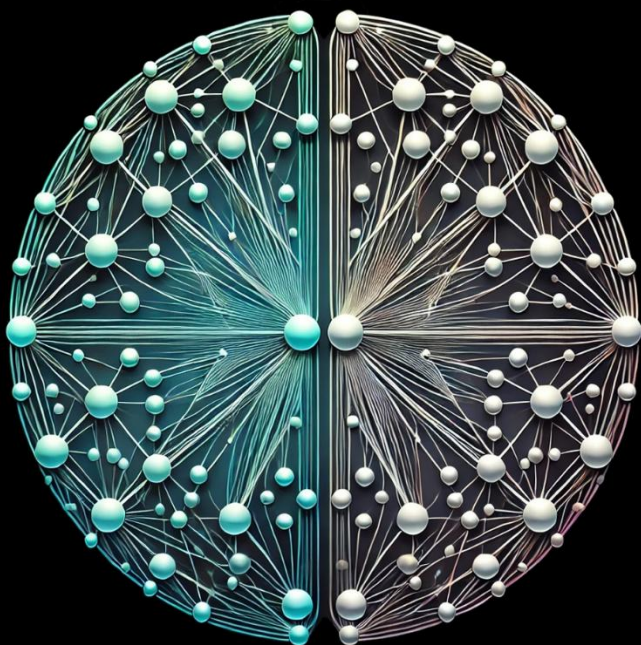


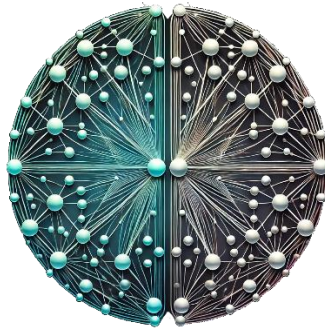
Neurophysiology in Coaching and Therapy



*Redefining Human Potential
Through Brain Science*

One Edition for All Readers

A Series by iDENTITY INTELLIGENCE®



Neurophysiology in Coaching and Therapy:

Redefining Human Potential Through Brain Science

For download access or clinical usage of our resources, contact us to
explore license opportunities or receive usage guidance:

info@identity-intelligence.org

Copyright 2025



iDENTITY iNTELLIGENCE® | Parallel-Editions™ | Neuro-Test™ |

iDENTITY iNTELLIGENCE iMPRESS™ Publishing |

iDENTITY iNTELLIGENCE iNVENTORY™ | All rights reserved.

ISBN: 9798313671383 | Version: 20250529-15-25

NOT FOR REDISTRIBUTION. FOR LICENSED PERSONAL OR
INSTITUTIONAL USE ONLY.

This publication is part of the iDENTITY iNTELLIGENCE® Series and uses the Parallel-Editions™ format—a proprietary visual publishing structure featuring layered audience editions, synchronized layout sequencing, and typographic signaling. Developed as a Work Made for Hire by Scott David LLC, this expressive layout is protected as an original work under U.S. copyright law. © 2025 Scott David LLC. All rights reserved.

No part of this publication—including its expressive layout and visual structure—may be copied, stored, transmitted, or adapted by any means without prior written permission of the rights holder. Brief quotations used in reviews or academic commentary are permitted with proper citation. For questions, licensing, or partnership inquiries, please contact: info@identity-intelligence.org

This publication offers information intended to be accurate and authoritative in relation to the subject matter covered. It is sold with the understanding that the publisher is not engaged in rendering legal, psychotherapeutic, or other professional services. If expert assistance is required, the services of a competent professional should be sought.

The names and certain details in this book have been changed to protect confidentiality. The cover image was generated using OpenAI's DALL·E. All visual modifications, design direction, and final composition are original to the author/publisher.

iii Understanding Our Identity: **i**lluminate. **i**nterrupt. **i**ntegrate.

These three words may awaken something you've begun to sense — a quiet momentum beneath the surface of who you are.

iDENTITY

Illuminate what's already true.

This isn't a model for change — it's a path to clarity. Before anything else, your soul, brain, and body's unique design is revealed — so you can finally see what's been guiding you all along.

iNTELLIGENCE

Interrupt the story that never fit.

This is self-intelligence — the turning point. When you finally see your wiring for what it is — not how it's been misunderstood, mislabeled, and masked — the old explanations fall away. What remains is clarity, relief, and a quiet recognition: this was always me.

iNVENTORY

Integrate what's always been true.

Illumination and interruption converge as revealed inventory — beyond insight, into embodied knowing. When the truth of your wiring is finally embraced, the old scaffolding gives way. What remains is steady, unmistakable, and already yours.



Get to Know Your Brain!

Hard-Sciences for better Soft-Skills.

Unleash Your Potential: alleviate anxiety, enhance relationships, increase performance.
We use groundbreaking science in Neurobiology and Neurophysiology to help you excel.

iidentity **i**ntelligence® **i**nventory

Dedication

To those who carried me through one of the most mind-bending trials, tribulations, and tests of my life; thank you for being an extraordinary source of comfort, joy, and strength during the catastrophic auto accident I experienced shortly after turning 18.

Mom, Dad, my brothers and sister, my girlfriend at the time, the friends who stood steadfast by my side (especially those who were in the accident with me), and the employees at the restaurant who offered kindness, guidance, and care -- you each played an irreplaceable role in helping me redefine the boundaries of my resilience, faith, and hope. You taught me to discover the boundaries of my neurophysiology.

Your love, strength, and unwavering support became the bridge from barely surviving... to truly thriving. Though I've not named each of you here, your impact is etched into my heart and woven into every word of this work.

Table of Contents

TABLE OF CONTENTS	VII
PREFACE	XI
IDENTITY INTELLIGENCE® SERIES - EDITIONS	XI
IDENTITY INTELLIGENCE® SERIES - PURPOSE	XII
START YOUR JOURNEY WITH FREE TOOLS.....	XIV
1. Free Neuro-Test Mini Introduction to Neurophysiology.....	xiv
2. Free Mini-Book: Why Neurophysiology?.....	xv
A NOTE ON TRADEMARKS, ACROSTICS, MODELS, AND MEMORABILITY.....	XVI
A NOTE ON PAGE LAYOUT AND WHITE SPACE.....	XVII
PRACTITIONER'S PREFACE	XIX
THE DIFFERENCES IN PRACTITIONER'S EDITIONS	XIX
THE ADVANTAGES OF PRACTITIONER EDITIONS	XX
4 TOOLS FOR PRACTITIONERS	XXI
1. Neuro-Reciprocity - Core Book: for Practitioner's Only	xxi
2. Free Book: Why Neurophysiology?	xxii
3. Neuro-Test Mini - Start Your Journey with a Free Tool	xxiii
4. Neuro-Test Full - For Your Practice	xxiv
MATRIX OF OPPORTUNITY & RESPONSIBILITY	XXV
PRACTICAL NOTES FOR ENGAGEMENT AND CLARITY.....	XXVI
A Note on Downloadable Images & Documents	xxvi
A Note on the use of Chicago Style.....	xxvi
A Note on Psychological Terminology	xxvi
A Note on the Red:	xxvii
Thank You.....	xxvii
WHAT OTHERS ARE SAYING	XXIX
ACKNOWLEDGMENTS	XXXIII
FORWARD	XXXV
ABSTRACT	XXXVII
HOW TO READ THIS BOOK: PHILOSOPHY VS. PRACTICE	XXXIX
1. UNLOCKING POTENTIAL: THE CASE FOR NEUROPHYSIOLOGY	1
1.1 IDENTITY IN ACTION: WHAT MADAGASCAR'S ALEX AND MARTY TEACH US.....	1

1.2 FROM PARALYSIS TO DISCOVERY	2
1.3 THE SPINE AS THE CONDUIT OF NEUROPHYSIOLOGY	4
1.4 IDENTITY INTELLIGENCE: THE KEY TO HUMAN POTENTIAL.....	6
2. THE SCIENCE BEHIND OUR DECISIONS AND PERCEPTIONS	9
2.1 IDENTITY WITHOUT NEUROPHYSIOLOGY	9
2.2 THE CNS AND NEUROTRANSMISSION: TRANSLATING EXPERIENCE	10
2.3 DECISION-MAKING & NEUROPHYSIOLOGY: WIRING DETERMINES ACTION.....	11
2.4 BRIDGING THE PRACTICAL AND THE PHILOSOPHICAL.....	12
3. APPLICATIONS ACROSS DOMAINS	13
3.1 ROOT & FRUIT: HUMAN RESOURCE OPTIMIZATION	13
3.2 ROOT & FRUIT SAMPLES: “IT’S NOT PERSONAL!”	17
3.2.1 Failure to Delegate	17
3.2.2 Failing Student.....	18
3.2.3 The Cost of Miscommunication: When Neurophysiology is Misaligned	19
3.3 FAMILY SYSTEMS: IMPROVING RELATIONAL DYNAMICS	21
3.4 PERSONAL GROWTH: THRIVING THROUGH SELF-ALIGNMENT	23
3.5 BEYOND DOMAINS: GLOBAL APPLICATION	24
4. A NEW PARADIGM FOR UNDERSTANDING IDENTITY	27
4.1 BEYOND TOOLS: NEUROPHYSIOLOGY AS A NEW FRAMEWORK	27
4.2 IDENTITY INTELLIGENCE: LIVING AUTHENTICALLY.....	27
4.3 ELEVATING PRACTICE WITH NEUROPHYSIOLOGY	27
4.4 BEYOND THE GOLDEN RULE: PERSONALIZING HUMAN INTERACTION	28
5. BRIDGING STRATEGY TO PRACTICE.....	29
5.1 UNDERSTANDING THE IMPLICATIONS OF NEUROPHYSIOLOGY	29
5.2 FOR THE GENERAL READER: THE PERSONAL IMPACT OF NEUROPHYSIOLOGY	29
5.3 FOR PRACTITIONERS: THE STRATEGIC IMPLICATIONS OF NEUROPHYSIOLOGY.....	30
5.4 FINAL THOUGHTS: WHY BEFORE HOW	31
REFLECTION & RESPONSE: ENGAGING WITH THE INSIGHTS	33
FOR GENERAL READERS.....	33
FOR PRACTITIONERS.....	34
APPENDIX.....	35
FINAL COMMENTARY ON NEUROPHYSIOLOGY	35
The Future of Neurophysiology in Human Development.....	35

Neurophysiology in Coaching and Therapy

Common Misconceptions About Neurophysiology 36

Final Thoughts: Why Before How 37

BIBLIOGRAPHY 39

INDEX 41

Preface

(Standardized Preface for All Books)

iDENTITY iNTELLIGENCE® Series - Editions

Some content in the series is coming from our book: *iDENTITY iNTELLIGENCE®: The Organizational Psychologist's Quintessential Toolbox*. It was a behemoth hard-cover, full-color, 8.5x11, 550 page book (equivalent to ~880 pages in a 6x9 book).

