

TA 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.

- | | | |
|----|----------------------------------------------------------------------------------------------|---|
| 1 | a. Endurance is a valuable asset | a |
| | b. I like to see people doing their best to get things right | b |
| | c. Considering all the effort I put into things I should get more done | c |
| | d. I find myself doing too many things at the last minute | d |
| | e. On balance I adapt more to other people's wishes than they do to mine | e |
| 2. | a. Casualness and carelessness bother me | a |
| | b. It's keeping on doing things that interests me more than finishing with them. | b |
| | c. When people are slow about saying something I want to interrupt or finish the sentence | c |
| | d. I have a fair amount of imagination when it comes to guessing what people need | d |
| | e. When someone gets emotional my reaction is often to make a joke of it or else be critical | e |
| 3. | a. I don't mind things being hard. I can always find the energy | a |
| | b. I prefer to use just the minimum necessary time to get to a place. | b |
| | c. If someone doesn't like me I either try hard to get them to like me or I walk away | c |
| | d. It is rare for me to feel hurt | d |
| | e. If it's a question of doing something properly I'd rather do it myself | e |
| 4. | a. I get impatient with slow people | a |
| | b. Normally I prefer to take people's wishes into account before deciding something | b |
| | c. I show a calm face even when my feelings are running high | c |
| | d. I don't make excuses for poor work | d |
| | e. 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

Sections	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

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% of people 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 they are effective	Contracts Legal Documents Patents Proofing Inspection Research	Getting things going Action more important than accuracy
When they are destructive	Tight time scales Finishing Projects High Level Plans, Strategy	Detail required Must be considered Rule Breaking Legal / Contracts
Key change/growth points	Willing to give in at 95% Deliver on time regardless of detail	Being Early is not a crime
How to work with them	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 they are effective	teams arbitrator training building good relationship	corner stone in a crisis good negotiator
When they are destructive	poor leaders can't deliver criticism	people issues
Key change/growth points	just get on with it	be emotional OK to admit weakness
How to work with them	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 / disempower make complicated
When they are effective	design stage alone clear criteria
When they are destructive	uncomfortable with short time scales difficulty when many options available unwilling to get help
Key change/growth points	first effort make them take holidays
How to work with them	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

Language and appearance clues

The Following words and phrases are often used by people when they are in the grip of a 'be perfect' driver:

- "As it were"
- "Probably"
- "Possibly"
- "Certainly"
- "Completely"
- "One might say"

They speak in complete sentences, perhaps numbering off certain points.

Their dress is usually very well co-ordinated and elegant.

Their language and appearance are all indications of their desire to be perfect.

Characteristics

- Purposeful
- Moral
- High standards
- Task orientated
- Extremely logical

"Be Perfect" types are very good at seeing the best way of achieving the success or completion of a task

Causes of stress

- Any situation which indicates the danger of loss of control e.g. other people's perceived "low standards" or "illogical approach"
- Over emotionalism from others
- Failure to achieve goals

Stress behaviour

As stress increases, the person

- Becomes more and more single minded, seeing only their point of view
- Becomes more and more controlling
- Becomes arrogant and aggressive in arguments, will not be able to take account of others' different points of view

- Becomes goal focused; may discount the people around them
- Will communicate predominantly in “thought” language and be very uncomfortable with extreme displays of emotion

Reducing stress in self

- Be willing to appreciate the different values of others; don't just see your own as valuable
- List all of your personal values, rank them in terms of importance, then work out how to respond suitably — under stress the tendency is to treat everything as important and so energy is poured into issues that are actually, in themselves, not meaningful.
- Become more conscious of your tendency to be self righteous and to respond in a parental manner, make a point of communicating your feelings
- Be willing to laugh at yourself

Reducing stress in others of this type

- Reassure others that they are not to blame
- Be practical; keep agreements with them
- Never discount their worries
- If you have a difference of opinion, express your own values with conviction
- If you have to confront them, do it gently, firmly and calmly
- Show your appreciation of their achievements e.g “that report was excellent”
- Give them facts rather than forcing them to talk about their emotions

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.

Language and appearance clues

Often when people are in the grip of a 'hurry up' driver, they use words and phrases like:

- "Quick"
- "Get going"
- "Hurry up"
- "Don't waste time"

They may speak rapidly and will usually be doing more than one thing at a time. Gestures like finger or foot tapping, wriggling about in their chair and constant checking of their watch are also indications.

Characteristics

The person with the 'hurry up' driver will usually be:

- Lively
- Adventurous
- Excited
- Enthusiastic
- Quick

They are often described as the 'life and soul of the party'. They often have a capacity of doing lots of things at once.

Causes of Stress

Distress is caused by:

- Time to think
- Silence
- Having 'nothing to do'

Stress Behaviour

As the stress increases, activity will become more and more frenetic.

Reducing Stress in Self

- Learn to love life for its own sake so that the fear that life has no meaning becomes less threatened
- A feeling of greater security will arise if you develop a belief system that supports it
- Realise that you do not need to earn love by proving how much you do
- Practise your empathy and listening skills
- Be on time by not fitting in 'just one more thing' before appointments
- Make time to express appreciation of people
- Make lists; create structure and order despite how you feel about them

Reducing stress in others of this type

- Praise their efficiency
- Enjoy their spontaneity
- Never be intimidated by their outbursts
- Don't 'reward' speed and the ability to do several things at once. 'Reward' them for taking 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

Languages and appearance clues

Often when people are in the grip of a 'Please' Driver, they start off sentences positively, only to end them negatively e.g.

