

January, 2023

All About Drives

How drives influence your daily activities



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All About drives

How your drives influence your daily activities



"By displaying courage and changing their behavior, leaders act as a model for the behavior they expect from others."

Robert E. Quin

Personal development starts with your Drives

An understanding of drives is essential if you wish to develop yourself and want to have an impact on your team and organization.

Whether it involves personal leadership, team management or influencing the culture of an entire organization, drives are the key to success or failure. What are your team's potential strengths and pitfalls? What can you do to reinforce your leadership? When you have an insight into drives, things that used to seem rather vague, soft and 'just a feeling' immediately become clear-cut and measurable.

Positive behavior shows
leadership: motivates and creates



Negative behavior
blocks and destroys

DRIVES IN A POSITIVE OR NEGATIVE SENSE

The drive is basically positive and leads to positive behavior, but when people get frustrated with what drives them, this may eventually result in negative behavior. Thoughts such as "you can't do it" or "you are not allowed to do it" result in negative behavior after a while. It is good to be aware of these limiting thoughts and to fight against them. In fact, leadership particularly manifests itself in positive behavior. It helps people to take advantage of the strengths of their drives.

Management Drives Profile

Logic is the sequence in which someone is motivated.

Rejection displays what disturbs someone.

Energy Balance shows where people get their energy from or where they lose energy.

Mindset is the possible behavior demonstrated by someone under pressure.



TENSIONS BETWEEN DRIVES



Everybody has all the drives in their make-up. However, some drives take precedence over others. Internal tensions can arise between these drives. A certain amount of tension is necessary to get things done. However, too much tension leads to stress, paralysis and incorrect actions. Tensions are part of life.

Look at yourself. You want to develop yourself, be there for others, achieve results and have a career, but you also want to have time for your private life, family, sports and hobbies. Wanting so much with so little time available creates tension. Drives give you a clear overview of this tension and give direction to the choices you make. The trick is to recognize these tensions and use them constructively.

Drives positive and negative behavior

Those who manage to keep themselves and their colleagues high in the behavioral spiral will see energy and people's strengths as a result. A person who demonstrates negative behavior finds it hard to deliver a good performance and achieve good teamwork.

Developing ideas, curiosity



Criticising, complicating

Engaging others, communicating



Protesting, maligning

Going for results and challenges



Self protection, blaming others

Organizing, structuring



Falling back at own tasks

Increasing pace, deciding



Protecting own domain

Creating bonds and security



Suspicion, distrust

Yellow



VISIONAIR

Potential strengths

Analysing and understanding are important. Matters must be intrinsically correct. Wants freedom of thought and action. Is intrigued by complexity. Thinks theoretically and often based on models. Wants to consider things in a broad framework. Carefully evaluates new ideas. Strongly future-oriented.

Potential pitfalls

May constantly focus on differences and thus irritate others. Can make things more complex than necessary. Asks for help when it is too late or not at all and can therefore get bogged down in their own thoughts. Ignores their non-verbal behavior and may seem inaccessible to others. Good is not good enough, knows no limits.

Wants to analyse, understand and explore in depth.

The world is seen as a complex puzzle, and their reasoning is that people should act based on their understanding of things. Adopting others' ideas is illogical and can be dangerous. This often requires taking a step back to critically examine matters, and this is space that they should be afforded. Freedom is of the utmost importance for yellow.

"Do not tell me what to think and do not force me to do things I do not understand." Yellow is the rational drive of someone who likes to think from big to small. What already exists is regarded with a critical eye, sometimes to the annoyance of others. Instead of bringing things together, yellow dissects them even more. For yellow, today is just a step towards the future.



Tension with Yellow

also finds it easy to criticise someone else's truth



Tension with Green

often finds yellow a little distant. Yellow does not seem to want to connect with anyone or conform



Tension with Orange

tends to find yellow impractical and far too profound. Isn't it fine as long as it works?



