

Team strengths workshop plan

Time	Activity	Time allocated
10:15	Introduction to drivers, the 5 types, and group task	5mins
10:20	<p>Group task of putting the 30 squares into the correct boxes</p> <p>- Put them into 5 groups according to their top driver and observe how they conducted themselves in the decision making process.</p> <ul style="list-style-type: none"> • Group 1 – BP • Group 2 – HU • Group 3 – PP • Group 4 – BS • Group 5 – TH <p>Prep each group to discuss one driver in their feedback to the rest;</p> <ul style="list-style-type: none"> - What does this person contribute to the team? - What examples can you give of how you have appreciated this type of person in your team? 	10mins
10:30	<p>Group reflection on how they operated in their teams.</p> <ul style="list-style-type: none"> - Give each group a copy of the answers and ask if they got it right - Invite each group to comment on the driver; when have they experienced someone else using this driver at work in a good / bad way? - Did they complete the task in a manner that reflects one of the drivers? - Me to reflect my observation of their behaviour too 	15mins
10:45	<p>Feedback to them how the drivers are spread out across the team</p> <p>Relate to strengths finders</p> <p>Discuss the implications.</p> <p>Introduction to the pairs task</p>	20mins
11:05 [break]	<p>Paired reflection on their driver and how they operate.</p> <ul style="list-style-type: none"> - Give them a handout of all the one-pagers in relation to the 5 drivers and their scores - Ask them to pair up with someone from a different table • Group 1 with group 2 • Group 3 with groups 4 and 5 	25mins [break]
11:30	Ask each pair to write the strategies that they might adopt in future work situations and complete feedback questionnaire.	5mins
11:35	Ask each pair to reflect back to the wider group and ask if they'd identified any strategies that might help in future work situations	10mins
11:45	End	

Set up needed

- Handouts
- Laptop, projector, and screen

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Team Strengths



Dementia Institute (BUDI)

Emotional intelligence



Emotional...



Emotional intelligence

- Self-awareness and communicating well
- Awareness of others and responding well



Team strengths

- Raise awareness of the strengths in BUDI
 - Helpful for new members
 - Helpful for existing members to identify hidden strengths
- One way of facilitating emotional intelligence
 - Responses to drivers (self / others)



Team strengths

- Effective management and teamworking will make the most of people's strengths.
- Ensuring that there is a good balance of skills and strengths in your project team will help to ensure all tasks and activities are performed effectively.



Drivers



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Drivers

- Unconscious internal pressures that makes us do things certain ways, e.g. with speed, perfection, little emotion etc.
- Doing things in these certain ways tends to satisfy inner needs rather than actual events.
- Some drivers more helpful than others at certain times / certain contexts



Drivers

- Drivers give us an insight in people's behaviour and help us to build relationships more effectively.
- Five drivers have been identified.
 - 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"
- (aim for perfect accuracy)



Hurry Up

- "I'll have to see how fast I can build the column"
- (aim for speedy completion)



Please People

- "I'll look around to see who is watching me"
- (aim for approval)



Be Strong

- "I'll sit on the floor rather than sit at a table"
- (aim for added merit)



Try Hard

- "I'll try it out horizontally first"
- (aim for extra effort)



Drivers

- Most commonly:
 - Two rather than one driver will show up strongly; people tend to favour a combination of Drivers rather than a single one
 - One of the drivers will be particularly low
- People evolve combinations that enable them to capitalise on strengths and minimise weaknesses



Group activity



Group activity

- In small groups, put the descriptions into the correct boxes



Drivers – Be Perfect

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.



Drivers – Hurry Up

The basis of Hurry Up is that there is some additional virtue in doing something in a short time.



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The basis of Please People is that someone has to find satisfaction in you performing a task, or at least should not be displeased.



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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.



Drivers – Try Hard

The basis of Try Hard is that it is always worth putting more, and more, and even more effort into doing something.



