

Management Drives

Behavioural Blueprint

Steve Vawdrey



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.

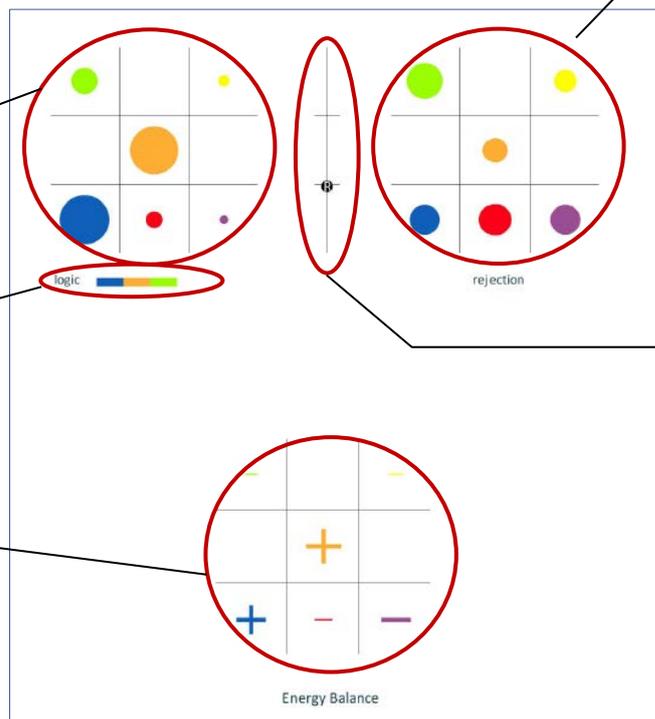
Interpreting the MD Blueprint Results

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

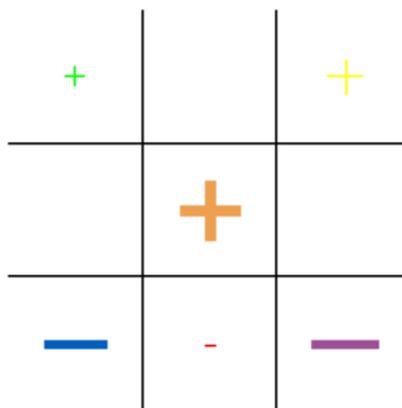
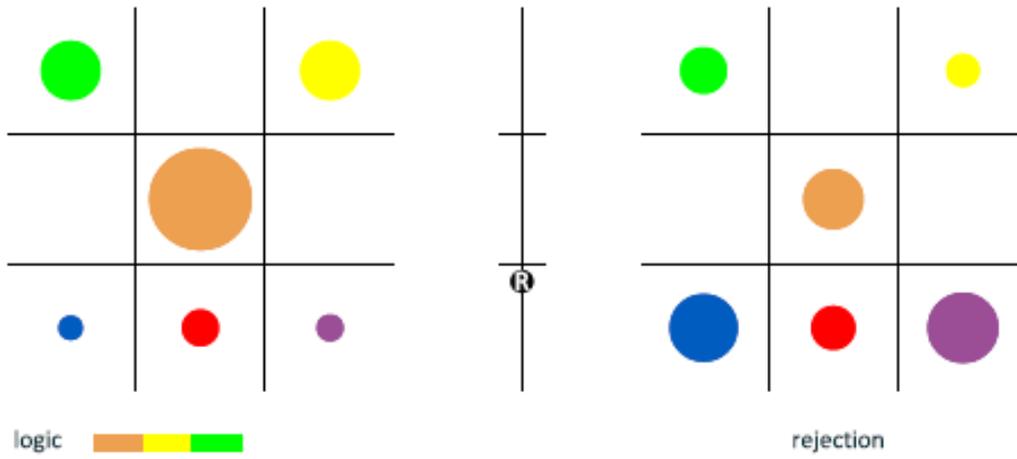


The Rejection Score shows the drives I dislike. The bigger the circle, the stronger the negative feelings. These can reflect behaviours I don't like in others, or myself. But under pressure, I may show them, sometimes destructively.

