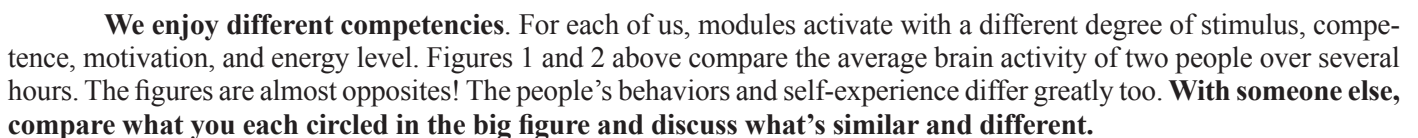


## A colorful, multi-faceted shell, possibly a nautilus, is shown with a magnifying glass over it. To the right, a small inset shows a grid pattern with blue and red lines.

**Your brain consists of many small modules.** Each module is a neural circuit that helps you do a task. Some tasks are concrete, such as recognizing faces, hearing voice tone, and moving a hand. Other tasks are abstract, such as evaluating ethics, adjusting to others' feedback, and mentally rehearsing a future action. There are easily five dozen modules just in the neocortex, which is the brain's outermost, thick layer and seat of consciousness. The big figure below is a bird's eye view of the neocortex. It highlights key modules\*. We each prefer some modules over others. We differ by the tasks we enjoy and how well we do them. **Explore the big figure and circle ten tasks which you enjoy or excel.**



**There are whole-brain patterns.** For example, the solid blue map in figure 3 correlates with a state of “flow” where all modules are in synch. There are more patterns, and we are pretty diverse. Situations may prompt everyone’s brain differently. **Our brain wiring drives these patterns.** Our wiring results from our habits and reflects our developed self. Figure 4 shows regions linked, indicating how one person’s skills work together. **Take a moment to reflect, when do you get into your “zone”?** What skills do you use when you are most creative and productive?

**To meet our needs, the brain's elements work in concert.** As an analogy, if a module is a musical instrument, then the brain is a symphony orchestra that affords complex performances. Research suggests eight ways the brain works in concert. These eight are highly effective and sustainable, though we necessarily come to rely on some more than others. **In the upcoming pages, you will discover your favorite brain resources and the ways your brain is wired.**

# Deciding Styles

You have two executive brain regions on the left and right of your forehead. The **left** executive gets active when you decide between options, offer explanations, and do similar activities that involve judgement and “goal-focused” behavior. This behavior shows in 4 ways. Your neuro-mapping results suggest your favorite way, listed below. But feel free to explore and rate all 4 styles. As you explore, consider what your culture, upbringing, career, and current relationships are asking most of you. These may support or counter your natural preferences. The style diagonal to your favorite is a path to growth.

Your favorite way to decide: \_\_\_\_\_

## Left Prefrontal Cortex

### **Expedite Decision-making**

Proactively meet goals. Often look sure and confident.  
Organize and fix to get positive results soon.

### **Refine Decision-making**

Clarify what’s universal, true or worthwhile. Often  
look quietly receptive. Trust own judgments.

## ***Assess using criteria, logic or principles***

### **Timely Building**

#### ***Measure and construct for progress.***

Make decisions objectively based on measures and the evidence before you. Focus on word content, figures, clock units, and visual data. Find that “facts speak for themselves”. Tend to check whether things are functioning properly. Can usually provide convincing, decisive explanations. Value time, and highly efficient at managing resources. Tend to utilize mental resources only when extra thinking is truly demanded. Otherwise, use what’s at hand for a “good enough” result that works. Easily compartmentalize problems. Like to apply procedures to control events and achieve goals. May display high confidence even when wrong.

0 1 2 3 4 5 6

### **Skillful Sleuthing**

#### ***Gain leverage using a framework.***

Study a situation from different angles and fit it to a theory, framework, or principle. This often involves reasoning multiple ways to objectively and accurately analyze problems. Rely on complex/subtle logical reasoning. Adept at deductive thinking, defining and categorizing, weighing odds and risks, and/or naming and navigating. Notice points to apply leverage and subtle influence. Value consistency of thought. Can shut out the senses and “go deep” to think, and separate body from mind to become objective when arguing or analyzing. Tend to backtrack to clarify thoughts and withhold deciding in favor of thorough examination. May quickly stop listening.

