Self-Actualizing (Striving) vs. Self-Protective (Surviving) Behaviors

Investing in satisfying our own needs and ambitions helps us become the people we are meant to be. Self-gratification, approval, recognition, curiosity, self-determination and individual ambition are a few of the motivational elements needed to achieve our potential. Although it is normal for people to be self-protective at times, it is much more significant when people in leadership roles exhibit that tendency because the more power people have, the more lives are affected by their decisions and their behavior.

The following are some of the Self-Protective vs. Self-Actualizing behaviors of the Intellectual leader.

SELF-PROTECTIVE BEHAVIORS

› Avoid emotional interactions; prefer others to be logical and detached

› Neglect to turn ideas into realities; can leave many good ideas or solutions on the drawing board

› Resent the demands of others; create drama or arguments to push people away

› Don't tolerate interpersonal tension or conflict; can withdraw or become even more logical; can appear cold

› Can engage in reclusive and withholding behaviors; refuse to share information with others

› Are rebellious; act out against limits imposed by others

› Are caught off guard by their emotions; ignore their physical and emotional needs

SELF-ACTUALIZING BEHAVIORS

› Develop social intelligence; develop tolerance for dealing with emotions

› Develop a disciplined approach to work; enjoy putting ideas and solutions into practice and testing their limits

› Share themselves with others; negotiate to get their need for solo time met without pushing others away

› Learn to tolerate and negotiate differences in Styles; learn conflict-resolution skills; develop empathy

› Recognize when they are withdrawing or withholding information; share with others

› Develop skills to negotiate and a sense of their own authority

› Struggle to stay connected to their physical and emotional needs; develop tolerance for their own emotions

Part 6
Leadership Style of Each Striving Style

Each of the eight Striving Styles has unique approaches and attributes that are expressed in the way they lead. Through understanding the nature of the part of the brain each Style predominantly leads from, you will be able to predict their strengths and challenges, and you will have a clear roadmap for development to maximize their potential.

Each of the Striving Styles gets their predominant need met in their role a s leader in different ways. As each Style is associated with a particular quadrant of the brain, the Styles do not lead in the same fashion and they each have different priorities when leading. As a result, one approach to leadership development does not satisfy the needs of all Styles.

Understanding the Leadership Style of each of the Striving Styles provides you with information that supports all leadership programs including selection, development, coaching, succession, performance management and team development.

The following section provides you with the descriptions of the Leadership Style for each of the eight Striving Styles. For each Style you will find:

›	An overview and highlights of the Leadership Style, which provides general characteristics as well as a quick-reference chart.

›	How they lead themselves – providing information about how they are likely to manage themselves, including their orientation towards achievement, goals, development, etc., as well as how they may present themselves to others.
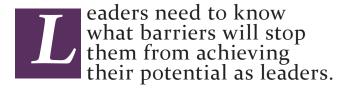
›	How they lead others – providing information about their approach to managing and interacting with those they lead. This includes organizing others, team orientation, interpersonal effectiveness, developing others, etc.

›	How they lead an organization – providing information about their orientation towards authority, power structures, management philosophy, strategic thinking, etc.

›	Highlights of the conditions under which the Style leads most effectively.

›	A comparison of the self-protective and self-actualizing behaviors of the Style, which provides opportunity to identify and consciously shift behavior.

›	Details on what should be their focus for development.

Part 1
About This Report

When it comes to leadership development, knowing what to do is easy. The hard part is doing it! One of the biggest stumbling blocks to self-actualization as a leader is the expectation that the journey will be easy.

Leaders can't just decide to be different or more effective without working at it. Before it becomes natural to them, they must first act the part of a leader. It is this step that trips most people up, because it doesn't feel natural in the beginning. Since we prefer to behave in ways that make us feel comfortable and strong, leaders often end up avoiding any tasks that don't feel natural. No matter how many courses they take, maximizing their potential as leaders requires them to bridge the knowing–doing gap.

Most people believe that once they have learned something, their behavior will reflect what they know. But our brains don't work like that. Self-actualization takes motivation, determination and discipline. Like everyone else, leaders must develop their brains over time and live with greater consciousness and awareness to become the leader they were meant to be. Leaders need to know what barriers will stop them from achieving their potential as leaders – and, most importantly, see how they get in their own way by avoiding, repressing and denying feelings.

*L*eaders need to know what barriers will stop them from achieving their potential as leaders.

With information on the leadership style of each of the 8 Striving Styles, this report helps you to:

› Build awareness of the innate needs that drive leadership behavior of each Striving Style

› Understand how inner impulses, attitudes and behaviors influence leadership style

› Look beyond the behavior of leaders to the emotions and needs that cause it

› Learn what activates self-protective behaviors and how to create the conditions for leaders to thrive

› Create a developmental roadmap for leaders based on their own brain organization

› Help leaders to choose behaviors that move them towards their desired outcomes and maximize their potential