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

Your Personal MD Behavioural Blueprint

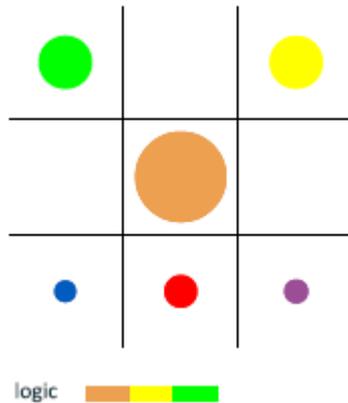
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Energy Balance

Your Behavioural Blueprint

Drives and Logic Sequence



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

ORANGE is the first drive in your blueprint. The large dominant orange drive is characteristic of someone with a strong interest in success, in being seen to be good (even more important than actually being good), in being given applause by a meaningful audience, in setting targets and goals around achieving objectives, in short – being a WINNER.

You will tend to think in a goal based way, and you will always be conscious of what the goals are in any undertaking. You will be flexible in achieving those goals and will act and respond in accordance with the situation. Management by Objectives is a natural style for you. You will tend to experiment with options, and seek practical examples and case studies to guide you towards success.

You will tend to see others as a resource to achieve your goals, and will see communication as a means to an end, rather than an end in itself.

Yellow as your second drive means that you seek clever, creative and sometimes innovative ways to achieve your goals. From time to time, you will review your strategies to be sure they really are clever, and are likely to take you in a direction that is useful in the long run.

Your **Green** drive means that from time to time, you will communicate your goals, targets and strategies to those around you. However, as the Green is not large, this will tend communicate on the basis of 'need to know' rather than 'want to know'.

Your small Blue, Red and Purple will mean you are not well grounded as you seek opportunities. This would suggest you should work with those who are strong in these drives to provide a concrete foundation for your activities. You know you need Blue to plan, set the 'how to' and put in the systems and structures necessary to achieve your goals. In addition, you have to work with others and use your Green if you are to succeed. Simply pushing your Orange harder – more KPIs, performance management, money motivators – will not be enough.

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

To this team, I bring...

ambition, results-orientation, goal-orientation, flexibility, applause, pragmatism and efficiency.



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 **Orange** – Yellow - Green:*

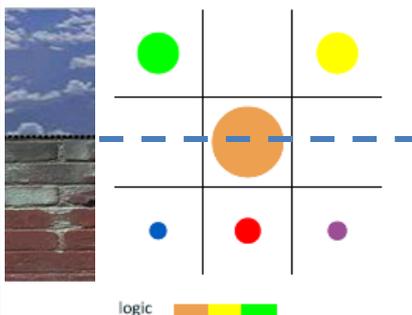
As a Leader – Performing and being noticed is important. You are goal oriented with great sensitivity towards your own image. Greatest importance is to be seen as good. **Orange** leaders are constantly evaluating themselves and looking for ways to improve. You will use your Yellow to be quite creative about how you explore the opportunities that are obvious to you, and to ensure your goals actually do lead to some valuable future position. Every decision must be optimised, and consider all the pros and cons. This constant calculating makes you focus on how goal oriented your co-workers are – are they doing the right thing, using resources correctly, could things be faster/ more efficient? Is there potential for innovation? This is ‘Management by Objectives’. Co-workers should be enthused about meeting targets and use their own creativity as you do. Your communication about your goals and information sharing is likely to be on a ‘need to know’ basis.

Goals are more important than means – people will be given freedom to achieve. Meet targets = rewards, and money is the main motivator. However, short term goals dominate over long term goals. Long term goals will be given attention to avoid blemishing your record.

Orange leaders understand the human side, and use their calculating skills to give human issues enough attention to keep the team enthusiastic so results are achieved. Orange leaders use a variety of decision making strategies depending on circumstances and effect. If a fast decision is needed, Orange makes it. If time is available, consultation will be used to maintain good relations with the team. However, orange will not be very considerate to the weaker employee. Note, **your** real drive is NOT the team, it’s your own position and reputation. You:

- See strategy and goal as the **guiding principle** for the **organisation** and the team, and occasionally will ask the ‘why’ questions to keep the goals aligned towards your bigger picture.
- Want to **win**, want to be seen, will seek applause.
- Want to be taken **seriously**.
- Make clever decisions based on the **situation**.
- Are convinced that if you really want something, **you can get it**.
- Primarily **learn** through practical examples, competitive play, simulations and case studies. Nevertheless, you will want to understand, in a practical way, the concepts and principles behind your actions.
- Have a natural antenna for **opportunities**, possibilities for success and potential failure factors.
- Approach goals in a **pragmatic**, flexible way, both in setting them and in their realisation.
- See **reduction in earnings** and status as the main sanction.