Drivers – BUDI scores





Bournemouth University

BUDI rankings

Dementia Institute
(BUDI)

	Be Perfect	Hurry Up	Please Pp	Be Strong	Try Hard
1					
2					
3					
4					
5					

1 = Highest

5 = Lowest



Hypothetical top scores

Be Perfect	Hurry Up	Please Pp	Be Strong	Try Hard
BUDI team	BUDI team	BUDI team	BUDI team	BUDI team
BUDI team	BUDI team	BUDI team	BUDI team	BUDI team
BUDI team	BUDI team	BUDI team	BUDI team	BUDI team





Bournemouth University

BUDI top scores

Dementia Institute (BUDI)

Be Perfect	Hurry Up	Please Pp	Be Strong	Try Hard
1	1	1		
2		2		
3		3		
4		4		
5				
6				
7				
8				
9				
10				



Hypothetical top 2 scores

Be Perfect	Hurry Up	Please Pp	Be Strong	Try Hard
BUDI team	BUDI team	BUDI team	BUDI team	BUDI team
BUDI team	BUDI team	BUDI team	BUDI team	BUDI team
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		BUDI team		





BUDI top 2 scores

Dementia Institute

Be Perfect	Hurry Up	Please Pp	Be Strong	Try Hard
1	1	1	1	1
2	2	2	2	
3	3	3	3	
4		4	4	
5		5		
6		6		
7		7		
8		8		
9		9		
10		10		
11				
12				
13				





Bournemouth University

Hypothetical bottom scores

Dementia Institute (BUDI)

Be Perfect	Hurry Up	Please Pp	Be Strong	Try Hard
BUDI team	BUDI team	BUDI team	BUDI team	BUDI team
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Bournemouth University

BUDI bottom scores

Dementia Institute (BUDI)

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	2		2	2
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	4			
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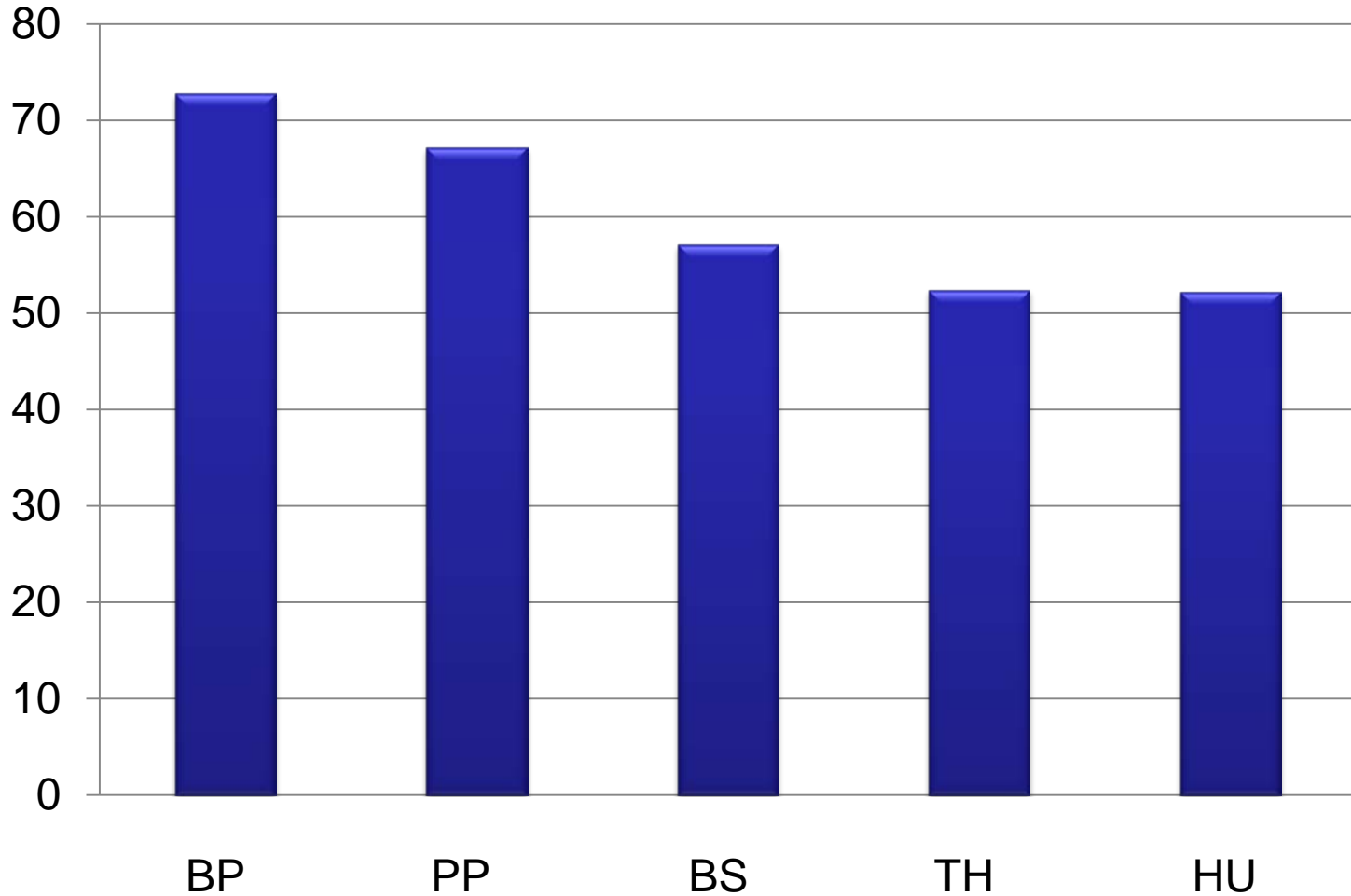


