

## Drivers Questionnaire

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

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



## 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
	<b>TOTAL</b>					



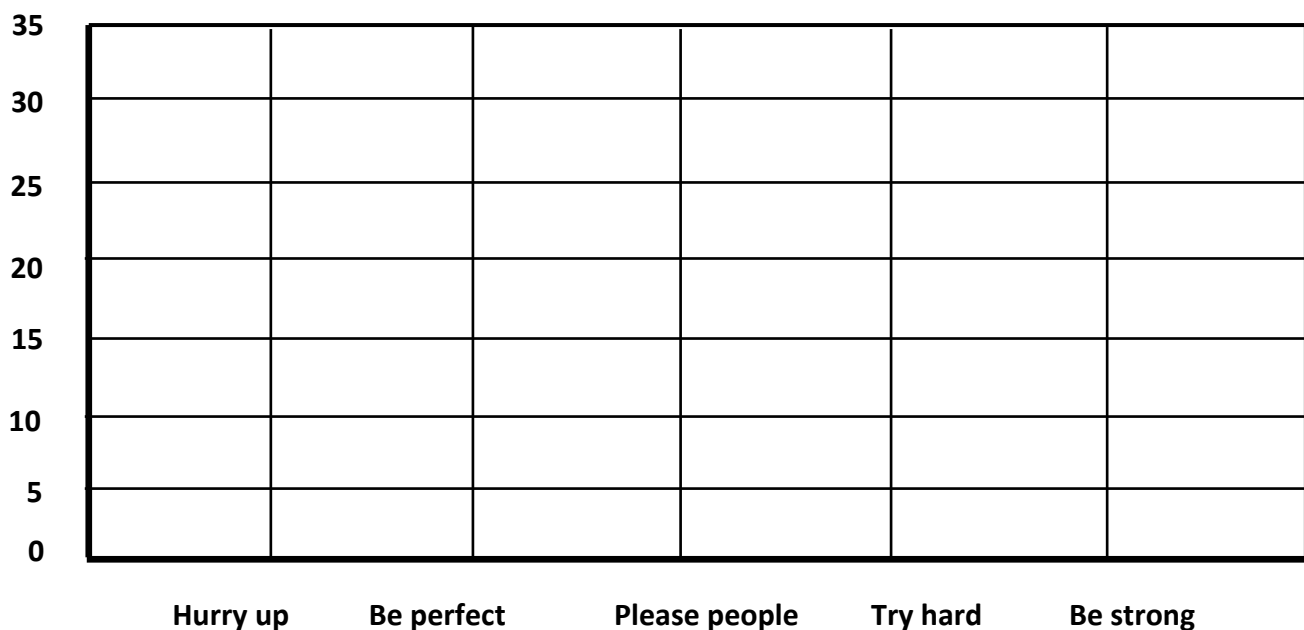
## Questionnaire Scoring

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	
<b>TOTAL</b>		<b>TOTAL</b>		<b>TOTAL</b>		<b>TOTAL</b>		<b>TOTAL</b>	
<b>Hurry up</b>		<b>Be Perfect</b>		<b>Please People</b>		<b>Try Hard</b>		<b>Be Strong</b>	

### Profiling

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



## Hurry Up



### Myth

- Everything must be done as quickly as possible
- I get rewarded (and feel OK) for finishing things quickly

