



**Limbic Personality GmbH**

**Performance- & Healthmanagement**

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Presented by



## Introduction

For human beings to really perform at their best, certain conditions have to be met. How often has it already happened that people with an outstanding track record have changed to another company and then vanished more or less without trace in the new corporate culture? Because ability cannot be the reason for this, there must be other ones which explain the failure. What was inexplicable for a long time has taken on a new meaning thanks to the insights gained from neuroscience. We all have an emotional personality structure which makes our lives possible. We make more than 20,000 decisions a day, most of which are directed by programs which run in the subconscious mind. These programs in turn are directed by the emotional personality structure. If this structure, business environment and corporate culture do not fit, the result will inevitably be a drop in performance. A boss who restricts autonomy, circumstances which endanger personal safety, unfair treatment and many other such incidents will impair performance. Imagine you have an apple tree which bears premium apples. It is planted in soil with sufficient nutrients and moisture. What would happen if you uprooted it and planted it next to a palm in the desert? It would probably no longer produce apples. Is this tree worse than before? Hardly! What has changed is the environment. Nutrients, which the tree urgently needs, are no longer available.

The same happens to people who have to work in environments and cultures which do not fit their personality. Their brains feel constantly under threat, which results in a host of negative stress reactions. This will not only lower the performance of these employees but, sooner or later, will also make them ill.

Using the Limbic Personality Check ? which models this emotional personality structure ? we can identify most of the factors which affect an individual's performance positively as well as negatively. This includes both health and interpersonal aspects.

On the following pages we will outline to you the factors which influence your performance ? both in a positive and negative way.

## The brain-based basic needs of a person

In the human brain there are certain basic needs embedded through evolutionary development which ensure survival in a social environment. The following basic needs of the brain have been very well researched by neuroscience: status/self-esteem, certainty, control, autonomy, connectivity, fairness and excitement. The extent to which these needs prevail differs from person to person. It is therefore very interesting to know how pronounced these basic needs are in your personality. The problem with these basic needs is that a violation of any of them always generates a threat response in the brain. This leads to a stress reaction that can progress completely unnoticed by the individual in question. Stress in general activates the brain's emotion centers and use up a considerable amount of the brain's available energy. Since the brain itself is not able to store glucose, the different areas compete for the available energy supply. Because the emotional areas always have priority, energy is taken away from the prefrontal cortex, which is responsible for the brain's cognitive functions. This area is then no longer available for solving complex tasks and problems. As a result, your performance will drop, activating a negative spiral of reduced performance and increasing stress. If this condition lasts for an extended period of time, it will have negative consequences for your health ? most likely exhaustion, burnout or depression.

We have defined six areas that are vital for guaranteeing optimum performance and staying healthy over a long period of time. Starting with the environment you need in order to prosper, we will take a look at the kind of tasks and activities that can maximize your motivation, as well as your personal need for freedom of action, security and control and your relationship and health requirements.

The following pages list all the personality traits which affect the basic needs of your brain and could trigger the

processes mentioned above.

## 1. Peter Mustermann's ideal environment for optimum performance

As mentioned above, the environment in which a person can unfold his or her personality plays a major role. If environment and personality fit perfectly, then one important prerequisite for optimum performance is in place. If this is not the case, performance will drop accordingly and it will also have a negative impact on health. Every time stress occurs because of a suboptimal environment, performance will be impaired, due to the involvement of the brain's emotion centers and the negative emotions triggered.

The environment described below will have a positive effect on **Peter Mustermann's performance and health**:

- Working in a team
- The possibility to meet other people at work and spend time with them
- Challenging personalities in the working environment
- A business environment in which he/she is seen and treated as an entrepreneur

## 2. The kind of tasks/activities that maximize Peter Mustermann's motivation

Only people whose motivation is at its maximum level can deliver an outstanding performance over a long period of time. When performing certain tasks and activities, people get into a flow and forget time and space. For **Peter Mustermann** to build up such high motivation, it is important that his/her tasks/activities fulfill the following prerequisites:

- The tasks assigned must harbor considerable potential for professional and personal advancement
- A high level of activity should be reached and maintained
- The tasks should be constantly changing
- The tasks should enable him/her to master new challenges
- He/she should be given the opportunity to explore new ideas and put them into practice within the company
- The activity should offer a lot of change and very little routine
- The task should offer a great potential for optimization
- The tasks assigned must be perceived as being difficult
- The tasks assigned should be a mix of routine and predictable challenges