BUDI bottom 2 scores

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	3		3	3
	4		4	4
	5		5	5
	6		6	6
	7			7
	8			8
				9
				10



Means

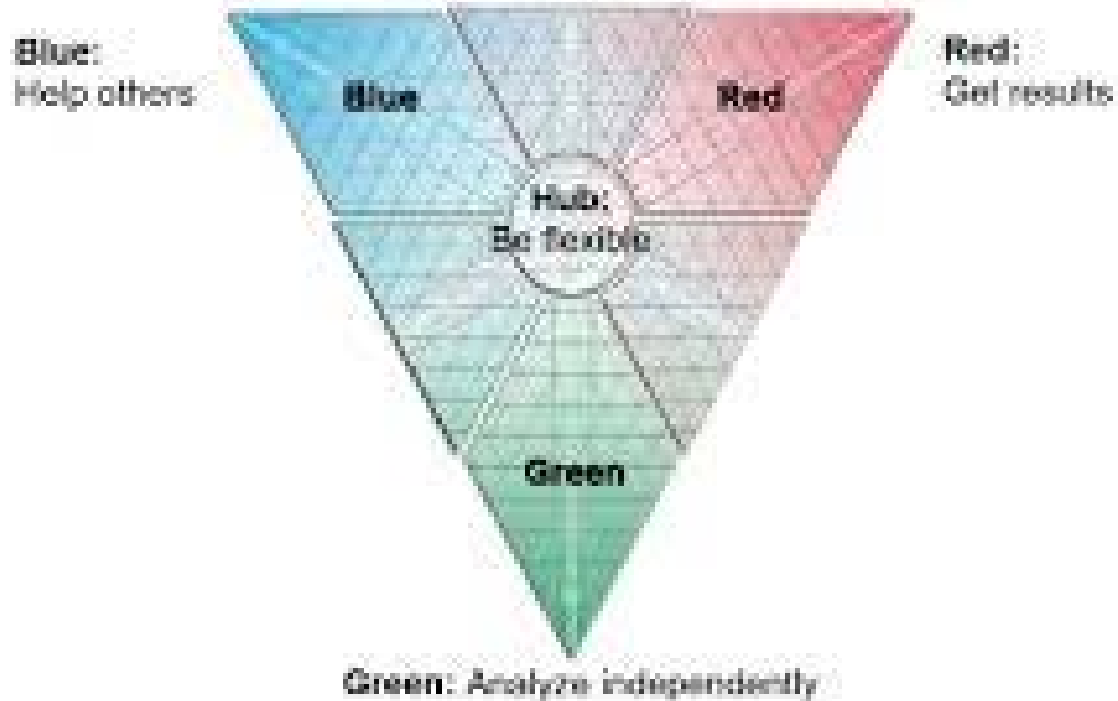


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Outliers or hubs?

