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**COURSE CODE: CMN028 CONFLICT MANAGEMENT AND NEGOTIATION**

**QUESTION: CEREBRAL DOMINANACE AND CONFLICT**

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**Introduction**

Cerebral dominance explains how typically one hemisphere of the brain has more control over particular functions than the other hemisphere and personality is one function that is controlled by it. Meanwhile, personality refers to the combination of qualities that make up persons peculiar character. Some researchers believed that personality is how people continuously interact with the world and their inner self. From childhood to adulthood these patterns remain throughout life. In other words personality is a quality used to open up elusive human qualities and is referred to as traits that influence behaviour, leadership, thinking, motivation and emotion. Personality is beneficial for personal development, interaction between persons, studying of behaviour and generally activities that involves people (Stefaroi, 2015). The truth is that personality is defined in various ways but as a psychological concept it is divided into broad branches. The first is concern with regular differences that exist between people: this implies that personality is geared towards classifying and explaining relatively stable human psychological characteristics. The other basically reveals what makes people alike and that which distinguish psychological man from other animals (Khazan, 2022). For me, personality is basically an individual’s make up, reflection and how and ways an individual portrays him/herself to the outside world.

**Personality Theories**

Personality theories are used to label what makes up the personality of a person. Personality of an individual is stable but may be influenced by environmental factors. An individual’s personality most times makes a person react to certain scenarios like conflict, work and issues relating to such individuals. There are four personality theories and they include: psychoanalytic, humanistic, trait Perspective and behaviourist theory. (Jeronimus, Riese, Sanderman & Ormel, 2014). Personality theories study how an individual develops their personality and can be used in studying personality disorders. These theories try to find out whether personality is a biological trait or one that is developed through a person’s interaction with their environment. It also addresses the origin of personality as well as the traits that define a personality. These theories seek to understand why people develop different character traits and respond to conflict, work, and issues relating to external and internal stimuli. There are different personalities and motivational models and theories and each one respond to issues differently (Friedman & Schustack, 2016).

**Types of Personality Traits (Temperaments)**

According to Michael (2018), personality or temperament depends on the strengths of various fluid or humour in one’s body. The Greeks believed that the physicians Hippocrates and Galen developed four main humours each of which was responsible for a particular pattern of personality and also of susceptibility to disease. One of these humours was blood, an excess of which was thought to produce a very cheerful (Sanguine) temperament. Another was black bile which in excess was believed to cause a depressive (melancholic) temperament. An excess of humour called yellow bile was considered responsible for an angry (choleric) temperament and the excess of remaining humour, phlegm, was seen as the basis of a calm (phlegmatic) temperament. The idea of the four humours or temperaments has remained and they are listed below for further explanation:

1. **Sanguine:** This temperament is associated with the air and a sanguine has both positive and negative attributes and each reflect on the lives of those that have them. The positive attributes include being optimistic, thrill seeking, easy going, confident, mindful, strong communicators and full of energy. The negative attributes also include recklessness, poor concentration, attention seeking and most times experience mood swings. These groups of people are best contacted through awakening their interest for a subject and respect for people (Price & Barrell, 2012).
2. **Choleric:** This temperament is traditionally associated with fire. These groups of people are egocentric, goal oriented, ambitious and extroverted. As a result, most of them are born leaders and quick thinkers, effective influencers, competitive, independent, easily annoyed and prideful. They are highly engaged and intentional in anything they do be it work or conversations. They have commanding and ordering words; one problem with choleric they find it difficult to accept criticism, they confront people when criticized and these groups of people are competitive in conflict and find it difficult to accept a win – win negotiation (Jouanna, 2012).
3. **Melancholic:** This is an introverted temperament; they are creative, capable, lovely people. They are sensitive and loyal and love life. They most times act as the sacrificial lamb and often talented. They can be negative and finds it difficult to see their own qualities and their clear cut standard result to perfectionism which result to personal pressure (Saklofske, Eysenck, Eysenck, Stelmack & Revelle).
4. **Phlegmatic:** Phlegmatics are calm, easy going and good natured. They are traditionally associated with water. They are not flamboyant, dictatorial and prefer team work and diplomacy in handling issues or conflict. These groups of people are usually calm under pressure and are seen to be better emergency responders, engineers, soldiers etc. They get along with everyone and tend to respect other people’s view. They possess a gentle heart that seeks harmony and abhors conflict (Kavirayani, 2018).

**Personality and Motivation**

The combination of **values**, **expectancy** and **beliefs** pushes one to take charge of their task. These motivating factors are interwoven as **expectancy** is associated with probability of future success of a task and believed to be influenced by an individual’s belief of the tasks self-efficacy, internal control and ability to complete a task. Meanwhile, **Belief** and **Expectancy** are closely related as they are designed to push an individual in the path of success. **Belief** on its own gives an individual the idea that he or she can reach a goal and the importance of the task. Belief as a motivating factor relies on the idea of personality traits as it influences the behaviour of an individual in achieving their goals and the relevance of these goals to the individual, the general motivation idea is that it improves commitment, time and effort a student will put into reaching the goals. **Values** concerns itself with how important and valuable a task is to the individual, it is influenced by both the job at hand and personal qualities such as personality and interest (Petridis, 2010).

The depth of one’s motivation is important as it is directly related to one’s commitment. For example, a student sees his or her school work as having personal values in which he or she engages in and expects to succeed due to the importance attached to the study. This is accomplished through hard work, commitment and dedication.

**Application**

Personality of an individual goes a long way in how a person carryout his duties in a place of work, how they relay their interest to others and how they handle conflict. The various personality traits have their own style of handling issues. In my organization or work place, the study of various personality and motivation is very important as each student thrive to excel in their academic work. The four personality traits have shown to be important in the life of our students as they all have positive and negative attributes in which when properly harnessed will bring about an excellent result. It also helps teachers portray the best attitude that will bring about excellent trendy teaching practices.

**Conclusion**

Personality here reveals why people behave in certain ways, it also reveals why students pick up different interest in schools. People are motivated to do what they do because of the expectancy of outcomes and of what they value and what they belief. Motivation pushes one’s personality traits to continue to thrive until they are successful.

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