

Drivers Questionnaire

Complete the following questionnaire, circling the appropriate number to show how much you agree with each statement.

	1 - Strongly disagree	2 - Disagree	3 - Unsure	4 - Agree	5 - Strongly agree
1	I usually pack a lot into my work schedule				1 2 3 4 5
2	Quality is my by-word				1 2 3 4 5
3	It is difficult to organise my workload owing to work I receive from others				1 2 3 4 5
4	When new projects come up, I am usually the first to volunteer				1 2 3 4 5
5	I believe in setting challenging targets for myself				1 2 3 4 5
6	I sometimes make mistakes through hurrying				1 2 3 4 5
7	I am often the one to spot flaws or weaknesses				1 2 3 4 5
8	I believe in promoting communication within the team				1 2 3 4 5
9	I like to see the whole picture of a forthcoming project				1 2 3 4 5
10	People may view me as being rather unemotional				1 2 3 4 5
11	Colleagues find it difficult to keep up with the pace I work at				1 2 3 4 5
12	It is never worth sacrificing quality for quantity				1 2 3 4 5
13	People say I am not very assertive				1 2 3 4 5
14	I tend to leave loose ends around from previous tasks and activities				1 2 3 4 5
15	I tend not to delegate often as I personally do the work				1 2 3 4 5
16	I am usually the one to urge people to hurry up				1 2 3 4 5
17	Others come to me for critical reviews or proof reading				1 2 3 4 5
18	I am usually the first person people come to when they have a problem				1 2 3 4 5
19	I greatly enjoy thinking up new ideas				1 2 3 4 5
20	I tend to thrive when the heat is on				1 2 3 4 5
21	Get the job is done, quality is not the be all and end all				1 2 3 4 5
22	Delegation is difficult as others tend not to produce satisfactory results				1 2 3 4 5
23	Team harmony is a priority for me				1 2 3 4 5
24	Others say I tend to go off at tangents				1 2 3 4 5
25	Keeping feelings under control is important for me				1 2 3 4 5
26	When listening to a speaker I urge them to get to the point				1 2 3 4 5
27	I would rather take my time than reduce attention to quality				1 2 3 4 5
28	I find it difficult to say no when people want something from me				1 2 3 4 5

Drivers Questionnaire cont.

Complete the following questionnaire, circling the appropriate number to show how much you agree with each statement.

		1 - Strongly disagree	2 - Disagree	3 - Unsure	4 - Agree	5 - Strongly agree
29	I tend to ask many questions to find out all about an issue	1	2	3	4	5
30	Others view me as self sufficient	1	2	3	4	5
31	Others say I speak too quickly	1	2	3	4	5
32	I pride myself as being careful with details	1	2	3	4	5
33	Others say I am a good listener	1	2	3	4	5
34	My interest in a task tends to wane once routine has set in	1	2	3	4	5
35	I enjoy working long hours	1	2	3	4	5
36	I tend to get impatient with people who take their time	1	2	3	4	5
37	Sometimes I find it difficult to stand back from detail	1	2	3	4	5
38	I have difficulty in getting people to listen to me	1	2	3	4	5
39	Novel and original ideas really give me a buzz	1	2	3	4	5
40	I pride myself on being calm and rational at times of pressure	1	2	3	4	5
	TOTAL					