### 3. The personal freedom Peter Mustermann needs to optimize his/her performance

This topic is about **Peter Mustermann's** need for autonomy, which is expressed by his/her desire for freedom of action. Autonomy is a basic need which is embedded in many people's brains. People who require a lot of autonomy exhibit an extreme stress reaction, which can even include aggressive behavior, if their personal autonomy is curtailed. These interventions might be strict rules, precise orders on how to complete a task, or a controlling line manager. As a consequence, performance is impaired because the brain areas mentioned earlier are activated if the person's autonomy is restricted. The personal need for autonomy and the possibility to work autonomously within the company are therefore vital to this person's performance. If this person's autonomy is restricted for a long period of time, the probability will increase that they will leave the company. A person cannot live contrary to his or her nature over a long period of time and still perform well. For **Peter Mustermann**, the following aspects of a personal freedom are very important:

- He/she must have the opportunity to make decisions autonomously without consulting his/her line manager
- He/she must be able to work autonomously without interruptions and instructions from others
- He/she must be given considerable freedom. Goals are determined together with the line manager but it is up to him/her to decide how to achieve them
- Must be able to decide him/herself how to complete the tasks assigned

### 4. Peter Mustermann's need for security and control

Two more basic needs that are firmly anchored in the brain are security and control. If a person has these needs but they remain unfulfilled, the result will be a life of fear ? either conscious or subconscious. The big problem is that the brain concentrates only on the negative things. There is hardly any space left for positive input. What this means for a company is easy to calculate: rigidity of processes and severe avoidance behavior. To work against this, the employees need a feeling of security and control. **Peter Mustermann** has the following security and control needs:

- The opportunity to discuss problems with other people in the working environment
- The core values of order and discipline need to be put into practice in the company
- Structures that can be established or adapted
- The opportunity to handle the tasks assigned with a high degree of precision
- Conscientious employees and colleagues

## 5. Peter Mustermann's social needs

The human brain thrives on social contact. It is designed for communicating and interacting with other people. A crucial role is played by two basic needs which are deeply rooted in the brain: solidarity and fairness. Solidarity is directly related to the connection with another person or a group of people. When people are excluded, their pain center in the brain is activated. This explains why so many people with social problems also develop some sort of physical problem. Social problems activate the same brain areas as physical pain. If this lasts for too long, it will also manifest itself physically somewhere in the body.

It is very interesting to see how the brain reacts to unfair treatment: it activates the brain center responsible for the feeling of disgust. Consequently, it is hardly surprising that people who feel unfairly treated reject any attempts at conciliation which may be made.

The social element is therefore vital to an individual's success in a company. People react very differently to feelings of solidarity and fairness. For **Peter Mustermann** the following social needs are very important:

- Belonging to a group of people
- Fair treatment (self and others)
- The need to share emotional moments with other people
- Tolerant behaviour from colleagues and line managers
- Sufficient time for his/her family
- Consensus with colleagues
- Social agreement with colleagues
- An open atmosphere
- Mutual support in solving tasks and managing challenges

## 6. Negative influences on Peter Mustermann's performance and health

Everyone has specific triggers which affect their performance and health negatively. These mainly consist of the triggers which restrict the basic needs that are firmly anchored in the brain. It is therefore very interesting to identify these triggers and establish which basic need is being restricted. This gives important hints for understanding what a person really needs in order to be successful for the company. All the factors which have a negative impact on **Peter Mustermann's** performance and health are listed below, underneath the basic needs which are restricted by the specific situation.

### 1. Solidarity:

- There is no opportunity to work and be integrated in a team
- The task does not provide the option of spending time with other people
- He/she does not have enough time for his family due to the high workload

### 2. Security

- Chaos prevails and/or structures are lacking

### 3. Fairness

- Unfair treatment (genuine and/or perceived)

### 4. Autonomy

- Employees, line managers and/or the environment restrict progress or prevent the attainment of better results
- Autonomy is restricted either through control or removal of responsibilities
- The methods for completing tasks are mostly prescribed

### 5. Control

- *none*

### 6. Status

- Not enough responsibility has been assigned
- He/she is treated as an employee and not as an entrepreneur

### 7. Excitement

- The tasks assigned are boring and monotonous
- Routine processes with few changes determine everyday work
- The given tasks offer too few or no challenges
- There is almost no opportunity for optimization
- The working environment is characterized by a low activity level