

## Part 5

# Behavior is Influenced by Emotions

*For hundreds of years, we have believed the key to our happiness was our ability to use our rational brain while ignoring and controlling our emotions. We now know that our ability to self-actualize lies in our ability to experience and use our emotions.*

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According to Paul MacLean and others, humans have three brains, not just one. Each of the brains is connected to the others through neural pathways, and they communicate with each other in a computer-like fashion. Each of the brains has its own purpose, function, and intelligence. The three brains are the reptilian brain (instinctual), the limbic brain (emotional) and the neocortical brain (rational).

In the Striving Styles Personality System, the emotional and instinctual brains, together with their strong neural connections, are called the Self-Protective System. This System ensures our survival as human beings, and has hardwired neural pathways which develop first. The rational brain, which has limited neural pathways to the emotional and instinctual brains at birth, develops last. When the rational brain is used in connection with the emotional and instinctual brain, it is called the Self-Actualizing System.

The three brains are designed to work with each other. When the brain as a whole develops along its desired trajectory, we build strong pathways between our rational, instinctual and emotional brains. Our Self-Actualizing System then regulates instinctual and emotional brain functions. It allows us to continue maturing, becoming flexible and resilient, managing our lives, adapting to change and becoming who we are meant to be.

However, if childhood stressors interfere with the establishing of neural pathways between the rational and emotional brains, we stay stuck in our Self-Protective System. The rational brain can't progress with its own development. Instead, it has to keep in check impulsive reflex reactions that keep popping up. It adopts a policing role, instead of a planning, visioning and deciding role. This leads to exercising control over emotions and instincts, rather than integrating them into a holistic approach to self-management.

**A**s employees, we don't have to minimize the importance of emotions in the workplace, viewing them instead as something to control. We now know that if they are not factored in, they can undermine our success. We can learn to harness our emotions and maximize our potential as employees of our organizations.

## Part 7

# Employee Style of Each Striving Style

*Each of the Striving Styles has unique approaches and attributes that are expressed in the way they work. Through understanding the nature of the part of the brain each Style predominantly performs their work role from, you can predict an employee's strengths and challenges, and have a clear roadmap for employee engagement and development.*

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Each of the Striving Styles gets their predominant need met in their role at work in different ways. As each Style is associated with a particular quadrant of the brain, the Styles do not work in the same fashion and they each have different priorities for work. As a result, one approach to engagement or development does not satisfy the needs of all Styles. Employees can inadvertently frustrate the needs of co-workers and managers, just as easily as their managers can frustrate their needs simply by being themselves.

The following sections provide you with a description on the Employee Styles for each of the eight Striving Styles. For each Style you will find:

- An overview and highlights of the Employee Style, which provides general characteristics as well as a quick-reference chart.
- A description of their personal effectiveness – providing information about their work style, their motivation and self-management, and their approach to time management.
- A description of their interpersonal effectiveness – providing information about their communication style, their social intelligence, their team orientation and their achievement and accountability orientation.
- A description of their conditions for success – providing information about their orientation towards authority, their preferred manager attributes and their preferred work environment.
- A comparison of the self-protective and self-actualizing behaviors of the Style, which provides the opportunity to identify and consciously shift behavior.
- Details on what their focus for development should be.

# Employee Style of the Adventurer

Adventurer Style people have a **predominant need to be spontaneous**. Charismatic and gregarious, they bring energy to situations and draw people to them with their enthusiasm and can-do attitude. Open-minded and tolerant, they are driven by their need for freedom and tend to treat others in a live and let live manner. While at their core they tend to be non-conformists, they do well working in organizations that offer lots of flexibility in how employees do their work, with a variety of tasks to work on.

The action-oriented Adventurer employee is socially confident and adaptable. They approach life like a kid in a candy store, approaching everything with a youthful vigor. They make things happen for themselves and the people around them. As they are always seeking new experiences and stimulation, Adventurer employees excel when there is a problem to be solved or a crisis to attend to. They do their best work when beginning new projects and they prefer work that is challenging and fun. They live for the enjoyment of the moment and work hard to ensure that moment is never boring.

**A**dventurer employees can be very sensitive towards others during conflict, if it does not involve them personally. In an effort to resolve conflict between others, they involve themselves by using unconventional approaches, and are generally successful when it comes to persuading others to resolve their difficulties.

The Adventurer employee achieves results through action, activity and engagement. When a job needs doing, they roll up their sleeves, jump in and get the job done. These hands-on, experiential employees bring energy and optimism to the workplace and any project they are involved with.



## Highlights of the Adventurer's Employee Style

*Driven by a need for freedom*

*Focused on getting the job done*

*Excellent problem-solvers*

*Adapt to changes as they arise*

*Rely on solutions they know work*

*Resist traditional structure and hierarchy*

*Influence others through hard work and optimism*

*Make decisions based on tangible needs of the moment*