Tension with Blue

thinks yellow is too chaotic and sometimes even threatening. They do not fit in with well-structured things



Tension with Red

thinks is yellow is awfully slow and busy with things that are of no use to anyone at the moment



Tension with Purple

believes yellow has no sense of past achievements and no bond with the organization

Green



PEOPLE MANAGER

Potential strengths

Is sociable and focused on harmony. Is sensitive to the feelings of others. Has an eye for the weak. Looks for mutual involvement. Thinks that all people are equal. Focuses on collaboration. Judges people by their intention. Finds it hard to resist a request for help.

Potential pitfalls

Sometimes suppresses their own needs, which may lead to frustration later on. Puts too much emphasis on emotions when it is not always appropriate or desirable. Does not count their blessings but always points out a new injustice. Does not talk directly to others but does talk about others. Covers everything up for the sake of love.

Puts people and social relationships first

The people manager is very involved with the people around him and would like nothing more than seeing them develop. Green is a drive that places a lot of value on emotion. A green person puts others, rather than himself, on center stage. 'If everyone did this, society would be more harmonious.' People with a lot of green in their profile can be very sensitive to interpersonal tensions.

As a rule, they believe people should contribute to a pleasant, social co-existence. The creation of inequality and distance is not appreciated. To them, power and competition create inequality, hierarchy creates distance and reduces people to numbers. Inequality and disadvantage activate green. Green likes to communicate.



Tension with Yellow

often finds green patronising and prescriptive, because green strongly broadcasts their own standards



Tension with Green

wonders if somebody else may be drawing too much attention to themselves



Tension with Orange

thinks green is a little naive, soft, and not results-oriented enough and is also bothered by their egalitarianism



Tension with Blue

sometimes finds green too easy because personal feelings are more important than duty



Tension with Red

thinks green is simply naive, because they assume good intention and believe in equality



Tension with Purple

thinks green can be long-winded, and is not sensitive to established relationships

Orange

ENTREPRENEUR



Potential strength

Is competitive and wants to show off. Is focused on opportunities and possibilities. Achieving success is important. Takes on challenges. Strongly focused on goals and means. "If you want it, you can do it". Wants to be taken seriously. Judges actions by their effectiveness.

Potential pitfalls

Finds it hard to share successes. Is sensitive to opportunism and fads. Is not openly self-critical (but is often very critical of themselves). Often takes criticism personally and then loses flexibility. Can resort to shirking when achieving success turns out to be difficult or unlikely.

Wants to show progress, results and achievements

An entrepreneur is happy to take the initiative, considers risks, spots opportunities, is constantly on the lookout for possibilities to improve and achieve results. The world is seen as a place full of opportunities and possibilities. Ignoring opportunities or possibilities for improvement is stupid. People who seize opportunities and possibilities have everything to gain. A person who has a lot of orange in their profile cannot imagine life without goals.

Objectives and results are at the center of orange's thoughts. This is linked to their ego- "it is all about achieving my goals." Appreciation and receiving applause from others for one's accomplishments is important. What is the point of breaking a world record if nobody knows about it?



Tension with Yellow

often thinks orange is opportunistic and somewhat superficial, because results rather than truth count for them



Tension with Green

quickly tends to think orange is arrogant, because he constantly wants to stand out



Tension with Orange

looks for competition and ensures that others do not receive too much applause to detract from his success



Tension with Blue

finds orange unreliable and threatening, because he constantly wants to improve and thus change things



