

Management Drives

Behavioural Blueprint

Davin Shellshear



Outline of the Drives



yellow
the drive seeking to analyse, understand, and comprehend



green
the drive giving people and social relationships priority



orange
the drive wishing for progress, results, and performance



blue
the drive wishing for certainty and clarity



red
the drive demonstrating daring, speed, and power



purple
the drive seeking safety and familiarity

Drives are the basis of behaviour, what motivates a person, what sets someone into motion. It is the filter between mere observation and action. Everyone has drives, they help explain why people behave, interpret, act or feel the way they do. Each person is driven by a unique combination of drives.

The questionnaire you have just completed identifies 6 possible drives that relate to your working environment. These drives are distinguished by colours – see left

Your Management Drives ('MD') behavioural blueprint provides valuable in-depth insight into what motivates (and demotivates) you (logic pattern), the order in which you tend to apply your drives (logic), what types of behaviours, tasks or situations you dislike (rejection score), and where you get your energy (energy balance) in a work context. People are complex characters and naturally every individual is much more than what can be categorised into a 'box'. Therefore, the MD behavioural blueprint is unique to you and only a qualified MD practitioner will present you your results. Management Drives does not measure skill or competencies in any area.

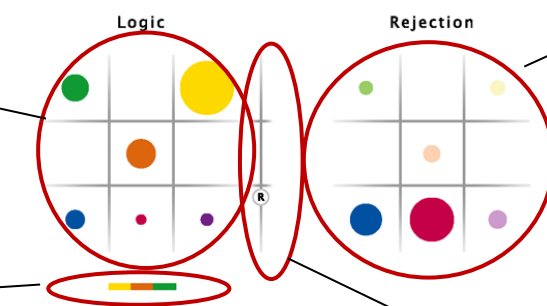
Interpreting the MD Blueprint Results

Personal Profile

The Logic Pattern shows the scores for your positive drives. The bigger the circle, the stronger the drive. This is the mature me that I present to the world

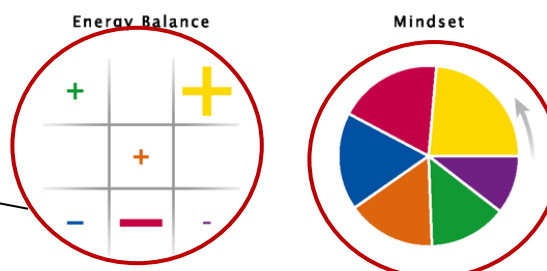
The Logic shows the sequence of application of your drives in your perception, thinking and actions.

The gain or loss of energy that I experience through my interaction with the environment. Pluses represent positive energy, minus represents loss of energy. The bigger the sign, the stronger the effect



Behaviours that irritate me. But under pressure, I may show them.

My tendency to filter out aspects of the environment I don't think are important or try to avoid.