Most books in the series are available in four editions. The Standard Edition is an affordable black-and-white paperback. The Practitioner Editions are premium, full-color:

- iii **Standard Edition:** (for General Audience, Clients, and Laypersons): These books are written for anyone seeking to invest in themselves. The Standard Edition is printed as a black-and-white paperback for accessibility and affordability.
- iii **Practitioner Edition:** (for Therapists and Coaches): This edition includes the same foundational content as the Standard Edition, but is specifically designed for coaches, therapists, and other practitioners. It offers expanded insights, footnotes, and resources to deepen professional application. One primary distinction is greater in-depth usage of neurobiology, neuropsychology, and especially, neurophysiology.
- iii **Practitioner Edition - Annotated:** This Flagship edition contains all the features of the Practitioner Edition, with one key addition: brief, in-text glossary annotations of key therapeutic terms. These embedded definitions provide real-time clarity without disrupting the book's structure or pagination. Designed to strengthen both fluency and interpretive precision, this structure supports clarity in service of application -- while maintaining exact alignment with the Standard Edition. This ensures seamless reference across client, cohort, and classroom settings.

- iii Supervisor Edition (for Clinical Supervisors, Professors, and Training Directors):** This edition is designed to support those mentoring, supervising, or teaching others who are using the Practitioner Editions. It offers chapter-aligned teaching prompts, supervision strategies, discussion guides, and tiered competency rubrics. While the content of the client and practitioner editions remains unchanged, the Supervisor Edition helps frame that content into usable curriculum, cohort discussion, or performance tracking tools.

iDENTITY iNTELLIGENCE® Series - Purpose

The books are designed to facilitate transformation and empowerment. They help bridge the divide between personal and professional growth (counseling / coaching); they are for practitioners' clients, as well as a general audience. These works serve as a rich resource for self-discovery, emotional growth, and behavioral change. They emerge not from theory alone, but from lived patterns across service of over 10,000 clients and over 60,000 hours helping individuals grow -- personally, professionally, and relationally.

At its core, iDENTITY iNTELLIGENCE® strives to:

- iii** Cultivate a deeper understanding of identity.
- iii** Foster empathetic and meaningful relationships.
- iii** Provide practical tools to navigate personal and professional challenges with resilience and intention.

By promoting healing, accountability, and the courage to embrace change, the series aims to guide readers toward greater harmony, success, and fulfillment -- reinforcing that transformation is a shared human journey.

- iii **Standard Edition:** These books offer a structured pathway to identify and overcome internal burdens, and external barriers to growth. They are designed to build resilience, strategy, and clarity, empowering readers to achieve their full potential. There are actionable insights and reflective exercises. Whether exploring these tools independently, or as part of a broader journey -- the series provides practical guidance for meaningful change.
- iii **Practitioner Editions (including the Annotated Edition):** These books function as a dynamic toolbox for leaders, coaches, therapists, and organizational psychologists. Equipped with proven strategies and actionable frameworks, these books enable professionals to drive transformative change effectively -- and with lasting impact (in clients and organizations). Practitioners may find significant value in delegating the Standard Edition to clients, as it serves as a complement to their sessions. This delegation can enhance the client's self-work, and streamline the practitioner's guidance, ultimately extending the scope and impact of the professional relationship.

Start Your Journey with Free Tools

1. Free Neuro-Test Mini Introduction to Neurophysiology

Foundational Insights

Drawing from over three decades of research and practice in neurophysiology, iDENTITY iNTELLIGENCE® equips individuals and practitioners with science-backed insights to navigate challenges and foster resilience. The proprietary iDENTITY iNTELLIGENCE iNVENTORY™ – a 20-minute online assessment – delivers a personalized understanding of core neurophysiological wiring. The instrument focuses on identifying aspects unaffected by external influences (e.g. family of origin, values, beliefs, personality, traits, trauma, etc.). This unique approach offers a clearer lens into how your brain's systems influence relationships, thought, emotion, and action.

The assessment measures five core systems; these systems connect to the series' core themes:

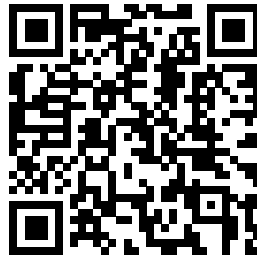
- iii **Risk Avoidance System:** Are you energized by high-risk stress, or do you excel in predictable environments?
- iii **Connection System:** Do tranquil surroundings recharge you, or do you thrive in high stimulus and / or social contexts?
- iii **Variability System:** Are you drawn to stability and predictability, or do you prefer dynamic, ever-changing environments?
- iii **Harmony System:** Do challenges invigorate you, or do you perform best in peaceful conditions?
- iii **Goals System:** Are you most effective when laser-focused, or do you excel at juggling multiple tasks?"

Neuro-Test is the testing instrument (assessment) behind iDENTITY iNTELLIGENCE iNVENTORY™. Understanding these systems can help build actionable insights to navigate challenges, build resilience, and

enhance favorable outcomes. To explore these concepts further, download our free mini tool, which:

- Offers a personalized overview of your unique neurophysiological wiring.
- Serves as a companion guide to maximize your experience with the iDENTITY iNTELLIGENCE® series of books.

<https://identity-intelligence.org/neurotest>



2. Free Mini-Book: Why Neurophysiology?

We encourage you to read this short, free mini-book, which gives the story behind, "Why Neurophysiology?" While it was originally written for practitioners (includes technical terms and frameworks), it's readable without foundations in neuropsychology or neurophysiology. The insights provide meaningful context for our approach:

<https://identity-intelligence.org/why-neurophysiology-p>



A Note on Trademarks, Acrostics, Models, and Memorability

If you read a few of our books, you'll quickly notice how much we love acrostics, acronyms, and distinctive model names. Why? Because every brain is wired differently. Some of us learn best by hearing (auditory), some by seeing (visual), and others by doing (kinesthetic). Our goal is simple: to make the hard-science complexity of neurophysiology clear, practical, and usable -- especially in the soft-science realms of psychology, leadership, and personal growth.

Some readers find acrostics helpful. Others just remember, "STOP... oh yeah, that's the four-step model to stop bad thoughts." Either way works. The science stays the same. The goal is clarity and impact. The acrostics always come second.

Every model in this series is grounded first in experiential work -- meaning the name comes from the model, not the model from the name. Our models tend to be discovered -- not built -- through decades of pattern recognition, drawn from work with over 10,000 individuals in leadership, coaching, therapy, and organizational psychology contexts.

If a model happens to form a memorable acronym, we use it. If not, we don't. You never need to memorize anything. You never need to use the acronyms:

- iii Each model stands on its own -- acrostic or not. Parallel frameworks and models are always optional.
- iii Each book stands on its own -- companion resources are available if needed, and always free.

This is not a one-size-fits-all system. It's a library of doorways -- each leading to the same destination: transformation. Every model is independently powerful and fully optional. Use all. Use some. Use none.

*Take what works. Leave the rest.
No guilt. No guile. Just guidance.*

These aren't high-concept, low-application theories. These are well-worn tools -- field-tested, refined, and handed to you not as requirements... but as resources.

By the way, we resisted the urge to call this section:

T.A.M.M. — Trademarks, Acrostics, Models, and Memorability

... but let's just say, it wasn't effortless.

A Note on Page Layout and White Space

This book was designed to share the same structure and pagination as its Practitioner Edition counterpart (expanded content, additional techniques, and neurophysiological insights in footnote form). In this edition, that content is intentionally omitted, resulting in occasional white space.

Rather than filling the page, we've chosen to preserve that space for your own use -- to annotate, reflect, or personalize your growth. You can use it to underline key ideas, jot insights, or highlight action steps.

Practitioner's Preface

(Standardized Practitioner's Preface for All Books)

The Differences in Practitioner's Editions

The Practitioner Editions are designed to perfectly parallel the Standard Edition. This parallel-editions format enhances both usability and professional impact. Both Practitioner Editions (*Practitioner*, *Practitioner - Annotated*) share identical content and pagination with the Standard Edition, ensuring seamless cross-referencing between practitioners and clients. The Practitioner Editions include additional content in blue font, offering deeper insights and advanced applications.

This format enables practitioners to integrate advanced frameworks into their work -- while maintaining clarity and alignment with their clients. Whether revisiting specific pages during sessions, or assigning activities for independent work, practitioners can confidently guide their clients with precision and ease.

In essence, the Practitioner Editions serve as a practical and insightful 'cheat sheet,' enriching professional application and streamlining the practitioner-client dynamic. We have used this approach with our clients, and hope it proves equally beneficial to you.

Key distinctions include:

- **Color Coding:** Practitioner-exclusive content – such as advanced insights and commentary – appears in blue font, for easy reference.
- **Identical Pagination:** Beginning with the first chapter, all editions share the same page numbers, ensuring seamless navigation.
- **Optimized White Space:** To maintain consistent pagination, the Standard Edition may utilize filler elements (e.g. quotes or images) in place of practitioner-specific content.

- **Simple and Practical Application:** For instance, strategies for managing a high cortisol client – like reducing anxiety or leading effectively – to bridge theory and practice with confidence. Practitioner Editions will help you bridge theory and practice -- with clarity and confidence.

The Advantages of Practitioner Editions

Practitioner Editions are crafted to enhance your professional expertise, simplify your workflow, and deepen client engagement. By integrating advanced tools, insights, and practical resources, these editions enable you to:

1. **Stand Out as a Respected Expert:** Enhance your reputation by demonstrating expertise in solving complex challenges. Consistently deliver meaningful results that build trust with clients -- and garner respect among peers.
2. **Simplify Your Workflow:** Streamline your practice with ready-to-use tools, downloadable activities, and structured guidance. These resources – from session assignments to client exercises – are intentionally designed to save you time, and enhance effectiveness.
3. **Extend the Scope and Impact of Client Relationships:** The Practitioner Editions elevate the activities in the Standard Edition, providing expanded insights and deeper context. This empowers clients to take ownership of their growth, while also enriching follow-up sessions. By fostering greater depth and focus, it naturally extends opportunities for continued collaboration across multiple sessions. By design, the Standard Edition encourages readers to collaborate with their coach or counselor -- for extended understanding and impact.

