

Management Drives

# Behavioural Blueprint

Denise 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.

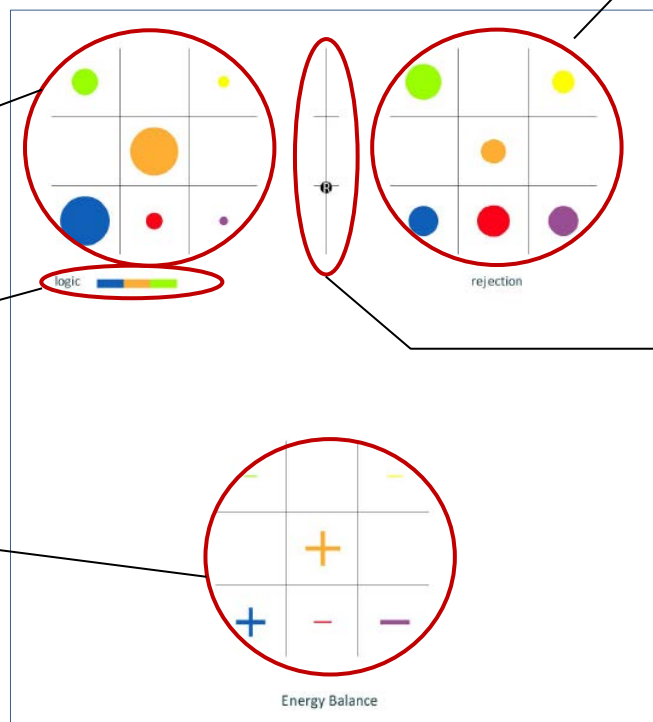
## Interpreting the MD Blueprint Results

### 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

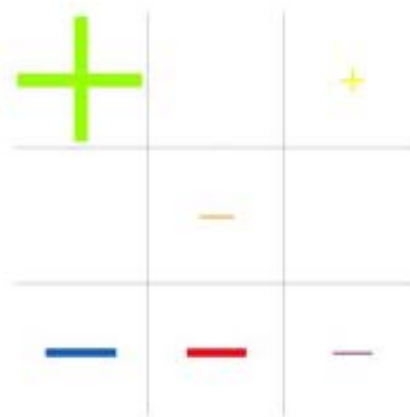
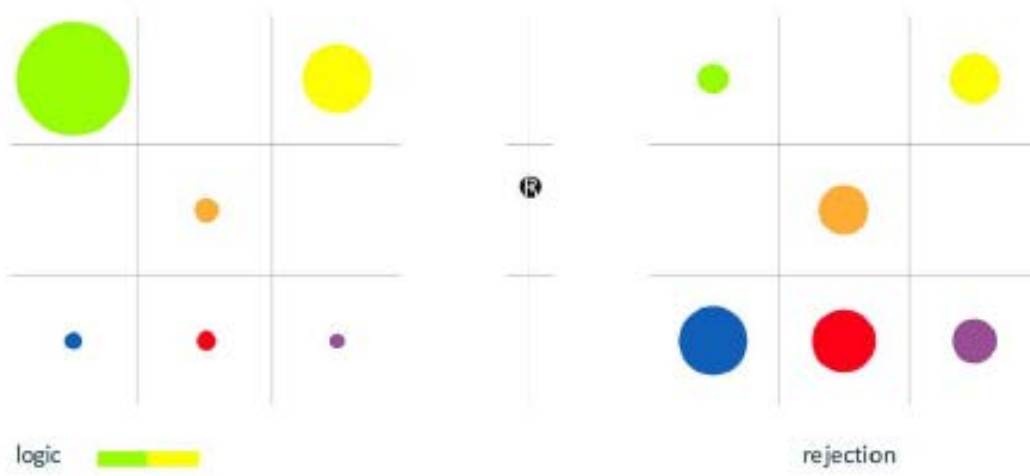


The Rejection Score shows the drives I dislike. The bigger the circle, the stronger the negative feelings. These can reflect behaviours I don't like in others, or myself. But under pressure, I may show them, sometimes destructively.

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

# Your Personal MD Behavioural Blueprint

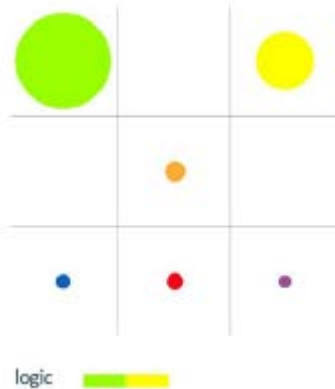
## Denise Shellshear



Energy Balance

## Your Behavioural Blueprint

### Drives and Logic Sequence



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

**GREEN** is the first drive in your blueprint. The dominant green drive is characteristic of someone with a strong interest in people and relationships. You work on the basis of feelings, and you pay a lot of attention to the intention of others. You expect the same in return. You are warm and supportive of others, and will always seek harmony in the workplace and any social situation. If someone is in need, you are the one who will step in and help. You are sensitive to the emotional state and needs of others, and will tend to put these ahead of your own needs. People will gravitate to you and pour out their stories to you, recognising in you a caring empathetic listener.