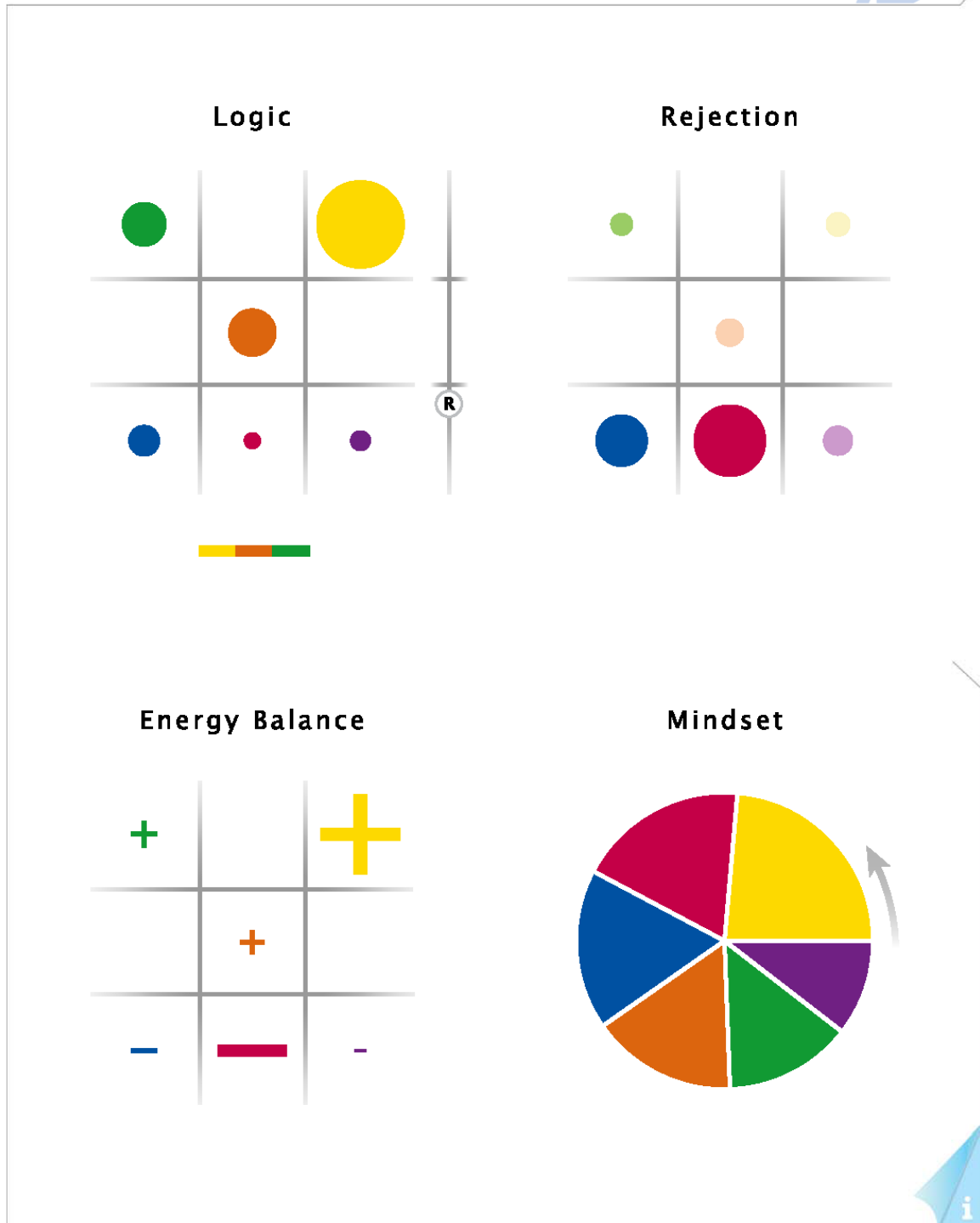
The totality of my behaviours – those I prefer to show plus those I try to suppress – my stress behaviour

Your Personal MD Behavioural Blueprint

PERSONAL PROFILE
BUSINESS

21 June 2010

Shellshear, Davin



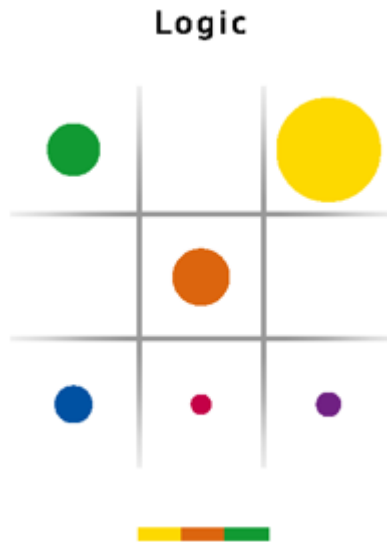
The Management Drives profile book is required with this profile



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Your Behavioural Blueprint

Drives and Logic Sequence



Davin – your logic sequence is Yellow-Orange-Green, the order which you apply your drives.

YELLOW is the first drive in your blueprint. The dominant yellow drive is characteristic of someone with a strong interest in ideas and innovations, conceptual systems, future possibilities and visioning, understanding why things happen, identifying cause and effect relationships, the development of conceptual models, seeing the bigger picture, and identifying inconsistencies and speaking out about them. At times, you will go back to the fundamentals, the basics, to ensure that the new ideas are sound and have a defensible foundation.

Yellow people have a strong sense of fun and freedom (of thought and ideas) and dislike being constricted to a narrow perspective.