### Symptoms

- 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

- Efficiency
- Responds well to deadlines
- Gets lots done
- Quick thinking

### Unproductive Behaviours

- Mistakes
- Carelessness
- Interrupts others
- Doesn't brief clearly

### + Perception of Others

- Lively
- Dynamic
- Energetic
- Adventurous

### - Perception of Others

- Insensitive
- Impatient

### Antidote

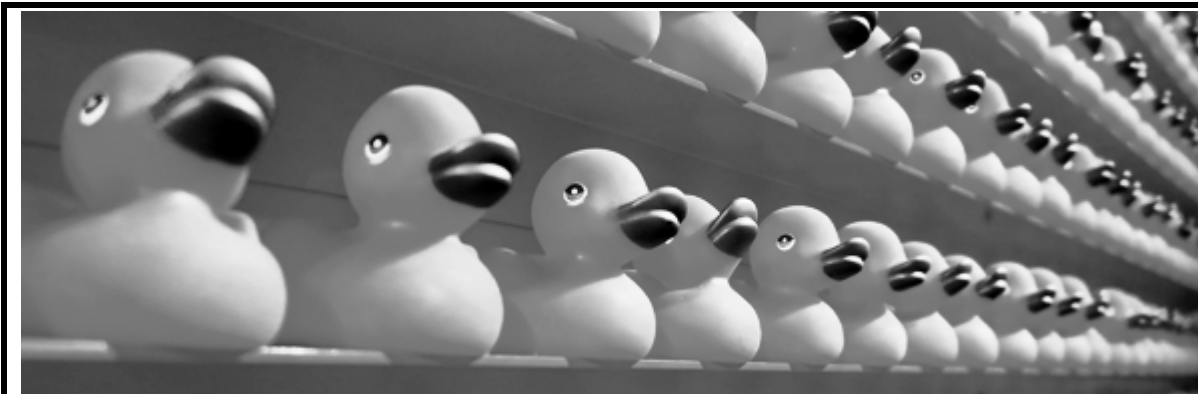
- Plan sufficient time
- Plan work in stages
- Learn and practise good listening skills
- Learn to relax and be alone

### Stressors

- Having time to think
- Nothing to do
- "I'll never get it all done"
- "I must not be long"



## Be Perfect



### Myth

- Everything must be exactly right first time, every time
- I get rewarded (and feel OK) for getting it done right

### Symptoms

- 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

- Organisational skills
- Completer-finisher with an eye for detail
- Plans ahead, thorough preparation
- What if ...' risk planning
- Accurate
- Logical, concerned with 'how'

### Unproductive Behaviours

- 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

- Structured and organised
- Detailed
- Reliable and trustworthy

### - Perception of Others

- Slow
- Risk-averse
- Picky

### Antidote

- 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')

### Stressors

- 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

- 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

- 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

- Flexible
- Adaptable
- Concerned for others
- Intuitive, particularly to others' feelings
- Good, empathetic listeners
- Team-workers Accurate

### Unproductive Behaviours

- 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

- Willing
- Likeable
- Friendly
- Considerate
- Empathetic

### - Perception of Others

- Manipulative
- Insincere
- Indirect
- Condescending

### Antidote

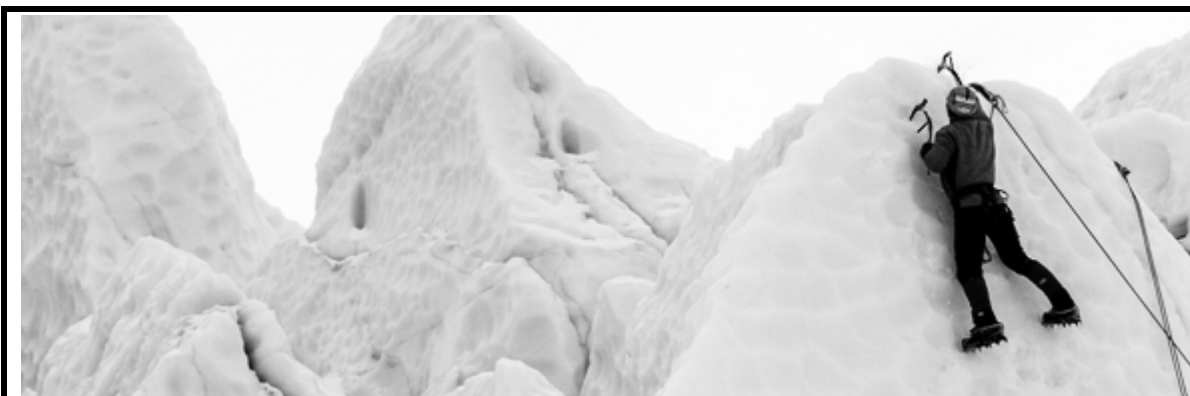
- Learn to confront constructively
- Learn to say "No"
- Give others the responsibility for their own feelings
- Learn to accept feedback that is constructive

### Stressors

- If I disagree with you, you may not like me
- If my help is rejected I feel 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

