering it a good effort or the result "good enough".

Trying to relax is often anything but relaxing for a Perfectionist, due to viewing it as a waste of resources (primarily time). While this individual may struggle to personally practice it, they can also be more judgmental of coworkers that appear to be too quick to relax.

GUIDANCE

Be ready to remind a Perfectionist that having fun does not have to come at the expense of being productive. Structure forms of communal relaxation into the schedule (which do not have to be day-long spa treatments), with two objectives in mind:

- (1) gain the direct benefit of taking time to release stress and breathe
- (2) facilitate the types of bonding that best happens during fun & casual encounters with no hard objectives (unlike the pressures found in conference rooms or assembly lines).

HOW PERFECTORS EXPRESS THEIR RELIABILITY



Perfactors don't just have a "let's get it done" attitude, but a "let's get it done right" attitude.

This ensures higher standards and quality do not get neglected.

Good intentions can create conflict when there is disagreement on the definition of "right", or this person wants to pursue a perfect solution when a "right enough" solution is all that's really needed.

GUIDANCE

Have conversations to define "rightness" or "best" and agree on measures to assess when work has reached that threshold.

Ask about and address any concerns the individual may have that there is an unacceptable gap between what the organization considers "right" or "best" and what they personally consider.

Make sure perfect is not the enemy of good, and they do not feel like they are being asked to make compromises they can't tolerate.

HOW PERFECTORS EXPRESS THEIR **RELIABILITY**



A Perfectionist is a very reliable individual that thrives on having clear and meaningful purpose. They have a let's-get-it-done personality that likes to stand up and take on responsibilities.

When a Perfectionist lacks purpose, they are prone to throwing their substantial energy into unproductive or even counter-productive activities.

Their desire to be active and productive can become distracting.

GUIDANCE

Establish clear purpose through defined tasks and prioritization. Regularly revisit priorities to make sure they remain clear and unnecessary responsibility does not creep in to cause distraction.

HOW PERFECTORS EXPRESS THEIR **RELIABILITY**



A Perfectionist appreciates the importance of details, is more likely to notice them, and is more willing to give them the attention they demand.

Perfectionists can become less reliable when they get over-extended due to taking on too many responsibilities, owning tasks that exceed their skill, or needing to meet deadlines that prioritize speed over quality.

They can frustrate others when their attention to detail becomes viewed as bottlenecks or attempts to micro-manage.

GUIDANCE

Set appropriate time expectations. A masterpiece that is possible in 6 months can become a disaster if it needs to be delivered in 1 month.

Questions to ask: Do you have the capacity and resources to deliver your work to a standard of quality you feel good about? If not, what needs to change?

HOW PERFECTORS EXPRESS THEIR RELIABILITY



Perfectors know that little is learned by standing at a distance and admiring a work in its entirety. Systems must be studied up-close and hands-on to appreciate how form and function interact, and to see where improvements can still be made.

The perception of every great masterpiece changes as you get close enough to the individual brushstrokes.

Pursuit of perfection can become a barrier to connection, acceptance and seeing the overall beauty...both in how it inevitably reveals flaws in individuals and how it encourages misguided effort to keep those flaws hidden.

GUIDANCE

There is an unspoken paradox in a Perfectionist's perspective...either perfection is an impossible destination (up close, nothing is perfect and the dynamic nature of business means the definition of perfection is a moving target) or the arrival at perfection only leaves the possibility for it to deteriorate back into imperfection (it is never sustainable).

Maintain dialog that ensures Perfectionists have healthy awareness and comfort with this paradox.

HOW PERFECTORS EXPRESS THEIR DESIRE TO DEVELOP



Through a lifetime of pursuing perfection, most Perfectors have learned that it is only achieved through continual improvement of self and surroundings.

Their determination can help lift others up to their level, and in the process raise the standards of the entire organization.

The imperfect nature of business and the unattainable ideal of perfection can create a counterproductive environment full of impossible demands and unavoidable disappointments.

It can be easy to overlook relative improvements or the absolute quality of work while only seeing the flaws or refinements that remain.

In its most dysfunctional state, Perfectors that are struggling can choose to preserve their relative performance level by holding (or pulling) others down to it.

GUIDANCE

Self-improvement requires the ability to recognize and acknowledge imperfections.

Perfectors require a carefully-constructed feedback system that provides a safe, private environment to expose and examine imperfections while developing plans to practice them into perfection.

HOW PERFECTORS EXPRESS THEIR DESIRE TO DEVELOP



Because perfection can be rare and elusive, healthy Perfectors learn the importance of showing progress and crafting a perception of perfection that inspires others to look beyond the imperfection of the present.

The vision of perfection must inspire long before the reality of it is enjoyed.

At times, the appearance of perfection might be used to hide imperfection, with the rationale that it reinforces the desired culture or creates a perception that inspires others to higher standards.

However, it can become a self-destructive substitute, as more effort spent on the appearance of external perfection leaves less available to achieve internal perfection...potentially leading to people and projects that become an empty shell of their original potential.

GUIDANCE

The relative ease of manipulating appearances and ignoring substance can be addictive. Be vigilant to this fact, and how larger deceptions are often unintentionally born in small exaggerations.

Ask questions to get the individual comfortable acknowledging temporary gaps between perception and reality, and to articulate a plan to eliminate the difference.

HOW PERFECTORS EXPRESS THEIR DESIRE TO DEVELOP



Perfectors can seek out novel or unexpected solutions that may not normally be associated with a problem.

Their mind is not constrained by only considering the standard or universal approach others have always taken.

This may involve seeking out new skills or new tools or modifying how existing tools are used.

The pursuit of perfection can also become misguided as the avoidance of imperfection, such as the messy process of learning and developing new skills.

This can result in creating a world of narrower and narrower interests and abilities as they decide it is too risky spending time as a novice of new skills they haven't already mastered.

Avoidable mistakes are unacceptable and, by unintentional extension, the process of learning (which is often best done through making mistakes) becomes viewed as equally unacceptable.

GUIDANCE

Set the expectation that Perfectors will regularly be asked what mistakes have been made and what new lessons or skills have been learned as evidence that they are growing and adapting.

Be clear that static reliance on the same skills, techniques or tools is more likely to be viewed as evidence of stagnation than perfected expertise.

Challenge them to experience more manageable failures as a way to accelerate their arrival at perfection.

HOW PERFECTORS EXPRESS THEIR DESIRE TO DEVELOP



Perfectors are typically conscientious consumers, that are thoughtful about how they allocate company resources (including time, attention, effort, energy & money) for the greatest net benefit.

At times, excessive attention on how resources are used can distract from monitoring the results (the means become more important than the ends). This may include two extremes...

- (1) the conservation of resources unintentionally becomes a priority over the accomplishment of the work the resources are for.
- (2) an excessive amount of resources are consumed to achieve relatively minor improvements without a justifiable ROI.

GUIDANCE

Regularly discuss how resourcing decisions are being made (such as when to spend extra time and when to spend extra money), making sure there is alignment of how success will be measured and therefore how resource optimization should be approached.