4 Tools for Practitioners

1. Neuro-Reciprocity - Core Book: for Practitioner's Only

The Neuro-Test Mini guide (below) serves as a gateway, offering a concise introduction to key neurophysiological concepts. It comes directly from the practitioner's core book, *iDENTITY iNTELLIGENCE® Neuro-Reciprocity: The Foundations of Neurophysiology for Practitioners in Counseling and Coaching*.

That book goes far beyond foundational concepts, offering advanced applications, tailored tools, and deeper insights. It is designed to elevate professional practice and client engagement. It occupies a distinctive place within the series:

- **Practitioner Exclusive:** Available exclusively in the Practitioner Editions, not the Standard Edition.
- **Recommended Starting Point:** Ideal for practitioners seeking a comprehensive understanding of neurophysiology in practice.
- **Foundation for the Series:** Establishes key principles that deepen and enhance the experience of subsequent books in the series.

2. Free Book: Why Neurophysiology?

This book is available as a free PDF download, and as a purchasable full color, hard cover book (for those who prefer the tactile experience of the iDENTITY iNTELLIGENCE® library): *Neurophysiology in Coaching and Therapy: Redefining Human Potential Through Brain Science*

Understanding neurophysiology can give us incredible insight into human behavior, decision-making, and potential. This document explores why practitioners in therapy, coaching, and leadership might consider prioritizing neurophysiology as a core framework for their work. Unlike tools that focus on traits or inclinations, neurophysiology reveals the deeper systems driving how individuals experience and engage with the world.

This downloadable PDF explains the philosophy and strategic considerations for leveraging neurophysiology in professional practice. By understanding clients' core wiring, practitioners can help align strengths, mitigate derailers, and achieve transformational outcomes. It's an essential resource for understanding the "Why?" -- in the utilization of cutting-edge brain science for practical application:

<https://identity-intelligence.org/why-neurophysiology-p>



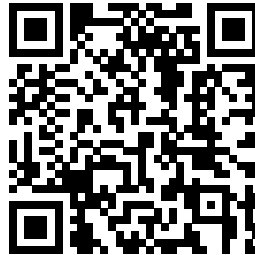
3. Neuro-Test Mini - Start Your Journey with a Free Tool

To help you navigate the principles of iDENTITY iNTELLIGENCE® -- we offer a complimentary tool: Neuro-Test Mini. This foundational resource provides personalized insights into five neurophysiological systems, equipping you with a solid starting point for deeper exploration in the chapters ahead.

The Neuro-Test Mini PDF offers a concise introduction to these systems -- to serve as a personalized guide for your journey through the books.

The guide includes a table that distinguishes Coaching from Counseling, helping practitioners consider which approach – or a hybrid – best aligns with their goals:

<https://identity-intelligence.org/neurotest-p>



4. Neuro-Test Full - For Your Practice

With decades of research and practical application, iDENTITY iNTELLIGENCE® offers a unique blend of hard science and soft implementation. Rooted in foundational principles such as Polyvagal Theory¹, our tools are designed to deepen practitioners' understanding of neurophysiological systems. This deeper insight can significantly enhance a practitioner's ability to influence resilience, attachment, client-practitioner dynamics, -- and other critical areas.

Thousands of individuals and practitioners have utilized these tools and services to: foster emotional healing, enhance performance, and improve relationships. The frameworks and methodologies presented in this series provide practical insights, and evidence-based approaches. Our goal is to empower practitioners, to create lasting impact.

The full Neuro-Test assessment can be customized and white-labeled, allowing practitioners and organizations to seamlessly align it with their brand. This versatile instrument has been successfully implemented across a variety of professional contexts:

For Coaches

- **Leadership Development:** Enhance conflict management, executive development, succession planning, etc.
- **Team Optimization:** Improve team dynamics through profiling, new-hire screening, development, role alignment, etc.

For Therapists

- **Client Alignment:** Match clients with therapists to improve fit and reduce attrition; gain deeper insights to motivate and direct clients based on their neurophysiological wiring; address relational

¹ Stephen W. Porges, *The Polyvagal Theory: Neurophysiological Foundations of Emotions, Attachment, Communication, and Self-Regulation* (New York: W. W. Norton & Company, 2011)

challenges in a tailored manner (e.g., conflict, marriage, business, etc.); etc.

- **Professional Development:** Advance practitioner training and certification with in-depth knowledge of neurophysiology.

Whether supporting individuals or teams, Neuro-Test provides actionable insights to foster growth, strengthen resilience, and achieve meaningful lasting impact.

Neuro-Test Full: White Labeling

Explore how to customize and integrate the iIDENTITY iTELLIGENCE iNVENTORY™ into your practice (available as the Neuro-Test through white-label customization). It can equip you with actionable tools and strategies to drive growth, build resilience, and make a lasting impact in your clients' lives. For additional details or to discuss collaboration opportunities:

info@identity-intelligence.org



Matrix of Opportunity & Responsibility

Used across coaching, therapy, and education, the iIDENTITY iTELLIGENCE® series invites both opportunity and responsibility. To support aligned use across roles, we offer a downloadable *Use Matrix* outlining role-specific best practices and scope boundaries. Created to foster clarity, collaboration, and confidence:

<https://identity-intelligence.org/usematrix>

Practical Notes for Engagement and Clarity

A Note on Downloadable Images & Documents

Many of the images throughout our books are available for download and may be used in non-published contexts. If you include an image in a document, presentation, or on your website, please provide one of the following citations:

- © iDENTITY iNTELLIGENCE® identity-intelligence.org
- Downloadable image²:



A Note on the use of Chicago Style

Our work employs Chicago Style rather than APA Style for pragmatic reasons, particularly to accommodate the extensive use of footnotes and downloadable resource URLs.

A Note on Psychological Terminology

Psychological terminology often varies significantly across contexts:

- **Nomenclature:** Therapists may use psychological terms differently from the general public.
- **Jargon:** Even within the field, terms can vary by specialty (e.g., a forensic psychologist versus a Family Systems therapist).
- **Geography:** Variations in terminology also occur among therapists practicing in different regions, even within the same specialty.

² Image download: <https://identity-intelligence.org/logo-p> Color Codes - RED: 140-12-4 (8C0C04); GRAY: 90-92-92 (5A5C5C).

Examples:

- *Co-Dependent*: A layperson might describe a co-dependent as someone with enmeshment or clinginess. In professional contexts, it may specifically refer to someone enabling another's addiction (e.g., purchasing alcohol for an alcoholic to prevent a DWI).
- *Love-Bombing*: Often understood as a manipulative tactic to achieve desired outcomes, some practitioners may use this term to describe early-stage relationship behaviors exhibited by a Cluster-B client.

These interpretative differences highlight the importance of establishing a shared understanding of psychological terminology. If practitioners assign this book to their clients, discussing the definitions can help ensure clarity.

A Note on the Red:

Throughout this book, you'll notice the unmistakable presence of deep red — not as an accent, but as an identity. The red of old-world leather bindings — heirloom books built to last. Here, red signifies clarity — a deep cut through noise to reveal what's true beneath. Bold by design, it grounds each page in what matters most: enduring identity, integrated intelligence. This isn't fast food for the brain — but a fine-dining experience for the mind. Every design choice invites your nervous system to breathe. Not just a book — a table set for transformation.

Thank You

Thank you for embarking on this journey with us. It's our privilege to support your important work, and our passion to provide tools and insights that empower meaningful transformation.

What Others Are Saying

- "Scott's work revolutionized how I think about resilience. His neurophysiology-driven approach gave me tools to manage stress, build stronger relationships, and create lasting results at work."³
- As Michelle Ross explains, "Scott's coaching style is a game-changer. He combines deep scientific insights with real-world practicality, helping me make sense of my strengths and overcome my blind spots. I've never felt more confident in my ability to lead effectively."⁴
- "Scott's NEURO-TEST™ helped me uncover things about myself that I never even knew existed. The precision and depth of his tools and insights have fundamentally changed the way I approach both personal and professional decisions."⁵
- Max Cates reflects, "Working with Scott is like upgrading your mental operating system. He helped me understand the deeper drivers of my behavior and provided tools that are both innovative and practical. I'm now more effective, focused, and aligned with my goals."⁶
- Martha McAnlis shares, "Scott's ability to weave together faith and science is nothing short of remarkable. His coaching has helped me cultivate resilience, navigate tough decisions, and live more authentically in alignment with my beliefs and values."⁷
- Travis Knight shares, "Scott helped me discover not just how to lead my team better, but how to lead myself. His coaching opened my eyes to patterns I didn't even know I had, and his tools gave me a framework to thrive in both my personal and professional life."⁸

³ Brian Zientek, testimonial dated November 16, 2023. CFO, Multi-Billion Dollar Multi-national.

⁴ Michelle Ross, testimonial dated April 10, 2024. Real Estate Development Entrepreneur.

⁵ Bill Knegendorfer, testimonial dated March 6, 2021. Retired executive; Current: Executive Coach.

⁶ Max Cates, testimonial dated November 14, 2024. Fortune 500 CEO; author of many leadership books.

⁷ Martha McAnlis, testimonial dated November 15, 2024. Retired Pharmaceutical Sales; Current: Owner Executive Coaching firm.

⁸ Travis Knight, testimonial dated April 17, 2024. Insurance Company Owner.

- Dr. Rodney Reed explains, "Scott's coaching gave me a new lens to understand my purpose. His ability to combine neuroscience with spiritual principles is unparalleled. I now approach challenges with clarity, courage, and a renewed sense of mission."⁹
- As one client attests, "Scott walks on water. It doesn't matter what the problem is; when we face life's biggest and most complex problems personally or professionally, we hire Scott's brain."¹⁰
- Sally Saad describes, "Scott's approach is transformative. He guided me to align my work with my values, helping me create harmony between my professional life and my faith. His coaching is deeply insightful and rooted in both science and compassion."¹¹
- One client notes, "Scott's coaching not only transformed my leadership style but also deepened my spiritual walk. His ability to integrate faith-based principles with practical strategies is unparalleled. I finally feel equipped to lead my team with both confidence and humility."¹²
- Dr. Priscilla Mugambi states, "By understanding my neurophysiological wiring, I've been able to tackle long-standing challenges with clarity and confidence. His approach is revolutionary and deeply empowering. In my career I deal with people who have diverse issues... I can differ my approach for different clients... Before, as a psychologist, I would just look at the psychological issues that could be causing them to respond in a certain way. But now I'm getting to see that there is much more than just the environmental factors... these neurological aspects... I'm not just looking at them as this person who has mental health issues... they're wired for a purpose. How can they be placed... to acquire life satisfaction, and be more productive?... But with Scott, this is from a different angle. He's different from a therapist because it's not just about the issues you're going through. It's because of his ability to

⁹ Rodney Reed, PhD., testimonial dated November 1, 2024. University Academic Chancellor.