Tension with Red

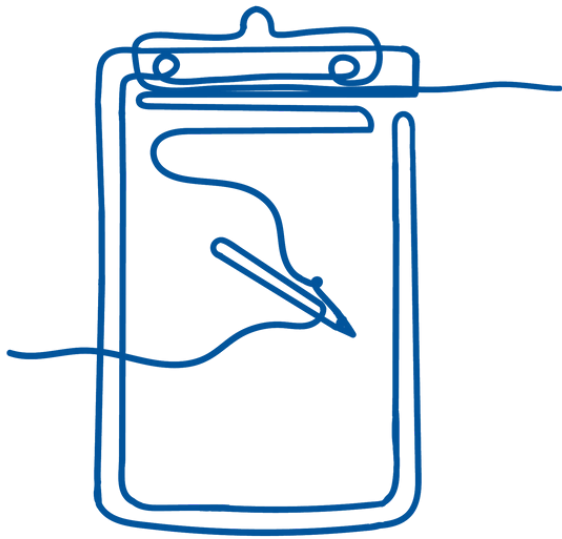
sometimes finds orange a little vain, afraid of others' opinions and not always straightforward



Tension with Purple

thinks orange often wants to change things unnecessarily and is not respectful of how things have come to be

Blue



ORGANIZER

Potential strengths

Is loyal to what has been agreed. Attached to rules, discipline and reliability. Makes sure the job is properly finished. Wants their efforts to be appreciated. Likes order and clear arrangements. Ensures agreements are adhered to. Finds justice important. Believes that violations must be penalised.

Potential pitfalls

Not interested in their own PR, therefore regularly undervalued. Can come across as tight-lipped and analytical. Remains serious, does not easily cheer along. Can look for one single truth when things can actually be approached from multiple angles. Has a tendency to tie everything up with red tape.

Wants to create certainty and clarity

The organizer is someone who makes very sure that tasks and agreements are executed correctly. Blue is convinced that it is to everyone's advantage if everything is thoroughly organized and regulated. "If you do something, do it right", and "you must finish what you have started" are typical blue statements. Blue is a rational drive that wants to clearly understand cause and effect and act responsibly.

The combination of rationality and certainty means that blue wants to know everything precisely and has an eye for detail. At work, blue is loyal and disciplined. The how is important to blue. Blue considers agreements and rules to be a means of realising certainty and reliability.



Tension with Yellow

often finds that blue is rigid and reflects on the here and now, rather than having vision and looking to the future



Tension with Green

tends to find blue impersonal, because blue believes rules are uniform and should apply to everyone



Tension with Orange

gets annoyed by blue rules and structures that limit the playing field and stand in the way of results



Tension with Blue

takes a critical look to ensure nobody formally hides behind the task he is appointed for



Tension with Red

thinks blue looks for certainty too much and goes on the defensive too quickly



Tension with Purple

thinks blue is rather cold and mechanical in his views

Red



AUTHORITY

Potential strength

Is decisive and impatient. Lives in the here and now, is focused. Can respond quickly and impulsively. Is mindful of danger and protects their domain. Wants to be treated with respect. Respects strength and power. Has little confidence in those in charge. Is very loyal and true to real mates.

Potential pitfalls

Will confront too soon or too strong. Can quickly change their mind and thinks "the others will also understand this". Learns by doing things themselves, which may interfere with collaboration and coordination. Wear his heart on his sleeve, which is not always convenient. Can be very oppressive.

Stands for daring, speed and strength

The authority is a dominant person who is clear and direct, has the guts to take on tasks and takes others along with him. Red is the drive that is naturally focused on power and obtaining and maintaining one's own domain. The essence of red lies in the conviction that strength and speed determine their position. If you do not display strength and do not take action, you will be left empty-handed.

Clashing with others is inevitable, but that is something the other person will just have to take. By being straightforward, things are clarified quickly and everyone knows where they stand. Perhaps the word fearless is the best way to describe red. But also courage, a pioneering spirit and impulsiveness.