Fundamentally, you believe that everyone is equal.

You will be focussed on good communication with others, always seeking collaboration and cooperation, and will want to make sure others are consulted in any decision making process. You are thus a natural advocate for industrial democracy, and will work towards those social ideals.

You are not one to push yourself forward, preferring to work in the background towards the health of the group. You will express yourself, but often implicitly so as not to offend people. You will tend to talk on behalf of the group rather than yourself. Your focus is not 'what's in it for me' but rather 'what's in it for us'.

Putting the above together, you are a natural counsellor.

**YELLOW** as your second drive means that will you seek clever, creative and sometimes innovative ways to ensure harmonious relationships in the workplace. You will have independent, original views about human relationships built into the ideology you live your life by. In doing so, you will keep in mind the 'big picture' of where you think human development and human relationships should lead to.

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, **GREEN**.

To this team, I bring...

harmony, togetherness, sharing, collaboration,  
equality, involvement, consensus,  
helping and caring.



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 do.

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

**As a Leader** – you are not concerned with your own position, but with team relationships. The team functions best when all members know what the others are doing and how they feel about that. **Green** leaders see themselves as being on the same level with the group, and helping by coordination and advice. The power distance between leader and co-worker is small, and personal involvement is big.

Communication and coordination are key. You keep a personal connection with employees. You probably like to share your ideas and creative thoughts with others, in a comfortable environment.

Team meetings are used to establish harmony and solidarity.

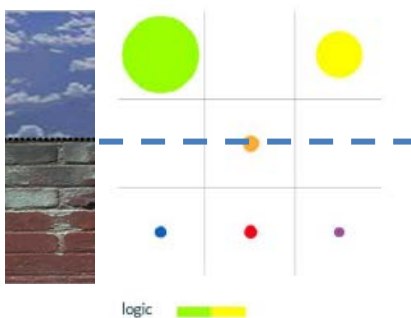
You have an eye for personal problems and are concerned for workers not achieving well. They are supported. You will probably find some clever, innovative ways of achieving this.

As a **Green** leader, you ask for commitment and cooperation and give the same. If the co-workers do not respond, this becomes difficult. You try to appeal to joint beliefs, or will try to mobilise group pressure through use of personal contacts. The use of interpersonal relationships never raises feelings of questionable intentions. Everyone who knows the **Green** leader doesn't doubt this.

Your consultative decision making is time consuming and results are based on compromises. It does not work well when tough decisions are needed. You have trouble with authoritarian decisions. You:

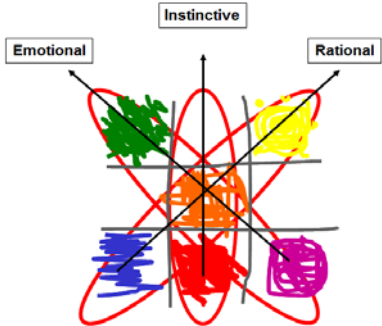
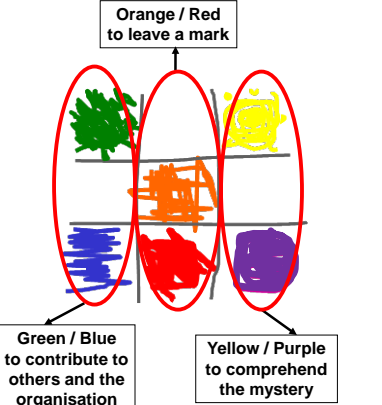
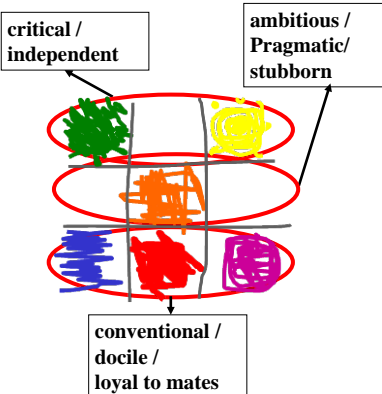
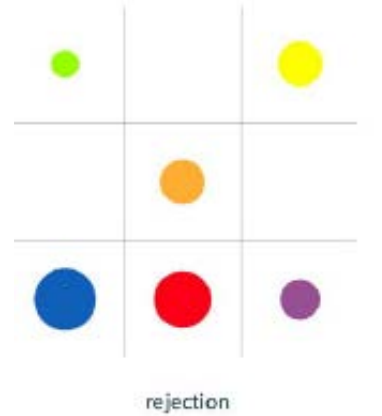
- See people as the **guiding principle** for the **organisation** and the team.
- See democracy as guiding principle for management.
- Find creative ways of including people in the team, and ensuring they are engaged in team activities.
- Have a consultative decision style and dislike authoritarian decisions.
- Use your networks in managing, and have a personal relationship with subordinates.
- Pay a lot of attention to equality and the intentions of others..
- Learn through conversations and observations (testing your own ideals and concept of humankind), and reflection through discussion with others. Consideration of the process between people and the method of transmission is also important.
- Think that infringements of group norms must be stopped, but mostly do that indirectly (talking to other people about the behaviour, so that the implicit group norms become more explicit), in the expectation that this will give a negative example that dissuades others from such behaviour. If the behaviour continues the offender is gradually cold shouldered.