¹⁰ Chris Dewitt, testimonial dated April 5, 2020. Hollywood Producer.

¹¹ Sally Saad, testimonial dated June 2, 2024. Restaurant Chain Entrepreneur.

¹² Julie Spann Johnson, testimonial dated October 20, 2023. Business Entrepreneur.

understand who you are... [He] is able to predict how you're likely to respond in a certain situation. It was a great feeling that would make someone want to go to these sessions again and again."¹³

¹³ Priscilla Mugambi, testimonial dated December 19, 2024. University Chair of Psychology Department; Practicing Psychotherapist.

Acknowledgments

This work represents a cumulative narrative of a journey that began with an extraordinary personal trial -- and evolved into a lifetime dedicated to understanding human resilience, potential, and neurophysiology.

First, I wish to express my inestimable gratitude to my mom and dad, whose continual love and structure have deeply penetrated. Thank you also to the mentors, coaches, and educators who so competently guided me along this path. Your wisdom, encouragement, and challenge, have significantly shaped the perspectives and insights shared here.

I'm especially joyed to honor Dr. Bill Jones, who took me under his wing and generously brought me into his client consultations when I was still a young man. You gave me my first introduction to inner-healing work with clients, and your mentorship left an indelible mark that ripples into my life every day; thank you for investing in my personal and professional journey.

To my friends, colleagues, and collaborators in coaching, therapy, and organizational development -- your partnership has continually inspired and challenged me to refine these principles through practice and application. Your contributions are invaluable, and I am deeply honored to count you as partners on this journey.

To the practitioners and clients who have entrusted me to help navigate their challenges and unlock their potential: thank you for allowing me to learn alongside you. Your courage, openness, and trust have deepened my understanding of the incredible diversity of human experience.

The narratives contained in this small work, stand as a testament to the collective influence of relationships; I literally "stand upon the shoulders of giants." Thank you for imparting your belief, that transformation is not only possible -- it's profoundly human.

Forward

I first met Scott by what some might call coincidence, though in my experience, few things happen without purpose. At a leadership networking meeting in Lexington, Kentucky, I found myself introduced to a young man brimming with curiosity and untapped potential. What struck me immediately was not just his remarkable intelligence, but his capacity for depth—an ability to think, connect, and conceptualize at levels I rarely encounter.

Over the years, as I took Scott under my wing, I had the privilege of mentoring him both professionally and personally. We came to know each other's families, shared countless conversations, and collaborated in ways that enriched us both. One of the greatest joys of mentorship is recognizing latent greatness in someone, and helping them step into it. In Scott, I saw brilliance—strategic, coherent, and multidimensional—that he hadn't yet recognized in himself. I challenged him to speak publicly, to lead initiatives, and even start a business. Each time, he rose to the occasion, not just meeting expectations but far surpassing them.

Scott's journey has been one of courage, resilience, and transformation. Early in his career, he embraced opportunities to join me in consultations, facilitate groups, and delve into inner-healing work with clients. These experiences became the foundation for the principles he writes about in this book and the larger *Identity Intelligence*® series. His frameworks on neurophysiology and human potential are rooted not only in his extensive research, but also in the lived wisdom of someone who has walked this path firsthand.

One of Scott's extraordinary gifts is his ability to integrate the abstract with the practical, to bridge the scientific with the profoundly human. His unique approach to neurophysiology doesn't just illuminate how we are wired, but shows us how to align with that wiring to thrive. I've watched Scott take concepts that might seem daunting—like identity, resilience, and brain

science—and make them accessible to anyone, from organizational leaders to individuals seeking personal growth.

For me, the mentoring relationship we shared was not a one-way street. While I had the privilege of guiding Scott as he discovered his own brilliance, I also learned from him. As the years went on, our relationship evolved, and Scott became one of my most trusted advisors and confidants. It's rare to find someone who can hold both technical precision and emotional depth with such grace, and I have often been the beneficiary of his insight and care.

This book stands as a testament to the power of resilience, the importance of relationships, and the remarkable potential that lies within each of us, when we align with our unique neurophysiological wiring. Scott's work invites us to embark on a journey of self-discovery and transformation—one that he has lived himself and now shares with all of us.

As you read the pages that follow, you'll find a resource not just for understanding yourself, but for navigating the complexities of life with greater clarity and purpose. It is my honor to introduce this work, and I am deeply grateful for the opportunity to have played a part in the journey that brought it to life.

Dr. Bill Jones

Author, Professor of Philosophy, Consultant, and Founder of Meals on Wheels Kentucky

Abstract

This document explores neurophysiology as the foundation of human behavior, decision-making, and potential. Grounded in personal discovery and decades of practice, it argues that neurophysiology – how our central nervous system drives experience – offers unparalleled insights into who we truly are. Unlike traditional assessments that focus on traits, values, or aptitudes -- neurophysiology reveals the core wiring that strongly influences and shapes how we engage with the world, make decisions, and thrive. By understanding this deeper layer, practitioners in therapy, coaching, and leadership -- can help clients align with their innate strengths, avoid built-in derailers, and achieve transformational results.

Through real-world examples, cutting-edge insights, and practical applications, this document provides a roadmap for the philosophical and strategic considerations of leveraging neurophysiology in practice. Whether working with individuals, teams, or organizations, this approach redefines what it means to truly know oneself -- and others.

How to Read This Book: Philosophy vs. Practice

This book is about why neurophysiology matters -- it's not a manual on how to use it in practice. It lays the philosophical foundations for understanding how brain science influences human potential, coaching, therapy, and leadership. It also tells the story of how we uncovered these insights: how neurophysiology emerged as the key to understanding human behavior.

For those seeking practical applications – such as assessment techniques, interventions, or session strategies – the core practitioner's book, *Neuro-Reciprocity™: The Foundations of Neurophysiology for Practitioners in Counseling and Coaching*, goes much deeper into the “how.”

Think of this book as the framework behind the method; the *why* before the *how*.

1. Unlocking Potential: The Case for Neurophysiology

1.1 Identity in Action: What Madagascar's Alex and Marty Teach Us

In the animated film *Madagascar*, Alex the lion and Marty the zebra share a close friendship. They thrive in their predictable life at Central Park Zoo, where Alex's instincts are dulled by routine -- and Marty dreams of going to *the wild*. Everything changes when they're accidentally shipped to Madagascar, Africa. For the first time, Alex's primal instinct kicks in, challenging his sense of identity.

Alex begins to view Marty as a delectable red steak: "my little filet mignon with a little fat around the edges... a rare delicacy."¹⁴ This scene highlights the internal conflict Alex experiences, struggling with his predatory nature, while trying to maintain his friendship with Marty.

The tension between Alex's innate wiring and his environment is both chaotic and humorous -- but it also reveals a fundamental truth: no matter the context, our hardwiring shapes how we experience and engage with the world. In an apology for his predatory nature, Alex tells Marty, "You know what makes you special? These guys [all the other zebras] are white with black stripes; you're black with white stripes. You're a dreamer... have great taste in music, and horrible taste in friends." Just as neither a zebra nor a cat can change their stripes, our own wiring informs how we experience life. But can humans truly uncover and align with their stripes -- and what might happen if we do?

¹⁴ DreamWorks Animation, *Madagascar*, directed by Eric Darnell and Tom McGrath (Universal City, CA: DreamWorks Animation, 2005), film.

Why Neurophysiology? This question lies at the heart of my practice, and the transformational work I've woven throughout therapy, coaching, leadership, and organizational development. But this question isn't just academic -- it's deeply personal. Neurophysiology hasn't just shaped my professional approach; it has fundamentally transformed my life, redefining how I understand myself and the world around me.

1.2 From Paralysis to Discovery

When I was young, I dreamed of becoming a physicist. My brain seemed tailor-made for it: I excelled in systems thinking, logical reasoning, and abstract problem-solving -- abilities deeply rooted in my neurobiology (particularly the intricate pathways of my prefrontal cortex). I couldn't wait to dive into college, ready to unravel the mysteries of the universe through the lens of physics.

But life had other plans. Just after high school graduation, a catastrophic auto accident shattered my spine and left me paralyzed from the neck down. Doctors diagnosed me with quadriplegia and gave me just two hours to live; friends and extended family gathered at the hospital to say their goodbyes. My journey was about to end, before it had even begun.

Through an extraordinarily high-risk surgery, two world-class surgeons worked together for 17 grueling hours. They discovered that my spinal cord was not severed -- a condition known as quadriparesis; in essence, though fully paralyzed, the spinal cord seemed to be intact. Against all odds, I survived the procedure. But the prognosis was grim: they gave me a life expectancy of just 2 months to 2 years, and told my family I would never walk again.

Within ten days of the surgery, I began to wiggle my toes. Within ten months, defying all expectations, I had learned to walk again -- and I walked back into work. Years later, I visited one of my neurosurgeons, who reflected on my recovery with amazement: "Despite performing over 10,000

neurosurgeries since your case, I remember you; you should not be walking into my office. To this day, you remain one of the most successful surgeries anywhere in the world.”

Having missed my first year of college, I returned to work, where I was unexpectedly promoted from busboy to Restaurant Manager -- a far cry from the physics labs I dreamed of. Initially, I wanted to decline; I was far more interested in calculators, computers, and my grandfather's slide rules. But familial values pushed me to accept the promotion. To my surprise, I loved it. The ever-changing environment, chaotic challenges, and the constant stimulation. Restaurant leadership both energized me, and elicited positive emotions. I thrived in the role, but there was one glaring problem: I didn't understand people.

I immersed myself in extensive career coaching, spending four hours per week for over a year. By the end, I had amassed nearly 650 pages of raw data from assessments I had taken. Meanwhile, the restaurant became a living “lab,” with 80 superiors, peers, and subordinates – and countless thousands of guests – offering daily insights into human behavior. At just 19 years old, I found myself advising others on roles, functions, leadership, career, and college major decisions. Working for an international restaurant chain without formal training programs or curricula, I began creating them myself. I had accidentally become an organizational psychologist.

Why did some employees thrive in certain roles while others struggled? How could I lead situationally -- to help my team achieve greater happiness, productivity, and even financial success? Despite the extensive number of assessments I had encountered, none could uncover the true root causes of my employees' energy, emotions, motivations, or performance. These tools provided loose, surface-level categories, but they didn't dig deep enough. They felt incomplete. Why couldn't they consistently (quantitatively) or fully (qualitatively) explain how we *actually* experience and engage with the world?