People with strong yellow drives tend to work from a basis of rationality, be tolerant about how others carry out tasks, and the choices they make about their own lives, dislike rules that cannot be explained or appear arbitrary, do not react to new situations, ideas or issues, but rather pull back and take a wider perspective, and be very tolerant of change (or even be the change agent).

Orange as your second drive means that you will want ideas and conceptual systems to have practical application. You will seek to set objectives, goals and targets around the implementation of those ideas, and will like to be given recognition as the one who brought those ideas to the workplace.

Your **Green** drive will bring a interest in and a desire to share your ideas and concepts, and the goals and targets you have set around implementing those ideas with others. However, as the Green is not large, this will tend to be more telling rather than true communication and collaboration.

You will notice there is very little **Purple** in both your profile and rejections. Purple may be something of a blind spot for you.

Below are key characteristics of your dominant drive, **YELLOW**.

To this team, I bring...

knowledge, understanding, freedom, thinking things through, theory, concept, innovating, rationalising and asking 'why?'





Your MD behavioural blueprint shows you your deepest drives, and how the drives in your profile blend to provide your unique behavioural characteristics. However, your blueprint does not limit what you **can** do. Everyone is capable of each drive; the MD blueprint pinpoints what you are **more** inclined to.

*Some Key Characteristics of **Yellow-Orange-Green**:*

- **As a Leader** – you operate on the basis of Principles (that you don’t believe always have to be spelled out to others). You try to help co-workers understand what the problems are and what the main guidelines for solutions might be. You are willing to talk at length about these issues and help them to find directions and their solutions. You do like to provide clever input to those solutions.

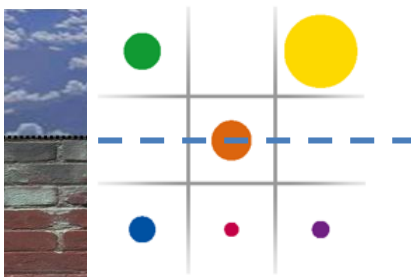
You lead with attention to roles, and the concepts around problems and solutions. Your main focus is on ensuring co-workers understand the situation and their part in it. Once staff understand their roles and tasks, they are expected to be capable of taking action, and great tolerance is shown to the way they approach things.

Nevertheless, you do expect your people to produce results, although this will be perceived at the level of outcomes rather than individual products.

You:

- See vision as a **guiding principle** for the **organisation** and the team, but you also expect to see results.
- Manage primarily by using **concepts** and discussing these/convincing others of these concepts.
- See the **wider perspective**.
- Dislike **rules and bureaucracy** that cannot be explained and inhibit thinking and achievement of outcomes.
- Pay close attention to cause and effect relationships, and want to know how to explain everything based on facts. People’s behaviours, motivations and psychology can be some of those facts.
- **Learning style** – learn from the broad outlines to the details; pay more attention to broad outlines than details. Experiment with options if that will work.
- See restrictions on freedom as unpleasant, but will occasionally be willing to tolerate that in order to achieve results.

Abstract v Concrete:



Yellow seeks future possibilities, and Green seeks to establish the ideal human relationships in a future state – so you will tend to be quite abstract and future oriented. Today is the first day in the rest of our lives.

Your Orange will be more focussed on opportunities that arise out of the possibilities, rather than the practical implementation of an objective or a goal.

Your small Blue, Red and Purple will mean you are not well grounded as you scan the future scope of possibilities and opportunities. This would suggest you should work with those who are strong in these drives to provide a concrete foundation to your future focus.

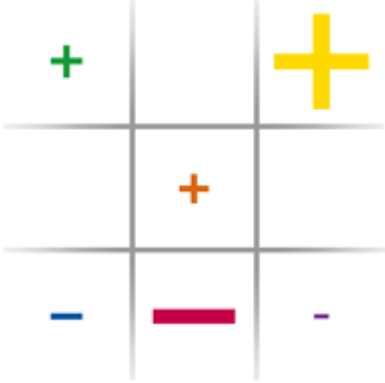
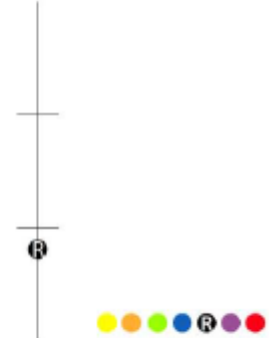

Styles of thinking

‘Styles of thinking’ refers to how you process new events or situations that take your attention.

