

DRIVERS QUESTIONNAIRE

Drivers are;

- Unconscious internal pressure that makes us do things certain ways, e.g. with speed, perfection, little emotion etc.
- Often inappropriate or unhelpful in obtaining results, [Not always] They tend to satisfy inner needs rather than actual events.
- Good for identifying external signs that reflect internal processes.

Completing the questionnaire

Take each number in turn. From the five descriptions pick out the one which is the most true for you and give it a high mark (between 7 and 10). Then take the description that is least true for you and give it a low mark (between 0 and 3). Then arrange the other three statements between, giving each a mark which ranks them between your lowest and highest.

Please ensure that one statement is given a mark of 5.

Scoring number one may take a little while. Once you get going the others will not take as long. The whole questionnaire should take between 20-30 minutes to complete.

- Endurance is a valuable asset a
 - I like to see people doing their best to get things right b
 - Considering all the effort I put into things I should get more done c
 - I find myself doing too many things at the last minute d
 - On balance I adapt more to other peoples wishes than they do to mine e
- Casualness and carelessness bother me a
 - It's keeping on doing things that interests me more than finishing with them. b
 - When people are slow about saying something I want to interrupt or finish the sentence c
 - I have a fair amount of imagination when it comes to guessing what people need d
 - When someone gets emotional my reaction is often to make a joke of it or else be critical e
- I don't mind things being hard. I can always find the energy a
 - I prefer to use just the minimum necessary time to get to a place. b
 - If someone doesn't like me I either try hard to get them to like me or I walk away c
 - It is rare for me to feel hurt d
 - If it's a question of doing something properly I'd rather do it myself e
- I get impatient with slow people a
 - Normally I prefer to take people's wishes into account before deciding something b
 - I show a calm face even when my feelings are running high c
 - I don't make excuses for poor work d
 - There's something about coming to the end of a job I don't like e

5.
 - a. I put a lot of effort into things a
 - b. Sometimes it is better to just do something and leave the discussion until later b
 - c. I'm cautious about asking favours c
 - d. I don't let people look after me much d
 - e. I sometimes find it hard to stop myself correcting people e
6.
 - a. Sometimes I talk too quickly a
 - b. I'm uncomfortable when people are upset or displeased with me b
 - c. I dislike people making a fuss about things c
 - d. Things can always be improved on d
 - e. I don't believe in the 'easy way' e
7.
 - a. I think I do a lot to be considerate towards others a
 - b. I usually manage to cope even when I feel I've had more than enough b
 - c. I prefer doing things really well even if it takes longer c
 - d. I tend to start things and then gradually lose energy or interest d
 - e. I want to get a whole lot of things finished, then I run out of time e
8.
 - a. I'm not what you would call soft a
 - b. I prefer to do things right first time, than have to re-do them b
 - c. I sometimes repeat myself because I'm not sure I've been understood c
 - d. My energy is often at its highest when I have a lot of things to do d
 - e. It's quite hard to say no when someone really wants something. e
9.
 - a. I like to use words correctly a
 - b. I like exploring a variety of alternatives before getting started b
 - c. It's quite like me to be already thinking of the next thing before I have finished the first c
 - d. When I'm sure someone likes me I am more at ease d
 - e. I can put up with a great deal without anyone realising it. e
10.
 - a. People who just want to finish something tend to irritate me a
 - b. I prefer to just plunge into something rather than have to plan b
 - c. If a person doesn't know what I want I'd rather not have to ask directly c
 - d. Other people start whining and complaining before I do d
 - e. I prefer to correct myself rather than have other people correct me e
11.
 - a. If I had 20% more time I could relax more a
 - b. I often smile and nod when people talk to me b
 - c. When people get excited I can stay very cool and rational c
 - d. I can do something well and still be critical of myself d
 - e. There are so many things to take into account it can be hard to get to the end of something e

12. a. I have a good intuitive sense if someone likes me or not. a
 b. I think duty and reason pay off better than emotion in the long run b
 c. I tend to see quickly how something could be improved on c
 d. Some people have a habit of over simplifying things d
 e. Sometimes the more there is to do, the more I get done e