1.3 The Spine as the Conduit of Neurophysiology

I found the answer by looking beyond my brain... marvelously, it lay in my spine. My spinal cord – the central conduit between the brain and the body – held the key to both my survival and my understanding of human behavior and perception. When the surgeons discovered my spine wasn't severed, it became clear that this connection wasn't just about regaining movement; it was about reclaiming how I experienced and engaged with this world.

The CNS weaves throughout the entire body, serving as the conduit through which signals flow, while neurotransmission acts as the interface. That is, neurophysiology translates electrical and chemical signals into the sensations, emotions, and actions that define our reality. Neurophysiology, the intricate interplay of these systems, connects the intangible psyche with the tangible life we live. It's not just how we think or feel; it's how we exist and thrive.

*Our brain processes, but our body feels.
Our body feels, via neurophysiology.*

Neurophysiology and the Spine:

- iii The spine embodies dualities:
 - ii fragility | strength
 - ii vulnerability | resilience
 - ii abstraction | tangibility
- iii It is both the literal and symbolic conduit of human existence, linking thought to action, intention to reality.
- iii Neurophysiology isn't just how we experience life -- it's how we navigate it, bridging the intangible psyche with the tangible world.

It took countless interactions with clients to fully grasp the critical difference between our overall neurobiology and the subset of neurophysiology. As a young man, I'd often joke, "If I ever had a client with my brain wiring, I'd never encourage them to become an organizational psychologist." Today my opinion is reversed: I'd actively advise against careers like physicist, engineer, accountant, or attorney -- for those with my neurophysiological profile.

While my neurobiology, especially my cortex, gave me strong mathematical aptitudes, my neurophysiology told a different story. With the wiring of a restaurant manager, I wouldn't have just been miserable and drained in those careers -- I likely would have made costly mistakes. All the well-intentioned advice from family, mentors, and teachers urging me toward physics and accounting, was based on incomplete data. Only by understanding my neurophysiology, was I able to align with a path that matched both my strengths, and how I thrive emotionally, mentally, and socially.

My career, mental and emotional health, and psycho-social functioning all reached new heights when I learned to put less weight on personality, values, beliefs, attitudes, giftedness, and even the deep familial narratives that shaped me. It wasn't about these, as much as it was about neurophysiological wiring. This revealed something fundamental: my

“stripes” – my deep infrastructural pathways – the truest and most relevant aspects of my identity intelligence.

1.4 Identity Intelligence: The Key to Human Potential

As I worked with clients, this understanding proved universal. Time and again, I have observed people defying expected attitudes or behaviors -- when viewed through personality, traits, etc. These often shift with context, age, or in different situations. In contrast, when I view attitudes and behaviors through the lens of neurophysiology, people rarely surprise me.

Neurophysiology provides a consistent and reliable foundation for understanding human behavior -- one that remains steady even as external factors change. As clients often share in exit interviews, “Neuro-Test knows how I’m likely to behave in different situations, better than I myself know.”

Knowledge of neurophysiology radically impacts every aspect of life, particularly at the root level: it shapes both the choices we consider and the decisions we make. **Choices** determine the possibilities we entertain: *Should I accept this promotion? Quit my job? Join this board?* **Decisions** define the actions we take: *How do I engage this conflict? Lead this team? Influence this person?* Neurophysiology provides clarity for both, guiding us in crafting environments and strategies that align with our unique wiring.

This understanding touches every facet of human experience: *Should I use these particular tools for anxiety reduction? Drive a car fast with music blaring before a major sales meeting? Begin my day with a spirited debate to boost my energy?* Literally every question regarding people and people problems, finds its clearest answer in identity intelligence -- understanding our neurophysiological wiring.

At its core, this framework emphasizes two essential steps:

1. Knowing yourself (identifying your neurophysiological profile), and...
2. Crafting a context that aligns your environment with your neurophysiology

Just ask any of our clients -- this insight has radically transformed their lives.

Like zebras and cats, we all have innate patterns that define how we experience and engage with life, and how we perceive reality. Zebras and tigers have distinctive and persistent stripes, and so do we. When we uncover these patterns, we gain astute clarity and poignantly focused energy, equipping ourselves with the knowledge to make **choices** and **decisions** intelligently. In a word: WISDOM. Our ability to navigate challenges, seize opportunities, and foster meaningful growth is profoundly enhanced. This is true for us, and it's true for those we're privileged to serve.

In this document, I'll unveil why neurophysiology is the key to unlocking human potential. Whether in therapy, coaching, leadership, or parenting... understanding how we're wired – not just what we're good at – provides a roadmap for transformative change. Let's explore why this distinction matters, and how it can redefine the way you approach your life and your work.

2. The Science Behind Our Decisions and Perceptions

As we explore neurophysiology, it's important to remember that this book isn't a step-by-step guide for applying these concepts. Rather, it's an exploration of the deeper philosophical and strategic role neurophysiology plays in shaping human experience, decision-making, and identity.

2.1 Identity Without Neurophysiology

When I was paralyzed from the neck down, I experienced something extraordinary: my neurophysiology completely shut off. It was as though a switch had been flipped. I no longer felt drive, a thirst for stimulus, fear, stress, boredom, or even anxiety or worry. All the traits that defined my "Restaurant Manager" profile – variability seeking, strong drive, and a craving for high-stimulus environments – vanished entirely. I became a blank slate, free from both my defining strengths and the accompanying weaknesses. For the first time, I existed without the forces that shaped my attitudes, emotions, and behaviors -- stripped down to a neutral state of being.

Looking back, I now understand why this happened. The connection between my brain and body was effectively severed, halting the central nervous system's role as the conduit for neurophysiological activity.

Without the feedback loop between my spine, peripheral nervous system, and brain -- the signals that drive emotion, motivation, and perception simply stopped. My brain's ability to generate neurophysiological responses was effectively paused, leaving me in a state of profound central stillness. This experience not only deepened my understanding of neurophysiology -- it also revealed its central role in shaping human identity and existence.

2.2 The CNS and Neurotransmission: Translating Experience

The central nervous system (CNS) serves as the conduit between the brain and the body, forming the vital link that allows us to experience and engage with reality. It is the highway of existence, carrying signals that regulate sensation, emotion, and behavior. Yet, what makes neurophysiology extraordinary is its reliance on neurotransmission, the interface through which electrical signals transform into chemical messages. This transmission enables the body to act, feel, and perceive.

Through this interplay, the intangible (e.g. our psyche, thoughts, and emotions) becomes tangible, shaping how we behave and experience the world. For instance:

- iii Dopamine fuels motivation and reward-seeking¹⁵
- iii Serotonin governs mood and emotional balance¹⁶
- iii Cortisol drives stress responses¹⁷
- iii Testosterone fuels goal attainment¹⁸
- iii Acetylcholine governs stimulus threshold¹⁹

These neurotransmitters don't operate in isolation; they work within the framework of our neurophysiology, intricately shaping how we navigate relationships, adapt to challenges, and make decisions. This dynamic isn't abstract -- it's profoundly practical, consistent, and mathematical. It influences our ability to connect, perform, and thrive in the complexities of daily life.

¹⁵ Cf. NEURO-TEST™ **Variability System**. [Dopaminergic Nervous System: Dopamine]

¹⁶ Cf. NEURO-TEST™ **Harmony System**. [Serotonergic Nervous System: Serotonin]

¹⁷ Cf. NEURO-TEST™ **Risk Avoidance System**. [Autonomic Nervous System: Cortisol]

¹⁸ Cf. NEURO-TEST™ **Goals System**. [Attention Focus System: Testosterone]

¹⁹ Cf. NEURO-TEST™ **Connection System**. [Motoric Nervous System: Acetylcholine]

2.3 Decision-Making & Neurophysiology: Wiring Determines Action

Neurophysiology shapes us at the most fundamental level, influencing both the *choices* we perceive and the *decisions* we make. **Choices** represent the options our neurophysiology allows us to see: *“Should I volunteer to lead this project? Would my child benefit from a different adaptive parenting style? How should I prepare for this challenging conversation today? Should I explore this new opportunity?”*

Decisions, in contrast, are the actions we take based on those choices: *“What communication style should I use with this person? What conflict methodologies should I deploy? How do I prioritize my tasks and construct my workspace? How do I prepare myself mentally and emotionally for this challenge?”* Together, these processes reflect how our wiring frames not only what we view as possible -- but also how we respond.

This influence is far from theoretical. For instance, someone with a high dopamine baseline may naturally thrive in high-complexity roles that offer exploration and uncertainty (e.g. restaurant manager, interior designer, etc.) -- while someone with a lower baseline may excel in roles requiring precision, consistency, and expertise (e.g. attorney, engineer, accountant). Recognizing these tendencies can help us craft environments that align with our neurophysiological tuning.

Consider strategies such as adapting stimulus environments to increase positive emotions,²⁰ providing choices to an individual driven by their own agenda,²¹ or providing a distraction free environment to minimize negative

20 The system primarily responsible for positive emotions is the Motoric (acetylcholine); it's directly correlate to one's stimulus threshold.

21 The serotonergic system; individuals with low serotonin production love a good “fight” and are energized when debating or executing their own agenda.

emotions.²² When we align our choices and decisions with our neurophysiology, we move beyond surface-level strategies and into a mode of thriving, tailored to our innate wiring.

2.4 Bridging the Practical and the Philosophical

This understanding of neurophysiology as the root of human experience isn't merely theoretical. It has profound implications for how we live, work, and relate to others. By uncovering our neurophysiological wiring, we can craft environments and strategies that align with our strengths, mitigate our weaknesses, and equip us with the knowledge and wisdom to make better choices and decisions. Neurophysiology bridges the intangible psyche with the tangible realities of daily life, offering a roadmap for transformation.

This foundational understanding lays the groundwork for actionable strategies in real-world contexts. Whether in therapy, coaching, or leadership, neurophysiology offers a powerful lens for transformation. In the next section, we'll explore how these insights apply across domains, unlocking human potential in ourselves -- and those we're blessed to serve.

²² While individuals with lower testosterone levels struggle to remove distractions, individuals with higher levels of testosterone feel disgust when distractions occur.

3. Applications Across Domains

As we explore applications across various domains, remember that this book isn't intended as a guide for direct implementation. Instead, this chapter highlights how neurophysiology influences diverse areas of life – from leadership to therapy – offering a broader strategic perspective, rather than specific techniques.