Your Yellow-Orange drives will mean that you tend to deal with new events and issues in a logical and rational way – based on logic and facts.

	<p>You Green will help you to consider the feelings of others and emotional aspects of the matter at hand, but these perspectives will also be dealt with in a fairly logical manner.</p>
<p>Emotional Attitudes</p>	<p>Your emotional attitude reflects the array of desires and emotions that are controlled by our profiles.</p> <p>Davin – your preference is clearly towards the existential Purple — Yellow emotional group, in which a human being wants to believe and understand. With the strong bias towards yellow, you will seek to understand the mysteries of life. Nothing is considered a given, nothing is sacred, everything must be understandable in detail.</p> <p>If effect, you will seek to ‘peek behind the curtain’ to understand aspects of life you encounter. This may reflect in an interest in psychology, the humanities or religion.</p>
<p>Autonomy</p>	<p>As a Yellow, you depend on your own ability to form a judgment and develop your ideas and attitudes independently of culture and convention. Hence you tend to be very independent of other people’s opinions, expectations and social controls.</p>
<p>Rejection Score</p>	<p>In your rejection profile, you show a strong rejection of Red and a moderate rejection of Blue.</p> <p>From the perspective of a dominant Yellow drive, your rejection for Red would indicate you dislike impulsive action taken without any depth of thinking, or understanding of the issues and principles involved.</p> <p>The Blue rejection indicates that you do not like being constrained by bureaucracy, boundaries and rules in your quest for new ideas, concepts and possibilities.</p> <p>The rejections not only indicate behaviours you dislike in others, it is also the source of less mature behaviours in yourself, often which you have an equal dislike for. Less mature behaviours are those that are less effective and have a negative impact on others. These immature behaviours are most likely to occur at times of stress or pressure.</p> <p>Your rejection of Red will mean you tend not to confront issues and behaviours that you dislike or disagree with - when they occur, but rather will keep your thoughts and feelings to yourself. However, there will be a</p>



	<p>residual resentment that does not go away, and as the behaviours or issues reoccur, the resentment builds and becomes frustration and anger. When the last straw occurs, you will explode in anger and aggression – neither of which are effective – and cause confusion and resentment in others. Better to confront issues when they occur. In addition, the Red rejection will bring an element of uncontrolled impulsiveness in yourself.</p> <p>Your Blue rejection may bring an element of excessive detailed mindnesses and bureaucratic behaviours under times of stress and/or pressure.</p>
<p>The Energy Balance</p> 	<p>You have a large positive energy arising from Yellow.</p> <p>This means that when you are:</p> <ul style="list-style-type: none"> • successful in developing a new idea or concept, • able to usefully take the big picture view, • acknowledged as being an expert in a particular technical or ideological area; <p>- this is very energising for you.</p> <p>Conversely, when you have to deal with impulsive, ill-considered behaviour, or when you are in an environment where there is a lot of fighting and/or nastiness, you will find being there to be very energy draining for you.</p>
<p>R Score</p> 	<p>The R score can be seen as a filter. It poses the questions of relevance, 'Is this important to me? Is it relevant? Is there something really at stake here? If not, the event that has caught your attention will be discarded. This happens at a gut level and is very fast.</p> <p>Your R score is at the lower end of the scale, and will have little impact on your day to day affairs.</p>
<p>Mindset</p> 	<p>The mindset shows how you profile shifts under stress. In your case, the Yellow-Orange-Green profile changes to Yellow-Red-Blue. Under pressure, your mind will become very busy, but may tend to overcomplicate matters. Your Red will come into play (pushy with your ideas, and more prone to become aggressive if pushed), and Blue - a need to maintain control over the situation that is causing the stress.</p> <p>'Destructive' means the drive gets in the way of the goals and outcomes you are actually seeking. In this case, becoming 'pushy' means you will not give yourself the time to think things through properly, and the 'control' closes you to ideas and innovations by others.</p> <p>Your green reduces in position, so your interest in communication and connecting with others will diminish.</p>

If you have any questions about the MD Behavioural Blueprint, training and other services offered by Management Drives Australia, including coaching and consulting, please contact Davin Shellshear (see contact details below).

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