SCORING

Section	BS		BP		TH		HU		PP	
1	a		b		c		d		e	
2	e		a		b		c		d	
3	d		e		a		b		c	
4	c		d		e		a		b	
5	d		e		a		b		c	
6	c		d		e		a		b	
7	b		c		d		e		a	
8	a		b		c		d		e	
9	e		a		b		c		d	
10	d		e		a		b		c	
11	c		d		e		a		b	
12	b		c		d		e		a	
Totals	BS		BP		TH		HU		PP	

Be strong

Be Perfect

Try Hard

Hurry Up

Please People

DRIVERS

Drivers are;

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The five Drivers are:-

Be Perfect
Hurry Up
Please People
Be Strong
Try Hard

- Imagine you have a set of children's building blocks and plan to make a column.

Be Perfect "I'll have to square up the blocks exactly"
(as if perfect accuracy was important)

Hurry Up "I'll have to see how fast I can build the column"
(as if speed was important)

Please People "I'll look around to see who is watching me" (as if their approval is important)

Be Strong "I'll sit on the floor rather than sit at a table"
(as if the discomfort gives it added merit)

Try Hard "I'll try it out horizontally first"
(as if the extra effort was worthwhile)

The most common patterns are:

(a) for two rather than one driver to show up strongly and this seems to fit with experience, which is that people favour a combination of Drivers rather than a single one, and

(b) one of the drivers is particularly low, which is also useful feedback.

Scores usually range between 40 and 80. Anything over 80 is high. Only 2% have scores of over 100 or under 30.

Any combinations of drivers appear possible. Although it would seem difficult to combine Hurry Up with Be Perfect (one intent on detail the other on speed) it does happen. Be Perfect with Please People would seem especially vulnerable, particularly if combined with low Be Strong. But they do exist. People evolve clever combinations that enable them to capitalise on the strong points and minimise their losses.

Drivers give us an insight in people's behaviour and help us to build relationships more effectively.

	Be Perfect	Hurry Up
Strengths	Attention to Detail Accuracy Getting it right Never good enough	Project start up Meet Deadlines (?) Energetic Enthusiastic
Weaknesses	Slow Pedantic Never finished Irritating Miss deadlines Effective but not efficient	Arriving on time / finishing Miss essential detail Do not work well with Be Perfects
When Are They Effective	Contracts Legal Documents Patents Proofing Inspection Research	Getting things going Action more important than accuracy
When Are They Destructive	Tight time scales Finishing Projects High Level Plans, Strategy	Detail required Must be considered Rule Breaking Legal / Contracts
Key Learning / Change Points	Willing to give in at 95% Deliver on time regardless of detail	Being Early is not a crime
How to Handle These People	Agree rules Stress Time over Accuracy Check Progress	Encourage them to be on time

	Please People	Be Strong
Strengths	good team worker gets on well with others good communicator innovator not inventor	strong in crisis not obviously panicked
Weaknesses	reluctant decision maker too busy considering others not inventors too sympathetic	bottle things up snap in private can't solve problems (bottle up)
When Are They Effective	teams arbitrator training building good relationship	corner stone in a crisis good negotiator
When Are They Destructive	poor leaders can't deliver criticism	people issues
Key Learning / Change Points	just get on with it	be emotional OK to admit weakness
How to Handle These People	encourage support	trust confidence

	Try hard
Strengths	well motivated 100% effort look for alternatives self motivated
Weaknesses	misdirection? Expensive effort for sake of it de motivate make complicated
When Are They Effective	design stage alone clear criteria
When Are They Destructive	expensive uncomfortable with short time scales difficulty when many options available unwilling to get help
Key Learning / Change Points	first effort make them take holidays
How to Handle These People	set clear requirements monitor progress get information first time

BE PERFECT

1. The basis of BE PERFECT is that every task, person, product or even statement can and should be rated as **more or less good or bad**.