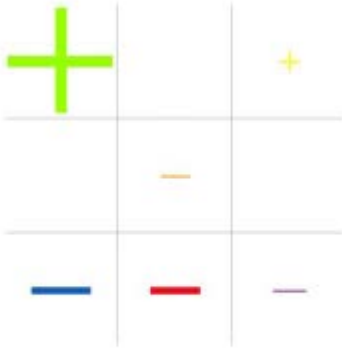
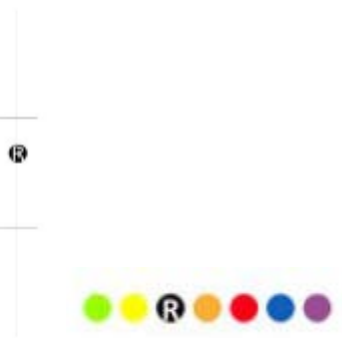
**Abstract v Concrete:**



Green is strongly focused on ideology and will seek a future state where harmony reigns, and the social relationships are closer to the ideal. You are therefore future oriented – towards that ideal future state.

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

<p><b>Styles of thinking</b></p> 	<p>‘Styles of thinking’ refers to how you process new events or situations that take your attention.</p> <p>Your strong green drives will mean that you tend to deal with new events and issues in a feeling, socialising way. When a new event occurs that is outside the norms or expectations, you will socialise this event with others and come to a common attitude. This will then establish the future social norms</p>
<p><b>Emotional Attitudes</b></p> 	<p>Your emotional attitude reflects the array of desires and emotions that are controlled by our profiles.</p> <p><b>Denise</b> – your preference is clearly towards the social Blue — Green emotional group, in which people want to mean something to each other. Green is tuned into the relationships among human beings. This involves social connections on the basis of shared feelings.</p> <p>This sets you on the path to giving and sharing. You not only like harmony in the workplace, you will actively work towards that end.</p> <p>When this is not successful, disappointment naturally surfaces. If it is successful, it contributes substantially to a feeling of happiness.</p>
<p><b>Autonomy</b></p> 	<p>As a Green-Yellow, you depend on your own ability to form a judgment and develop your ideas and attitudes independently of culture and convention.</p> <p>You are not insensitive to social conventions, but you will judge them against your own set of social ideals and views of the world, and come to your own independent view about their appropriateness, and whether you choose to comply.</p>
<p><b>Rejection Score</b></p> 	<p>In your rejection profile, you show moderate rejections of Blue and Red. From the perspective of a dominant Green drive, your rejections of Blue and Red would indicate you do not like Blue putting rules ahead of people, and you would not like to be in an environment where people are fighting and playing politics to be top dog on the block.</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 may mean that you do 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 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</p>

	<p>– and cause confusion and resentment in others. Better to confront issues when they occur.</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><b>The Energy Balance</b></p>  <p>Energy Balance</p>	<p>You have a large positive energy arising from Green.</p> <p>This means that when you are:</p> <ul style="list-style-type: none"> <li>• successful in creating a harmonious environment,</li> <li>• able to support and help those in need,</li> <li>• include others in discussions and decision making;</li> </ul> <p>- this is very energising for you.</p> <p>Conversely, when you are in an environment where there is a lot of fighting and/or unnecessary bureaucracy, you will find this to be energy draining for you.</p>
<p><b>R Score</b></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 upper end of the mid 1/3 scale. Once you have addressed an issue or event that claims you attention through your Green-Yellow logic, you may consider whether this is really something of interest to you, or relevant to your current circumstances. If not, you would dismiss it and move your attention elsewhere. This dismissiveness of ‘irrelevant’ matters would be something you are very aware of.</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).

**CONTACT**

Davin Shellshear  
Managing Consultant  
m: +61 413 489 372  
e: [davin.shellshear@managementdrives.com.au](mailto:davin.shellshear@managementdrives.com.au)  
w: [www.managementdrives.com.au](http://www.managementdrives.com.au)