- "It's a lovely day today – but days that start off like this often end in rain."

They may turn statements into questions by using phrases like"

- "Is that OK with you?"

or

- "What do you think about it?"

Voice tone is often high, rising at the end of the sentences. People with a strong 'Please Driver' will make an effort to look attractive

Characteristics

"Please" driven people love to spend time with others. They are comfortable in social situations.

They are usually skilled at dealing with others and they like to look after people

They are:

- As pleasant as possible to everyone
- Extremely law abiding and helpful
- Concerned about doing the right thing.

Causes of stress

'Please' people will feel distressed by being ignored or being criticised. The main fear is that they will be rejected by being found 'blame worthy'.

Stress behaviour

'Please' people become more and more emotional under stress and will not respond to requests to be logical. Their language becomes peppered with clichés – they find it difficult to say 'no'.

They may feel the urge to 'rescue' others. In an emergency, 'taking charge' is often required, but if there isn't an emergency, rescuing others (doing something which hasn't been asked for or doing more than your share) won't help in the long term.

Every time they do something for someone else, they deprive that person of the opportunity of doing it for themselves and so learning from experience.

Reducing stress in self

- The person with a 'please' driver feels responsible for others and expects them to reciprocate by taking responsibility for their own well being. In order to break through this, it is important to be willing to accept responsibility for what happens to you and what you do to others.
- Listen carefully to others and respond to what they're actually saying
- Develop your own autonomy and be prepared to allow others to develop theirs

Reducing stress in others of this type

- Thank them for their help
- Keep your communication 'superficial' unless you're able/willing to cope with emotions you may uncover
- Never lose your temper
- If angry, express your feelings politely
- If you have to confront them, do it with patience
- Don't 'reward' clichés – 'reward' authentic communication and reply autonomously
- Acknowledge them for being the person they are: 'I really enjoy working with you'
- Pay them lots of compliments

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

Languages and appearance clues

The following words and phrases are often used by people when they are in the grip of a 'Be Strong' Driver"

"That makes me sad" rather than "I feel sad"

Words like

"One", "You", "We", "It" are used to replace "I"

The face and body tend to be immobile – another indication of the urge to hide evidence of feelings which may mean weakness.

Characteristics

- Self sufficiency
- Helpfulness
- Reliability

People with a distinct 'Be Strong' driver may enjoy tasks which are repetitive. They may like working on their own and can be stoical in the face of difficulties but will 'carry on regardless".

Causes of stress

Stress is caused by the fear of rejection through:

- Being seen as vulnerable
- Being forced to say what they feel
- Exposing their weaknesses

Stress Behaviour

As stress increases the person:

- Becomes rather withdrawn
- Can 'withhold' behaviour
- Can become quieter, reluctant to communicate – it's as if every word has to be dragged out of them, which can end up with the person feeling that they are being interrogated

Reducing stress in self

- Learn to take as well as to give
- Acknowledge that you have needs
- Be willing to express your own needs, putting them first before those of others

Reducing stress in others of this type

- Praise them for consideration and kindness – they often get taken for granted
- Give them a surprise treat
- Do not be effusive
- Use irony (carefully!) – “I must say, you’re the most unreliable person I know!”
- Don’t force them into expressions of vulnerability
- Don’t shout – they may retreat even further
- If you want something done give them clear instructions

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

Language and appearance clues

Often, when people are in the grip of a ‘try hard’ driver they use the word ‘try’ in conversation, e.g:

- “I’ll try and get it finished” or “I’m trying my best”.

When used in this way it usually means:

- “I’ll try and do it instead of actually doing it”

Other typical words and phrases are:

- “Can’t”

- “I don’t understand”
- “It’s very difficult”

Often these people appear tense, maybe frowning, or with fists clenched.

Characteristics

The person with the ‘try hard’ driver is often intense and committed to righting wrongs. They are usually on the side of the underdog and may work for political or other causes. They often take on lots of tasks, often don’t complete them, set high goals which are not achieved and work very hard.

Causes of Stress

Distress is caused by:

- Being criticised for not caring
- Being irresponsible
- Being told they are not trying
- Perceived irresponsibility in others

Their fear is that they will be rejected by being found ‘blame worthy’

Stress behaviour

One of the main effects of stress is that much effort goes into trying, but very little is achieved.

Lots of tasks may be taken on, but something always seems to get in the way of success. One of the problems for someone with a ‘try hard’ driver is that their belief is that they are only acceptable if they try hard. How therefore, will they be able to survive if they have succeeded? It is more important to go on trying that to finish.

The person tends to move into reactive, sometimes rebellious behaviour.

Reducing stress in self

- Notice how often you use the word “try” and say instead “I will” or “I won’t”
- Before taking on extra work, check that it’s realistic for you to do so. If your schedule is full, decide what you will give up in order to take on the new job. Check also that you want to do it, as opposed to believing that you ought to.
- Be willing to distinguish between things that you can and can’t change
- Stop comparing yourself to others
- Create standards for yourself, not related to other peoples
- Start now not tomorrow

Reducing stress in others of this type

- If the person is being very competitive, ignore it. Don’t get involved in arguments that are focussed on comparisons e.g “You don’t understand as much as I do”
- Never let them off what they have committed themselves to do. If you do, the implication is that you don’t expect them to succeed
- Don’t ‘reward’ them for trying. ‘Reward’ them for finishing