3.1 Root & Fruit: Human Resource Optimization

Understanding neurophysiology gives practitioners a crystal-clear lens to interpret and address client challenges. Along with analyzing behaviors, emotions, or past experiences, neurophysiology goes deeper; it reveals the underlying systems driving the issues clients present. By understanding a client's neurophysiological wiring, practitioners can pinpoint the root causes of anxiety, depression, lack of motivation, or emotional dysregulation. Targeted interventions can then be crafted, that align with the client's innate tendencies.

We often speak of neurophysiology as a client's "infrastructural assets." A helpful metaphor for this is **Root & Fruit**. In organizational psychology and Human Resource Optimization, the *root* represents the neurophysiological infrastructure required for specific tasks or functions, while the *fruit* represents the outcomes, such as performance, motivation, or emotional resilience. If the root isn't there – if a client lacks the neurophysiological infrastructure for a role or function – then training interventions tend to fail at producing lasting results.

For example, consider communication styles on the following continuum:

Aggressive << >> Assertive << >> Passive²³

The "Root" of this:

Low Serotonin << >> Average Serotonin << >> High Serotonin

²³ And of course, Passive-Aggressive, which is congruent with Anxious-Avoidant attachment style.

Each serotonergic neurophysiology reflects a distinct natural approach to conflict resolution. For instance, low serotonin levels are often associated with dominant behaviors, while higher serotonin levels encourage relational harmony and a preference for de-escalation.

In sales, where low serotonin profiles often thrive due to their competitive, closing nature -- situational adjustments can make all the difference. If a salesperson (whose ideal profile includes low serotonin levels) is meeting with a dominant alpha-female or alpha-male client, we want to avoid a situation where we have "two bulls in the China shop."

To address this, we might recommend the salesperson eat a single-serving bag of potato chips about 20 minutes before the meeting. The quick dose of carbohydrates triggers a temporary increase in serotonin production, which promotes feelings of calmness and harmony. This shift helps the salesperson soften their approach, enabling them to make the alpha-client the hero of the story -- rather than competing for dominance.

In a simile, Transactional Analysis (TA)²⁴ styles (ego states) can also be considered here, through the lens of:

Parent << >> Adult << >> Child

²⁴ I'm calling attention to Transactional Analysis because it's one of the rare tools that is used by leaders, executive coaches, therapists, and organizational psychologists.

Now imagine a CSR (customer service representative) receiving conflict management training, designed to help them adopt an Assertive-Adult role (or perhaps even Assertive-Parent depending on the customer) during customer escalations. Through neurophysiological mapping, we discover that they are:

- iii **High Autonomic**²⁵: Anxious, but more importantly, facial muscles tense up, revealing that anxiety (i.e. they're unable to hide the presentation of worry, stress, anxiety)
- iii **High Serotonergic**: Reflecting a strong desire for peace and harmony

Given this wiring, they may struggle to implement the training's assertive techniques effectively, as their neurophysiology predisposes them to 1-down themselves (presenting anxiety through facial muscle tensioning), and cognitively they prioritize relational harmony. In this situation -- the training risks being ineffective.

By aligning conflict management strategies with neurophysiological insights, practitioners can create interventions that resonate with individuals' innate tendencies, increasing the likelihood of success during real world scenarios.

We can invest countless dollars in training for this CSR, teaching them conflict management skills, communication skills, transactional analysis, and emotional management models. Yet, they'll still struggle in this role if their neurophysiology isn't aligned with the demands of the position. Forcing them to repeatedly deal with customers who possess higher degrees of character disturbance, will lead to poor outcomes -- for both the individual and the organization.

²⁵ It often surprises our clients that the ideal profile for CSRs includes high cortisol, not just high serotonin: 1) Whether or not they actually feel empathy, they *appear* to have empathy via anxious presentation in facial muscle tensioning 2) The accompanying high pessimism results in a protection of the client from the company (fault finding toward the company)

To put it simply:

1. **Resilience - It Can't Be Built Where It Doesn't Exist:** We may try to help them build resilience, but if their neurophysiology isn't suited for certain high-conflict situations, the stress will erode their energy and well-being
2. **Management - Training Alone Isn't Enough:** Even with advanced skills in conflict management or emotional regulation, they'll still experience increased negative emotions, reduced positive emotions, and a decline in overall energy
3. **The Best Intervention May Be Contextual Change:** With a clear understanding of their neurophysiology, we can help them transition into a context that better aligns with their wiring -- one where their natural strengths are maximized, and stressors are minimized.

Understanding neurophysiology allows us to approach these challenges with empathy and practicality. Rather than encouraging someone to *survive* and adapt to a role that conflicts with their wiring, we can craft solutions that help them *thrive*. This can benefit both the individual and the organization, by aligning strengths with context.

What about practitioners? How can we attract clients, keep them engaged, and sustain their motivation? By understanding their neurophysiology. It provides a roadmap for tailoring interventions that align with the client's innate wiring, offering a more personalized and effective approach to healing and growth. If they don't have the right *Root*, we'll have an uphill battle to see good *Fruit* -- unless we adapt our tools, approaches, methodologies, and strategies to fit their neurophysiology.

When interventions align with a client's neurophysiological infrastructure, they experience greater energy, emotional balance, and progress. This alignment drives better outcomes -- but it also fosters a sense of trust and empowerment. When we understand clients at this level, they feel an

incredible sense of being empathically understood; this helps clients stay motivated and engaged as they feel listened to, understood, and elevated.

3.2 Root & Fruit Samples: “It’s Not Personal!”

Leaders and practitioners often aim to motivate, influence, persuade, and guide individuals and teams -- yet strategies that succeed with one client may fail with another. Neurophysiology explains why. By understanding an individual’s neurophysiological tendencies -- leaders, coaches, and therapists can adapt tactics and strategies to align with how clients naturally engage, make decisions, and perform.

3.2.1 Failure to Delegate

For instance, imagine we’re working with a leader who is struggling to delegate.²⁶ Through neurophysiological mapping, we uncover:

- **Low Acetylcholine:** They are stimulus-adverse, finding tasks such as high-stimulus meetings or follow-ups, draining
- **High Testosterone:** They are energized by thoroughness and systems, which lends a natural inclination to use tools

In this situation, we can offload some non-harmonious delegation aspects, by introducing project management or task delegation software solutions. A tailored system, aligned with their **Root**, and suddenly we see dramatic changes, and great **Fruit**: greater productivity, less stress, and better overall team dynamics.

The issue wasn’t the leader. It was the lack of supporting systems that fit their neurophysiological context...

²⁶ With rarest exception, almost every leader we’ve worked with has fears and / or skill gaps in one or more of the Leadership Big 5: Leading meetings, public speaking, conflict management, administration, or delegation.

It's Not Personal.

3.2.2 Failing Student

Imagine we're working with a 14-year-old student who is miserable, frustrated, and failing in school. Through neurophysiological mapping, we uncover the following:

- iii **High Acetylcholine (Stimulus):** She craves stimulus and has low positive emotions without it
- iii **Low Serotonin (Agenda):** She's driven by her own agenda, prioritizing what feels important to her, rather than external demands
- iii **Low Testosterone (Distraction):** She struggles to remove or ignore distractions, leaving her feeling claustrophobically frustrated²⁷

Her mother, a NASA engineer, is the exact opposite in each of these systems. Mom is low acetylcholine (wants stimulus free environments), high serotonin (prefers harmony and peacefulness), and high testosterone (thrives on focus, thoroughness, and organization). Naturally, this mismatch has led to frustration on both sides. To create a solution, we need strategies that align with the daughter's neurophysiology -- while being manageable for the mother.

Here's what we try:

- iii **Stimulus:** The student sits in a rocking chair and uses drumsticks to softly tap a pillow while doing homework.
- iii **Agenda:** We empower the daughter to choose when to do homework. If she wants to play drums and video games first, that's fine -- she decides.

²⁷ While **Disgust** for distraction is the negative emotion most commonly associated with the Attention Focus System's HIGH testosterone -- LOW testosterone levels can feel like **Constricted Claustrophobia**.

- iii **Distraction:** We unplug the doorbell, turn off all TVs and phones, and arrange for her 17yo brother to leave the house for two hours.

The result? An instantaneous and persistent change. Within three months, her grades improve by two full points, transforming her from a D-F student to a B-C student. For her mother, the experience is humbling. She realizes that her daughter isn't like her – not because her daughter is lazy or oppositional – because they have fundamentally different neurophysiological wiring. The key was not changing the daughter -- it was changing the context...

It's Not Personal.

3.2.3 The Cost of Miscommunication: When Neurophysiology is Misaligned

Imagine a salesman and his wife driving home. She turns to him and says, “Why do you always have to drive like a maniac? You don’t care about me!” The salesman, completely baffled, exclaims, “You don’t want me to be successful!” His wife, now disoriented, yells back, “What does you endangering my life have to do with being successful?” He has no idea why he said that, and the rest of the drive home passes in deadening silence.

Through neurophysiological mapping, we uncover:

- iii **Wife:** Extremely low stimulus threshold (overwhelmed easily by sensory input)
- iii **Salesman:** Stimulus thirst as high as a Navy SEAL (thrives on intense sensory input)

Unbeknownst to either of them, the husband has a Ferrari of a Motoric Nervous System (acetylcholine: stimulus threshold), which means he needs high-intensity stimulus to feel happy, engaged, and energized. Meanwhile,

his wife's nervous system is completely overwhelmed, with her "engine" already in overdrive. Literally, her *nerves are shot* -- and his engine is still cold... not even warmed up yet.

For him, driving wild doesn't just feel good -- it's an essential ritual. Driving in a manner to produce high levels of touch, smell, sight, and sound -- activates his neurophysiology, literally physically raising his brain temperature, and creating a cascade of benefits:

- iii Increased positive emotions
- iii Increased psychic energy²⁸
- iii Increased cognitive sharpness and verbal fluidity
- iii Increased coherence

The wife however, experiences the exact opposite. For her, his driving triggers stress chemicals that leave her feeling anxious and unsafe.

Now imagine their conversation after understanding this:

- iii **Husband:** "Wait a minute; when I drive crazy, that's causing horrible chemicals to release in your brain? I'm so sorry, I don't want you to feel that way."
- iii **Wife:** "Wait a minute; when you drive crazy, it not only feels great, but actually helps you succeed at all your high-stakes sales meetings? From now on, you can drive like a nut for 10 minutes while I hold on. Or... just drop me at the store, go be Mario Andretti for 30 minutes, and come back for me."

It's Not Personal.

²⁸ Emotional, mental, and physical energies.

By the way, each of these stories really happened while working with our clients, and these are the actual outcomes. While we occasionally get to hear success stories when we bump into clients later, we know that each client has dozens of stories like this -- that we'll never hear about.