2. Therefore the BE PERFECT will probably:

- worry about getting something wrong
- want to work out every last detail before offering it for comment
- insist on getting it exactly right when a rough approximation would be **more useful**
- want to get things **right first time**
- keep on and on to complete a job long after productive energy has been used up
- be **well organised**

with the consequence that:

- poor time planners (keeps checking when no longer necessary or when people would rather see a draft quickly)
- checks things themselves rather than trusts others
- hate others criticism: go out of their way to avoid it - is often complicated
- will be driven to distraction by a HURRY UP

Works well in jobs where detail is important and the set standards are important

3. **For improvement needs to:**

- realise that less than their best may be what is needed at the early stages
- realise that their qualities of accuracy and organisation may have a poor impact on others with different drivers

4. Managers need to help them give themselves permission to:

- Allow for and forgive
 - * mistakes
 - * imperfections
 - * incompleteness

HURRY UP

1. The basis of HURRY UP is that there is some additional virtue in doing something **in a short time**.
2. Therefore HURRY UP will probably:
 - rush at things - talk rapidly
 - interrupt and finish others' sentences - try and do more than time allows
 - be good in a crisis
 - do things at the last minute

with the consequence that:

- they are often late and miss deadlines
- they leave people behind (literally and metaphorically)
- they plan time badly ('I can't waste time' so they rush around and don't plan things)
- they have poor judgement over how long and how much energy jobs require
- they are prone to mistakes in terms of, poor quality and inattention to detail - will be driven to despair by a BE PERFECT

But, they work well when ACTUALLY under time pressure because their energy will be high..

3. **For improvement needs to:**
 - think and plan ahead with regard to the REALITY of available time
 - have short term goals with defined standards. (bite sized jobs)
4. Manager needs to help them give themselves permission to be satisfied with what can be done comfortably within the given time.

PLEASE PEOPLE

1. The basis of PLEASE PEOPLE is that someone has to find satisfaction in you performing a task, or at least should not be displeased.

2. Therefore the PLEASE PEOPLE will probably:

- tend to be apologetic
- to give way relatively easily - to agree
- to try and avoid conflict
- worry about upsetting other people
- not begin unless someone will notice them working

with the consequence that will probably:

- be a good team member but not a team leader
- go out of their way to make sure that you are happy (not always with the desired effect)
- find confronting poor performance very difficult - be moody and easily depressed
- give credit when credit is not due
- expect people to know what they want without telling them (clairvoyance!!)
- appear compromising

However, they can be the mortar that holds a team together. Performs the 'maintenance' functions of involving people, checking, summarising etc. They will be sympathetic, empathetic, tolerant and flexible

3. **For improvement needs to:**

- **get on with things. Let actions speak for themselves**
- **turn sympathy outwards not inwards ,**

4. Manager needs to help them give themselves permission to

- work out what they want for themselves
- say what they believe and to think independently

BE STRONG

1. The basis of BE STRONG is that something is **particularly** worth doing if it costs a lot. Not so much in effort but stress, worry and near disaster.

2. Therefore BE STRONG will probably:

- put a lot of pressure on themselves
- have the feeling that they are on the verge of cracking up or not being able to cope any more
- often speak in a strong voice
- shoulder responsibility and additional burdens well
- be super cool under pressure
- not ask for help (must cope on my own....)

with the consequence that:

- the BE STRONG is very difficult to notice externally (this difficulty is often a good sign of a BE STRONG)
- show little outward emotion
- appear to have very 'broad shoulders' - gritty/laconic or jovial people
- can sap the energy of others

Remember the BE STRONG is very good accommodating poor conditions or putting up with things that many would find unreasonable

3. **For improvement needs to:**

- **learn to relax**
- **admit to being weak in some situations**

4. Manager needs to help them give themselves permission to

- take things easy sometimes
- accept their emotions
 - * fear
 - * sadness
 - * joy

TRY HARD

1. The basis of TRY HARD is that it is always worth putting more, and more, and even more effort into doing something.

2. Therefore TRY HARD will probably:

- puff and blow a lot
- have 5 projects going simultaneously
- when talking, go on and on and on..... - make things harder than they are
- spread out a task
- be good at hanging in there and making a last effort

with the consequence that:

- they will digress from the key task - dislike finishing
- start things and then lose interest and energy - may not follow through on projects
- can sap the energy of others

Remember the TRYHARD is very good in start up situations and where effort and energy to complete are needed.

3. **For improvement needs to:**

- **finish some things**
- **put some full stops into their sentences**
- **follow through when necessary**

4. Manager needs to help them give themselves permission to

- let things go
- be satisfied with little endings