Tension with Yellow

believes that red often does not think about the consequences of his actions



Tension with Green

believes that red enters into unnecessary confrontations and creates conflicts



Tension with Orange

is often surprised by the clumsy way in which red completely ignores the existing pecking order



Tension with Blue

thoroughly checks whether his comrades actually have guts and are not just showing off



Tension with Red

believes that red unnecessarily sets agreements aside and often behaves irresponsibly



Tension with Purple

believes that red often treats things that are sacred to others with too little respect

Purple



NESTOR

Potential strengths

Is ready to serve their team. Wants to create security and bonds. Has a great instinct for unwritten rules. Fond of regularly recurring moments. Has a feeling for rituals and the symbolic. Recognizes the virtue of modesty. Does not distinguish himself as an individual. Creates pride, security and a strong bond.

Potential pitfalls

Rejects remarks and advice from outsiders. Often keeps the scope (too) small: focuses on the inner circle, excluding others. Has a subservient attitude when responsibility is required. Clings to the past and things that are familiar.

Helpful, establishes bonds and creates security

The nestor creates bonds, maintains customs, guards traditions and serves the organization. Purple is the drive that looks for a connection between people and their roots: family, tradition and native soil. This connection always has something mystical about it. The purple elements in our life are often hard to put into words but purple issues are perfectly clear in emotional terms.

When we see a lot of purple in someone's profile, we know that they are driven to draw particular attention to the identity of the organization and the things that create bonds between people and organizations. They may very well create a sense of family at their workplace.



Tension with Yellow

does not understand that purple takes things for granted, which can be easily disproven



Tension with Green

believes purple is closed to outsiders



Tension with Orange

gets annoyed by blue rules and structures that limit the is often surprised about purple's compliance and modesty



Tension with Blue

is disturbed by purple's unwritten rules, things ought to be transparent



Tension with Red

tends to believe purple's humility and willingness to sacrifice himself is cowardly



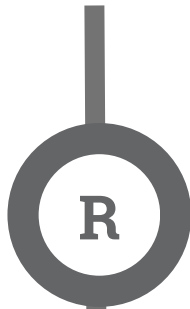
Tension with Purple

can be condescending if a norm is interpreted incorrectly

The R-scale indicates the extent to which you reflect

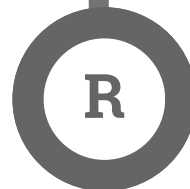
A high R score, combined with values at the top of the matrix (yellow and green), often explains a somewhat searching nature. It means you seek things you find truly relevant. A high R score, combined with values at the bottom of the matrix, is characteristic for an individual who is straightforward and matter-of-fact in his work, as long as it is truly relevant.

CONTINUAL



If your R-score is high up the scale, you continually ask yourself whether what you're doing is really relevant. Or rather, what you should be doing. You also tend to strongly downplay what you see happening around you. Others often find it difficult motivating you and you're slow to react to challenges where necessary. It's really important for you to know what topics you yourself feel relevant and why you downplay things so much. This can often make working with others easier, avoiding you being 'so hard to read'.

REGULAR



If your R-score falls in the middle of the scale, you regularly ask yourself whether 'this really matters'. That's followed by a moment of reflection, before you continue what you were doing. Or you go off and do something completely different. This can mean you start something with plenty of energy, then abandon it halfway through. It may help you tackle things more effectively if you asked earlier how relevant it is; or simply don't afford yourself the luxury of that question (and just finish what you're doing).

OCCASIONAL



If your R-score falls in the bottom part of the scale, you don't really question whether what you have to do is really relevant. You're eager to immediately respond appropriately to the situation or to what's being asked of you. That can be very powerful. You're also often readily motivated by others to start doing something (else). The danger is that you often allow yourself to be pulled-in too easily to what's "hot" and will sometimes ask yourself afterward what you've been doing. Could you perhaps have spent your time more effectively?

January, 2023



Turning potential into performance

With its software products, Management Drives focuses on organizational development, effective collaboration in teams and improvement of leadership. The Management Drives software measures what drives people. It provides an insight into what motivates a team or person. This makes it possible to predict how specific teams or people use their knowledge and competences. All the information is displayed in six colors. Each color represents a certain leadership style or organizational culture. Our consultants help you use Management Drives so that you can embed changes in your organization.



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