Learning about our neurophysiology is like dropping a giant boulder into the lake of our life. It creates a major philosophical shift -- one that ripples outward indefinitely. The lens it provides reshapes not only how we see ourselves and others, but also how we approach every aspect of life, from relationships... to decisions... to personal growth.

Once we understand ourselves through the lens of neurophysiology, the past keeps cascade updating, and the epiphanies keep rippling into the future... they continue to generate clarity, insight, and transformation -- long after the initial work is done.

3.3 Family Systems: Improving Relational Dynamics

Family systems are often shaped by invisible patterns of interaction that can lead to conflict, miscommunication, or disconnection. Neurophysiology provides a deeper framework for understanding these dynamics, helping family members see that it's truly **"Not Personal."** By uncovering the neurophysiological wiring of each family member, practitioners can help families recognize, love, respect -- and actually cherish, the differences in neuro.

Once we understand the neurophysiology of the "players" in the system, navigating relational dynamics becomes much easier. Understanding these differences allows families to create strategies that foster empathy, reduce tension, and strengthen connection. Neurophysiology doesn't just resolve conflict; it transforms relationships, helping families thrive as a harmonious system.

For example, a parent with high cortisol levels may approach familial engagement with stress and heightened reactivity. When interacting with a child who has low cortisol levels – characterized by low responsiveness and minimal reactivity – the parent might interpret the child’s behavior as:

- iii “You don’t care.”
- iii “You aren’t taking this seriously.”
- iii “You have no empathy.”
- iii “You think everything is a joke.”

In reality, the child isn’t disengaged -- they’re simply operating from a neuro that doesn’t experience or express stress in the same way. This mismatch in cortisol levels can lead to significant misunderstandings if left unaddressed.

Now imagine a similar scenario in an academic setting. A high-cortisol professor may interpret a student’s comment, *“I’m not worried about the final in this class; it’s not a big deal,”* as evidence that the student doesn’t value the course or isn’t taking it seriously. In truth, the student’s low cortisol wiring means... **they simply aren’t worried.** They’re not anxious, stressed, or overwhelmed in this professor’s class -- or in any other class. If the student possesses understanding of this data, they can easily flex in their engagement with the professor, and obtain a much better outcome.

Understanding neurophysiological tendencies allows practitioners to guide families in creating strategies that foster empathy, reduce conflict, and enhance cohesion. Behaviors once perceived as “annoying” come to be understood -- and even valued. When families begin to align their interactions based upon neuros, relationships become more harmonious, resilient, and grounded in a single transformative concept:

UNDERSTANDING.

3.4 Personal Growth: Thriving Through Self-Alignment

At the heart of personal growth lies the ability to align one's life with the true self. Neurophysiology offers the key to this alignment by revealing the underlying systems that shape us. By understanding their neurophysiological wiring, individuals can make informed choices about careers, relationships, and daily routines -- choices that enhance well-being, foster growth, and drive sustainable success.

For instance, a high serotonergic leader may thrive in Servant Leadership methodologies (where collaboration, support, and harmony are prioritized). However, if their subordinates have above-average levels of dominance, selfishness, or character deficits -- this leadership style may lead to frustration and inefficiency for both parties. Similarly, we wouldn't generally want a high serotonergic leader to be put into a change management situation.

In another example, a high dopaminergic individual – driven by change, novelty, and ideation – may struggle in a system focused on practicality, predictability, maintenance, and deep expertise. This mismatch will likely deplete their energy and motivation within six to nine months, leaving them disengaged and ineffective.

From an organizational perspective, this isn't just a bad fit for the individual -- it's a costly mistake for the hiring manager. Interviewing, hiring, onboarding, and training a new employee require significant resources, far beyond what many expect.²⁹ By understanding neurophysiology upfront, leaders can align talent with context, avoiding mismatches that result in wasted time, energy, and money... they can **put the right people** (culture-

²⁹ We have instruments to measure this; shockingly, the total cost of hiring a new high performance sales manager is just shy of \$1 Million.

fit and values-fit) **in the right seats** (neurophysiological fit for roles / functions).

Aligning one's environment, habits, and decisions with neurophysiology isn't just about maximizing performance -- it's about creating a life of authenticity. Identity intelligence becomes the foundation for identity integrity, and weak or fractured identity is one of the leading causes of anxiety disorders in the western world.

Practitioners play a critical role in this process by helping clients acquire identity intelligence, and guiding them to use it as a lens for reinvention. This journey moves from strategy > to tactics > to execution, enabling clients to design a life that aligns with their innate wiring. The inevitable outcome: a significant uptick of resilience, clarity, and richness.

3.5 Beyond Domains: Global Application

The practical applications of neurophysiology extend far beyond specific domains. Whether working in therapy, leadership, family systems, or personal development -- the principles remain constant. When we align our environments, relationships, and strategies with our neurophysiological wiring, we unlock new levels of clarity, energy, and potential. This approach not only helps resolve immediate challenges but also fosters resilience, adaptability, and long-term success.

By understanding and leveraging neurophysiology, practitioners can guide individuals to move beyond surface-level fixes, to uncover the deeper patterns driving their lives. Through this lens, transformation becomes personal, meaningful, and achievable. It is a shift that touches every aspect of life, from emotional health... to personal relationships... to professional growth.

The potential is limitless. It begins with a single choice: to view humanity – not through superficial traits or fleeting behaviors – but through the transformative lens of neurophysiology.

4. A New Paradigm for Understanding Identity

This chapter explores the paradigm shift that neurophysiology offers in understanding human identity. Rather than focusing on application, we examine how this framework redefines how we view ourselves, our choices, and our interactions with others.

4.1 Beyond Tools: Neurophysiology as a New Framework

Neurophysiology is more than a tool, it's truly a paradigm shift. By understanding how the central nervous system shapes the way we think, feel, and act -- we gain access to the foundational layer of human experience, thought, and behavior. It is this deeper understanding that allows us to transcend surface-level interventions, offering insights that are predictive, explanatory, and actionable. Whether in therapy, coaching, leadership, or family systems -- neurophysiology provides a unifying framework for resolving challenges and fostering growth.

4.2 Identity Intelligence: Living Authentically

At the core of this paradigm is identity intelligence -- the ability to know self and align self with our neurophysiological wiring, to live authentically and effectively. Identity intelligence bridges the gap between our brain and our experienced reality -- between self-awareness and actionable change. Intelligence about one's neurophysiological identity provides a roadmap to navigate environments, relationships, and decisions... with clarity and confidence. It equips practitioners to help clients harness their innate strengths, mitigate derailers, and achieve sustainable transformation.

4.3 Elevating Practice with Neurophysiology

As practitioners, this gives us the gift of moving beyond generic solutions. We become equipped to engage with the nuanced wiring of each individual we serve. By integrating neurophysiology into our practices, we elevate the

quality of our work. We're better able to help clients unlock their full potential and create lasting impact.

4.4 Beyond the Golden Rule: Personalizing Human Interaction

The journey toward understanding and applying neurophysiology begins with a shift in perspective. When we view ourselves and others through this lens, we see that every challenge, strength, weakness, and behavior has a logical explainable root: our wiring. It's not personal; it's physiological... neuro-physiological.

Within this understanding lies profound opportunity. We can move beyond the **Golden Rule**: treating others the way *we* want to be treated -- to the **Platinum Rule**: treating others the way *they* want to be treated. We now have the knowledge that can enable us to align with who we truly are, and who others truly are. We can help ourselves – and help others – create lives of clarity, energy, and fulfillment. Neurophysiology isn't just a key to human potential; it's the foundation for a life fully lived.

5. Bridging Strategy to Practice

5.1 Understanding the Implications of Neurophysiology

As we conclude this exploration of neurophysiology, it's important to reinforce the central purpose of this book: to provide a philosophical and strategic foundation for understanding how neurophysiology shapes human experience. This book isn't a manual for application but rather an invitation to rethink identity, behavior, and pulling change levers -- through a neurophysiological lens. With that in mind, let's examine how these insights influence both general readers and practitioners.

5.2 For the General Reader: The Personal Impact of Neurophysiology

Understanding neurophysiology provides a new way to perceive yourself, your relationships, and your personal growth. By recognizing that our physiological wiring influences how we interpret the world, we gain an opportunity to:

- iii **Enhance Self-Awareness:** Instead of solely relying on psychological traits or external conditioning, we can begin to observe how our own nervous system plays a role in our reactions, preferences, and emotional states. As such, we can better align our situations, roles, and functions, so that they fit our wiring. We can better choose contexts that give us energy and positive emotions -- rather than draining energy and eliciting negative emotions.
- iii **Navigate Relationships More Effectively:** Recognizing that others experience reality through their own neurophysiological framework, helps us to foster greater empathy, have deeper understanding, and improve communication: *"It's not personal."*
- iii **Make Informed Decisions:** By aligning our choices with our neurophysiological tendencies, we reduce friction in our personal

and professional lives, helping us to more easily make better decisions that support long-term well-being.

This knowledge isn't about labeling or limiting oneself, but rather about gaining clarity: understanding what energizes you, what drains you, and how you can create an environment that allows you to thrive.

5.3 For Practitioners: The Strategic Implications of Neurophysiology

While this book isn't a guide for professional application, it does lay the groundwork for deeper engagement with neurophysiology in coaching, therapy, leadership, and other disciplines. Practitioners who integrate these insights into their work may consider:

- iii **Context Over Technique:** Traditional psychological and personality-based models often focus on behavioral patterns, but neurophysiology adds another layer: context. How someone behaves in one situation may not be a reflection of their true neurophysiology -- but rather a personality based response to the environment. This leads to confusion ("I thought I was good at this; why do I feel lousy every time I do it?")
- iii **Aligning Strategy with Individual Wiring:** In leadership, coaching, and therapy, an understanding of neurophysiology allows for tailored interventions that respect the individual's innate strengths and challenges.
- iii **Bridging Neuroscience with Practical Disciplines:** The field of neurophysiology provides a strategic and practical framework for understanding resilience, decision-making, and motivation. For those wanting to take this knowledge further into practice, the core book *Neuro-Reciprocity™: The Foundations of Neurophysiology for Practitioners in Counseling and Coaching* serves as the primary resource for in-depth application.

5.4 Final Thoughts: Why Before How

Why Neurophysiology?

As stated throughout this book, understanding the “why” behind neurophysiology is the key to unlocking its potential in practice. Without this foundational knowledge, any techniques or interventions risk being applied in a surface-level or ineffective way.

For those who wish to explore the strategic applications of neurophysiology further, we invite you to continue your journey through the iIDENTITY iNTELLIGENCE® series, where deeper practical resources are available for those seeking implementation.