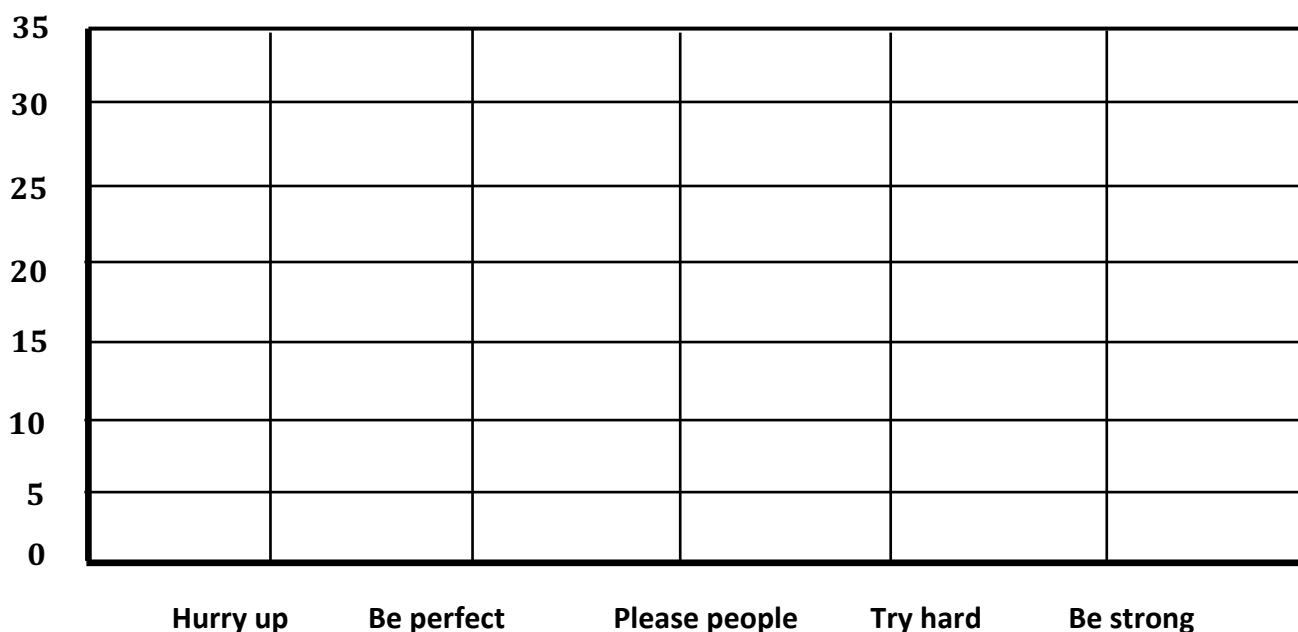
Questionnaire Scoring

Insert your scores for each question into the score sheet below. Sum up each column and enter the total score for each driver in the boxes.


Q No.	Score	Q No.	Score	Q No.	Score	Q No.	Score	Q No.	Score
1		2		3		4		5	
6		7		8		9		10	
11		12		13		14		15	
16		17		18		19		20	
21		22		23		24		25	
26		27		28		29		30	
31		32		33		34		35	
36		37		38		39		40	
TOTAL		TOTAL		TOTAL		TOTAL		TOTAL	
Hurry up		Be Perfect		Please People		Try Hard		Be Strong	

Profiling

Plot your scores for each of the five drivers. Average scores are usually around 24.




Hurry Up




Myth	
<ul style="list-style-type: none"> • Everything must be done as quickly as possible • I get rewarded (and feel OK) for finishing things quickly 	
Symptoms	
<ul style="list-style-type: none"> • Rushing everywhere, driving fast • Over-filled diary - at work and at home • Speaking quickly, interrupting others, glancing at watch, fidgeting • Uses words emphasising speed or brevity: "Can you just do this...?" "We'll quickly go through this", "Give us a brief overview" • Hates queuing, waiting, lying on the beach doing nothing 	
Productive Behaviours	Unproductive Behaviours
<ul style="list-style-type: none"> • Efficiency • Responds well to deadlines • Gets lots done • Quick thinking 	<ul style="list-style-type: none"> • Mistakes • Carelessness • Interrupts others • Doesn't brief clearly
+ Perception of Others	- Perception of Others
<ul style="list-style-type: none"> • Lively • Dynamic • Energetic • Adventurous 	<ul style="list-style-type: none"> • Insensitive • Impatient
Antidote	Stressors
<ul style="list-style-type: none"> • Plan sufficient time • Plan work in stages • Learn and practise good listening skills • Learn to relax and be alone 	<ul style="list-style-type: none"> • Having time to think • Nothing to do • "I'll never get it all done" • "I must not be long"

Be Perfect



Myth	
<ul style="list-style-type: none"> • Everything must be exactly right first time, every time • I get rewarded (and feel OK) for getting it done right 	
Symptoms	
<ul style="list-style-type: none"> • Deliberate speech, uses jargon, says "obviously, actually, there's something missing" • Immaculate clothes, aloof, stiff • Everything needing to be just so before we start, straightening pictures, papers • Getting into the detail 	
Productive Behaviours	Unproductive Behaviours
<ul style="list-style-type: none"> • Organisational skills • Completer-finisher with an eye for detail • Plans ahead, thorough preparation • What if ...' risk planning • Accurate • Logical, concerned with 'how' 	<ul style="list-style-type: none"> • May not meet deadlines • Overly critical of self and others • Won't delegate • Uses jargon, too much detail • Complexity and over questioning
+ Perception of Others	- Perception of Others
<ul style="list-style-type: none"> • Structured and organised • Detailed • Reliable and trustworthy 	<ul style="list-style-type: none"> • Slow • Risk-averse • Picky
Antidote	Stressors
<ul style="list-style-type: none"> • Keep clear about what your goal is • Prioritise • Learn to use mistakes as a source of learning • It doesn't have to be perfect before you start – take a risk • Ask for and understand the appropriate quality needed for a job ('fit for purpose') 	<ul style="list-style-type: none"> • Own and others' perceived carelessness, mistakes • Loss of control, certainty or structure • Can really struggle in times of high ambiguity and change