0 1 2 3 4 5 6

## ***Assess using appropriateness, values or worth***

### **Friendly Hosting**

#### ***Nurture trust in giving relationships.***

Evaluate and communicate values to build trust and enhance relationships. Like to promote social / interpersonal cohesion. Attend keenly to how others judge you. Quickly adjust your behavior for social harmony. Often rely on a favorite way to reason, with an emphasis on words. Prefer to stay positive, supportive, and optimistic. Empathically respond to others’ needs and feelings, and may take on others’ needs as your own. Need respect and trust. Easily embarrassed. Like using adjectives to convey values. Enjoy hosting. May hold back the true degree of your emotional response about morals/ethics, regarding talk as more effective. May try too hard to please.

0 1 2 3 4 5 6

### **Quiet Crusading**

#### ***Stay true to who they really are.***

Listen with your whole self to locate and support what’s important. Often evaluate importance along a spectrum from love/like to dislike/hate. Patient and good at listening for identity, values, and what resonates, though may tune out when “done” listening. Value loyalty and belief in oneself and others. Attentive and curious for what is not said. Focus on word choice, voice tone, and facial expressions to detect intent. Check with your conscience before acting. Choose behavior congruent with what’s important, your personal identity, and beliefs. Hard to embarrass. Can respond strongly to specific, high-value words or false data. May not utilize feedback.

0 1 2 3 4 5 6

# Perceiving Styles

You have two executive brain regions on the left and right of your forehead. The **right** executive gets active when you seek stimulus and novelty, reflect on new data, brainstorm, and do similar activities that involve “open-ended” behavior. This behavior shows in 4 ways. Your neuro-mapping results suggest your favorite way, listed below. But feel free to explore and rate all 4 styles. As you explore, consider what your culture, upbringing, career, and current relationships are asking most of you. These may support or counter your natural preferences. The style diagonal to your favorite is a path to growth.

Your favorite way to perceive: \_\_\_\_\_

## Right Prefrontal Cortex

### **Energize the Process**

Seek out stimuli. Often look random, emergent, and enthusiastic. Attend to the here and now.

### **Monitor the Process**

Reflect on data and perceptions. Often look focused and preoccupied. Attend to reference points.

## ***Tangible, concrete, experiential awareness***

### **Active Adapting**

#### ***Immerse in the present context.***

Act quickly and smoothly to handle whatever comes up in the moment. Excited by motion, action, and nature. Adept at physical multitasking with a video game-like mind primed for action. Often in touch with body sensations. Trust your senses and gut instincts. Bored when sitting with a mental/rote task. Good memory for relevant details. Tend to be relaxed, varying things a little and scanning the environment, until an urgent situation or exciting option pops up. Then you quickly get “in the zone” and use your whole mind to handle whatever is happening. Tend to test limits and take risks for big rewards. May be impatient to finish.

0 1 2 3 4 5 6

### **Cautious Protecting**

#### ***Stabilize with a predictable standard.***

Review and practice to specialize and meet group needs. Constant practice “burns in” how-to knowledge and helps build your storehouse. Specialization helps you reliably fill roles and tasks. Improve when following a role-model or example. Easily track where you are in a task. Often review the past and can relive events as if you are there again. Carefully compare a situation to the customary ways you’ve come to rely. In touch with body sensations. Strong memory for kinship and details. Rely on repetition. Check what’s familiar, comforting, and useful. Tend to stabilize a situation and invest for future security. May over-rely on authority for guidance.

0 1 2 3 4 5 6

## ***Symbolic, abstract, conceptual awareness***

### **Excited Brainstorming**

#### ***Explore the emerging patterns.***

Perceive and play with ideas and relationships. Wonder about patterns of interaction across various situations. Keep up a high-energy mode that helps you notice and engage potential possibilities. Think analogically: Stimuli are springboards to generate inferences, analogies, metaphors, jokes, and more new ideas. Easily guess details. Adept at “what if?” scenarios, mirroring others, and even role-playing. Can shift a situation’s dynamics and trust what emerges. Mental activity tends to feel chaotic, with many highs and lows at once, like an ever-changing “Christmas tree” of flashing lights. Often entertain multiple meanings at once. May find it hard to stay on-task.

0 1 2 3 4 5 6

### **Keen Foreseeing**

#### ***Transform with a meta-perspective.***

Withdraw from the world and tap your whole mind to receive an insight. Can enter a brief trance to respond to a challenge, foresee the future, or answer a philosophical issue. Avoid specializing and rely instead on timely “ah-ha” moments or a holistic “zen state” to tackle novel tasks, which may look like creative expertise. Manage your own mental processes and stay aware of where you are in an open-ended task. May use an action or symbol to focus. Sensitive to the unknown. Ruminates on ways to improve. Look for synergy. Might try out a realization to transform yourself or how you think. May over-rely on the unconscious.

0 1 2 3 4 5 6