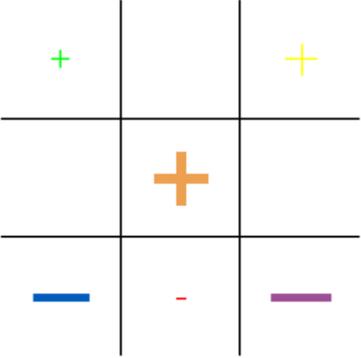
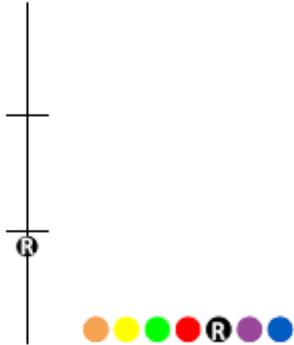
Abstract v Concrete:



Orange is very pragmatic and goal oriented, and so will see time far enough into the past, and far enough in the future to ensure that the current goals are achieved.

Your Green and Yellow will mean that you will be more focussed on opportunities that arise out of a situation, rather than the practical implementation of an objective or a goal.

<p>Styles of thinking</p>	<p>‘Styles of thinking’ refers to how you process new events or situations that take your attention.</p> <p>Orange is not a determiner of thinking style, and you green and yellow are of similar size. Hence you can think either logically, or in a socialising/ emotional manner - depending on the needs of the situation.</p>
<p>Emotional Attitudes</p>	<p>Your emotional attitude reflects the array of desires and emotions that are controlled by our profiles.</p> <p>Steve – your preference is clearly towards the egocentric Red — Orange emotion group, in which human beings want to find a place for themselves by accomplishing something. This ‘something’ is the significant achievements of your life that others may know about, see and admire.</p> <p>If effect, you want to leave a legacy that marks your passage through this life. People will know you were here, and you were ‘somebody’.</p>
<p>Autonomy</p>	<p>As an Orange, you would like to be independent but you understand that you need to be discerning about your behaviour, it needs to be socially acceptable and there also needs to be an intellectual fit, if you are to be successful.</p> <p>So as an Orange, you will continue to judge yourself in relation to standards from your own culture.</p>
<p>Rejection Score</p> <p style="text-align: center;">rejection</p>	<p>In your rejection profile, you show a moderate rejections of Purple, Blue and a smaller rejection of Orange.</p> <p>From the perspective of a dominant Orange drive, your rejection for Purple and Blue would indicate you being restricted in the achievement of your goals by either traditions, (“we always do XXX this way here – and you should too”), or by bureaucracy, boundaries and rules.</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 Purple will mean that under stress or pressure, you can become suspicious of ‘outsiders’ – who can be anyone outside your immediate group, and may become quite vocal in decrying the traditions of the organisation – particularly if you are being pushed to comply. At times of high</p>

	<p>stress, you may become fearful of change.</p> <p>Your Blue rejection may bring a rejection of instructions, organisation or structures given by others. You may want others to do things your way, even if you are not really sure or lack relevant experience. These behaviours are likely to emerge at times of stress and/or pressure.</p>
<p>The Energy Balance</p>  <p style="text-align: center;">Energy Balance</p>	<p>You have a positive energy arising from Orange.</p> <p>This means that when you are:</p> <ul style="list-style-type: none"> • successful in achieving your goals, • able to get others to work towards your goals, • acknowledged as being successful and are given applause; <p>- this is very energising for you.</p> <p>Conversely, when you have to deal with traditions or rules that prevent you from achieving your goals, you will find this to be very frustration and 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>

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
w: www.managementdrives.com.au