Please People

	
Myth	
<ul style="list-style-type: none"> • I have to please others (often without asking or being asked) • I have to get it right for you, by doing the right thing (which I have to guess) 	
Symptoms	
<ul style="list-style-type: none"> • Lots of smiling, good eye contact, head nodding when listening • "I mean ...", "You know", "Really..." • Gets very anxious when conflict and anger appear in meetings • Presents views as questions • Concerned about others' opinions 	
Productive Behaviours	Unproductive Behaviours
<ul style="list-style-type: none"> • Flexible • Adaptable • Concerned for others • Intuitive, particularly to others' feelings • Good, empathetic listeners • Team-workers Accurate 	<ul style="list-style-type: none"> • Finds it difficult to confront, over-sensitive to criticism • Can't say "no" • Takes on too much • Can lack assertiveness • Will guess rather than ask • Tendency to do for others what they are capable of doing for themselves
+ Perception of Others	- Perception of Others
<ul style="list-style-type: none"> • Willing • Likeable • Friendly • Considerate • Empathetic 	<ul style="list-style-type: none"> • Manipulative • Insincere • Indirect • Condescending
Antidote	Stressors
<ul style="list-style-type: none"> • Learn to confront constructively • Learn to say "No" • Give others the responsibility 	<ul style="list-style-type: none"> • If I disagree with you, you may not like me • If my help is rejected I feel

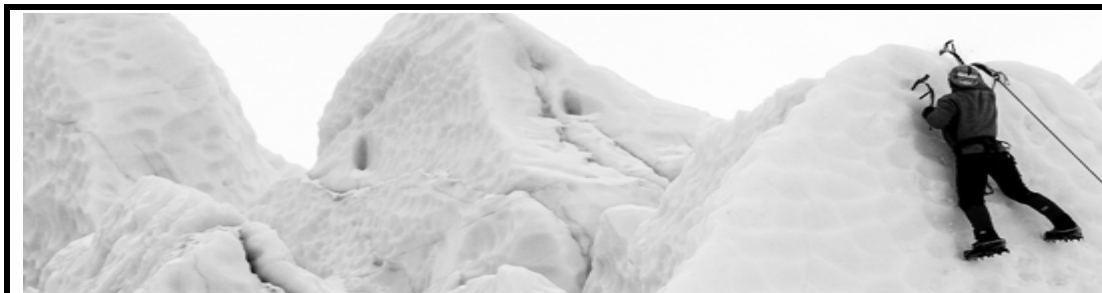
for their own feelings

- Learn to accept feedback that is constructive

misunderstood

- "I am responsible for how you feel"
- Being ignored, criticised or blamed

Try Hard



Myth

- It's the effort that counts
- I must try hard (not necessarily to get a result), see how hard I tried

Symptoms

- "I'll try and do that", "That's interesting...", "Can you..."
- "Here's something new and exciting I've found"
- Volunteering, interested, enthusiastic
- Lots of questions, some off at a tangent
- A trail of unfinished jobs

Productive Behaviours

- "I'll try and do that", "That's interesting...", "Can you..."
- "Here's something new and exciting I've found"
- Volunteering, interested, enthusiastic
- Lots of questions, some off at a tangent
- A trail of unfinished jobs

Unproductive Behaviours

- Not finishing tasks and projects, unfocused
- Abdicating rather than delegating
- Gets bored easily and has to move on, constantly changing priorities
- If goals are not aligned with the team's, can cause havoc by pursuing own agenda

+ Perception of Others

- Passionate
- Motivated
- Enthusiastic
- Interested

- Perception of Others

- Faddish
- Fickle
- No attention to the detail
- Superficial
- Dreamer

Antidote

- Clarify goals and direction and prioritise
- Learn to finish and to recognise and celebrate your successes
- Stop volunteering
- Stop trying and just do it!

Stressors

- Being criticised for not caring
- "You're not trying hard enough"
- Irresponsibility - self and others
- Fear of failure

Be Strong



Myth

- I must cope, by myself
- I have to do it all
- Showing any form of weakness means I'm not OK

Symptoms

- Distant, aloof
- Unemotional, detached, calm
- "The Facts are here...", "Let me sort it out...", "Pull yourself together..."
- Doesn't smile much or presents jovial or jokey mask
- May be a loner
- Doesn't often ask for help

Productive Behaviours

- Calm under pressure
- Firm but fair
- Strong sense of duty
- Works at unpleasant tasks
- Gives honest feedback
- Can work well alone

Unproductive Behaviours

- Delegation is a sign of weakness
- Working long hours
- Unemotional when the situation demands an emotional response
- Lacking empathy
- Highly self-critical and highly task-focused

+ Perception of Others

- Reliable
- Trustworthy
- Rock-solid

- Perception of Others

- Martyrdom
- Distant
- Unapproachable

Antidote

- It is OK to ask for help
- Check your work/life balance.
- Are your work levels realistic?
- New task? Check you've asked for enough resource and set realistic targets
- Recognise the importance to others of their feelings

Stressors

- Forced to talk or expose feelings
- Being vulnerable
- Being close to others
- Soft and fluffy team-building events

NOTES