This book is the conceptual and theoretical starting point -- the lens through which we can see neurophysiology not just as a scientific concept, but as a fundamental force shaping human experience.

Reflection & Response: Engaging with the Insights

To deepen your engagement with the ideas presented in this book, I invite you to take some time to reflect on the following questions. These are designed to help you internalize the strategic and philosophical implications of neurophysiology, whether for personal growth or professional application.

For General Readers

How has learning about neurophysiology shifted the way you see yourself -- and how you perceive interactions with others?

What patterns have you noticed in your own neurophysiological tendencies? How do they influence your energy, emotions, and decision-making?

How might you adjust your environment or daily habits, to align better with your neurophysiological strengths?

In what ways can you extend greater empathy to those who have different neurophysiological wiring than your own?

For Practitioners

How does neurophysiology complement or challenge the frameworks you currently use in your practice?

How might understanding neurophysiology help you recognize patterns in client behavior that were previously unclear, or misattributed to personality or motivation?

How can you integrate neurophysiological awareness into your work while ensuring clients feel empowered rather than categorized?

In what ways could your own neurophysiological tendencies subtly shape the way you interpret client behavior? How can you stay adaptable and client-centered?

How can you use neurophysiological insights to enhance client autonomy -
- guiding them toward self-awareness rather than steering them toward a specific outcome?

How might neurophysiology help you better tailor interventions for clients who struggle with motivation, stress management, or adaptability?

What small adjustments could you make in your approach -- based on neurophysiological awareness? (e.g., pacing, communication style, decision-making support, goals delegated, tools used, etc.)

Appendix

Final Commentary on Neurophysiology

The Future of Neurophysiology in Human Development

As the field of neurophysiology continues to evolve, its implications for human development, mental health, leadership, and coaching will only grow.

The intersection of neuroscience and behavioral sciences is unlocking new ways to understand resilience, emotional regulation, and cognitive performance. In the future, we can expect:

- **Greater Personalization in Coaching and Therapy:** As these fields continue to integrate and cross-pollinate -- tools and methodologies will become more sophisticated. Interventions will become increasingly tailored to individual neurophysiological profiles.
- **Advancements in Workplace Performance:** A greater number of companies and organizations will be integrating neurophysiology-based leadership and team development strategies -- to improve collaboration and productivity.
- **New Ethical Considerations:** As the field expands, ethical discussions around privacy, assessment accuracy, and application in various professional fields will become even more critical.

Common Misconceptions About Neurophysiology

Despite its growing relevance, neurophysiology is often misunderstood. Below are some common misconceptions and clarifications:

iii **Misconception:** “Neurophysiology determines personality.”

ii **Clarification:** Neurophysiology influences and directs, tendencies and patterns, but it does not define personality. It interacts with environment, life experiences, and individual choices. It is the groundwork lens beneath how and why different disorders, traits, and features tend to emerge. Personality is influenced by familial values and beliefs, trauma and triumphant experiences, and many other patterns. Without exception, every single client we have worked with, behaves in manners (personality) inconsistent with who they really are (neurophysiology). Becoming *self* – and rearranging contexts and environments that fit *self* – is one of the core foci of becoming intelligent about one’s identity.

iii **Misconception:** “Neurophysiology-based insights are purely deterministic.”

ii **Clarification:** Understanding neurophysiology is about increasing awareness, not limiting possibilities. Recognizing tendencies allows for more effective decision-making and adaptation, not rigid categorization. In fact, without exception, greater identity intelligence leads to more possibilities, rather than fewer.

iii **Misconception:** “This field is only relevant to scientists or medical professionals.”

ii **Clarification:** Neurophysiology has practical implications for anyone in coaching, leadership, personal development, or human-centric fields. It offers valuable insights into motivation, behavior, and well-being. We’ve had a few practitioners struggle to understand “*Why Neurophysiology?*” ... and they tend to come around.

However, the vast majority of practitioners we serve, immediately embrace identity intelligence. This has been one of the greatest surprises, and elating experiences working with coaching & therapy firms, and university psychology departments.

Final Thoughts: Why Before How

This book is the conceptual starting point -- the lens through which we can see neurophysiology not just as a scientific concept, but as a fundamental force shaping human experience.

Bibliography

- Cates, Max. Testimonial for Scott. November 14, 2024.
- Dewitt, Chris. Testimonial for Scott. April 5, 2020.
- DreamWorks Animation. Madagascar. Directed by Eric Darnell and Tom McGrath. Universal City, CA: DreamWorks Animation, 2005. Film.
- Knegendorfer, Bill. Testimonial for Scott. March 6, 2021.
- Knight, Travis. Testimonial for Scott. April 17, 2024.
- McAnlis, Martha. Testimonial for Scott. November 15, 2024.
- Mugambi, Priscilla, PhD. Testimonial for Scott. December 19, 2024.
- Reed, Rodney, PhD. Testimonial for Scott. November 1, 2024.
- Ross, Michelle. Testimonial for Scott. April 10, 2024.
- Saad, Sally. Testimonial for Scott. June 2, 2024.
- Spann Johnson, Julie. Testimonial for Scott. October 20, 2023.
- Zientek, Brian. Testimonial for Scott. November 16, 2023.

Index

A

Accountant	5
Adaptive	10, 11, 16, 17
Africa	1
Agenda	11, 18
Aggressive	<i>See</i> Communication Styles.
Alex	1
Animals	1, 7
Anxiety	<i>See</i> Stress.
Aptitudes	5
Assertive	15, <i>See</i> Communication Styles.
Assessment	3
Attitudes	5, 6, 9
Attorney	5

B

Behaviors	3, 4, 6, 9, 10, 13, 14, 22, 25, 27, 28
Body	4, 9, 10

C

Career Coaching	3
Cats	<i>See</i> Animals.
Character Disturbance	15
Choices	6, 7, 11, 12, 23, 25, 29
Coaching	xxix, 2, 7, 12, 14, 17, 27
<i>Communication</i>	11, 13, 15
Communication Styles	13, 14, 15
Complexity	11
Conflict	1, 6, 11, 14, 15, 16, 17, 21, 22
Context	1, 6, 7, 12, 16, 17, 19, 23, 29
Customer Service Representative	15

D

Decisions	3, 6, 7, 10, 11, 12, 17, 21, 24, 27, 29
Delegation.....	17
Distraction.....	11, 12, 18, 19
Dominant	See Communication Styles.

DOWNLOADS

Contact Us (Practitioner) EMAIL	xxv
Free Book - Why Neurophysiology? PDF	xxii
iIDENTITY iTELLIGENCE® Logo PNG	xxvi
Neuro-Test™ Mini (Practitioner) PDF	xxiii
Neuro-Test™ Mini PDF	xv

E

Ego States	See Transactional Analysis.
Emotions	3, 4, 5, 9, 10, 11, 13, 15, 16, 18, 20, 24, 29
Empathy	16, 17, 21, 22
Energy	3, 6, 7, 11, 16, 17, 19, 20, 23, 24, 28, 29
Engineer	5, 18
Environment.....	1, 3, 6, 7, 9, 11, 12, 18, 24, 27
Exploratory	7, 11, 12

F

Familial.....	2, 3, 5, 21, 22, 24, 27
Fruit	See Root & Fruit.
Functions.....	3, 13

H

Human Resource Optimization	13
-----------------------------------	----

I

Identity Intelligence.....	27
----------------------------	----

L

Leadership	xxix, 2, 3, 6, 7, 11, 12, 14, 15, 17, 21, 22, 23, 24, 27
Lions	See Animals.

M

Madagascar	1, 39
Marty	1
<i>Methodology</i>	11, 16, 23
Motivation	3, 9, 10, 13, 16, 23

N

Nature	1, 14
--------------	-------

NEURO

Acetylcholine	11, 17, 18, 19
Autonomic Nervous System	15
Brain	2, 4, 5, 9, 10, 20, 27
Central Nervous System	xxxvii, 4, 9, 10, 19, 27, 29
Chemical	4, 10
Conduit	4, 5, 9, 10
Cortex	5
Prefrontal Cortex	2
Cortisol	10, 22
Dopaminergic	10, 11, 23
Electrical	4, 10
Identity Intelligence	6, 24, 27
Infrastructural Assets	13
Infrastructure	6, 13, 16
Interface	4, 10
Motoric	11, 19
Neurobiology	2, 5
Neurophysiology ..	2, 4, 5, 6, 7, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 27, 28
Neurotransmission	4, 10
Paralysis	2
Pathways	2
Profiles	5, 9, 14
Serotonergic	10, 11, 13, 14, 15, 18, 23
Spine	2, 4, 5, 9
Stimulus	9, 11, 17, 18, 19
Stripes	1, 6, 7
Systems	2, 4, 11, 13, 17, 18, 20, 21, 23, 24, 27

Testosteronic	12, 17, 18
Wiring	1, 5, 6, 7, 11, 12, 13, 15, 16, 19, 21, 22, 23, 24, 27, 28

O

Organizational Psychology	3, 5, 13, 14
---------------------------------	--------------

P

Passive	<i>See</i> Communication Styles.
Passive-Aggressive	13
Perception	4, 7, 9, 10, 11
Personal Impact of Neurophysiology	29
Personality	5, 6, 9, 25
Philosophy	12, 21
Physics	2, 3, 5
Potato Chips	14
Predatory	1
Psyche	4, 5, 10, 12

R

Relationships	10, 21, 22, 23, 24, 27, 29
Resiliency	5, 13, 16, 24
Restaurant	xxx, 3, 5, 9
Reward	10
Roles	3, 9, 11, 13, 15, 16, 24
Root & Fruit	3, 6, 12, 13, 16, 17, 28
Root Cause	3, 13

S

Sales	xxix, 6, 14, 20
Self-Awareness	29
Situational	3, 14
Social	5
Strategy	6, 11, 12, 15, 16, 17, 18, 21, 22, 24, 30
Strengths	5, 9, 12, 16, 27, 28
<i>Stress</i>	6, 9, 10, 13, 15, 16, 17, 20, 22, 24
Surgery	2, 4

T

Therapy	2, 7, 12, 24, 27
Tigers	<i>See Animals.</i>
Training	3, 13, 15, 16, 23
Traits	xxxvii, 6, 29, 36
Transactional Analysis	14
Trust	16

U

Understanding	4, 5, 6, 7, 9, 12, 13, 16, 17, 20, 21, 22, 23, 24, 27, 28
---------------------	---

W

Weaknesses	9, 12, 28
Worry	<i>See Stress.</i>

Z

Zebras	<i>See Animals.</i>
--------------	---------------------