4 types of people according to their SDI motivation



Strengths of the BUDI team

- Strengths of Be Perfect
 - Attention to detail, accuracy, getting it right, never good enough
- Strengths of Please People
 - Good team worker, gets on well with others, good communicator, innovator not inventor



- Strengths of Hurry UP
 - Project start up, meet deadlines (?), energetic, enthusiastic
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- How might we use this information as a team?
 - With current members of the team?
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Bournemouth University

BUDI top scores

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BUDI top 2 scores

Dementia Institute

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1	1	1	1	1
2	2	2	2	
3	3	3	3	
4		4	4	
5		5		
6		6		
7		7		
8		8		
9		9		
10		10		
11				
12				
13				





Bournemouth University

Hypothetical bottom scores

Dementia Institute (BUDI)

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Bournemouth University

BUDI bottom scores

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BUDI team	BUDI team	BUDI team	BUDI team	BUDI team
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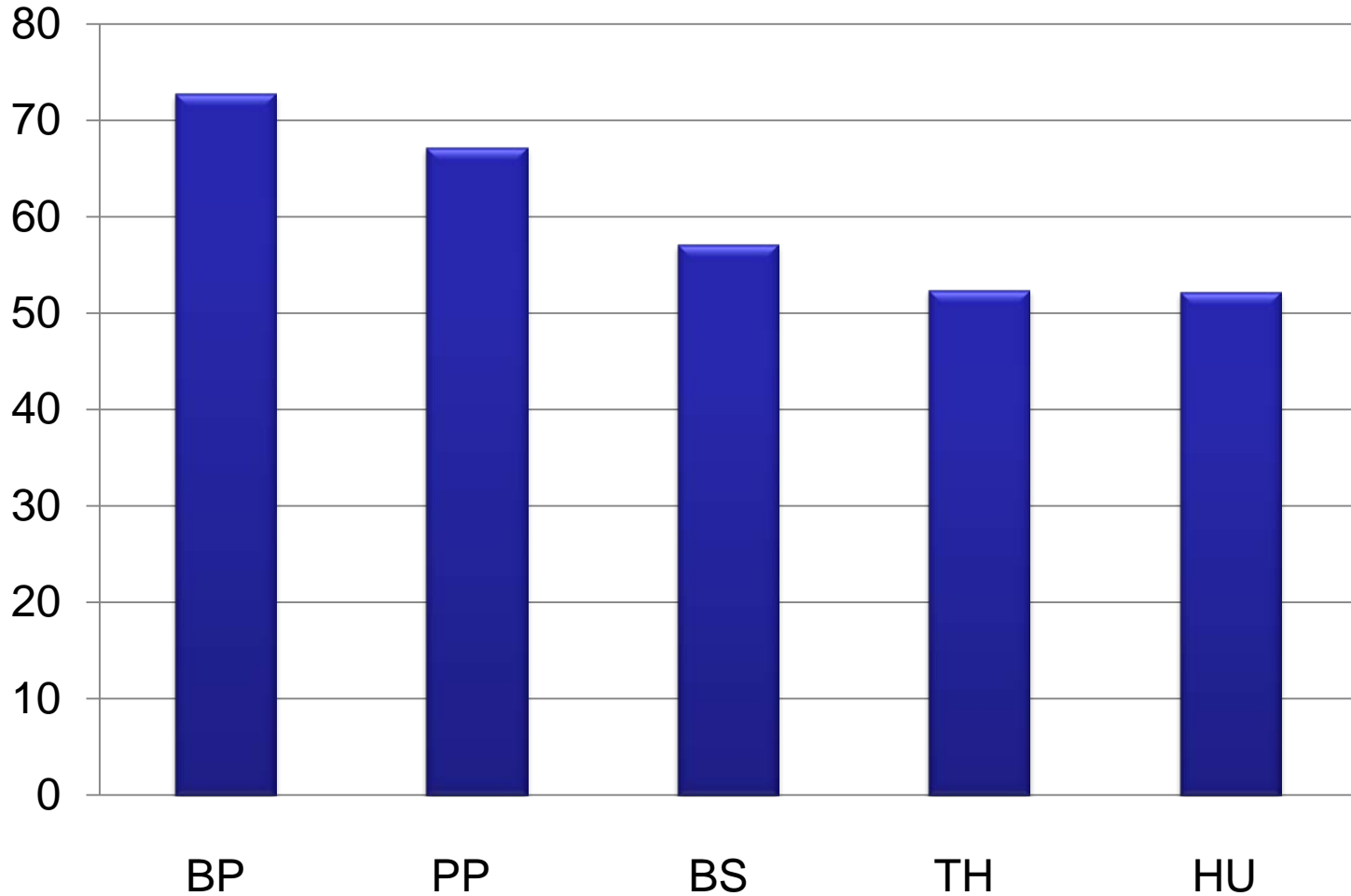


BUDI bottom 2 scores

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	3		3	3
	4		4	4
	5		5	5
	6		6	6
	7			7
	8			8
				9
				10



Means

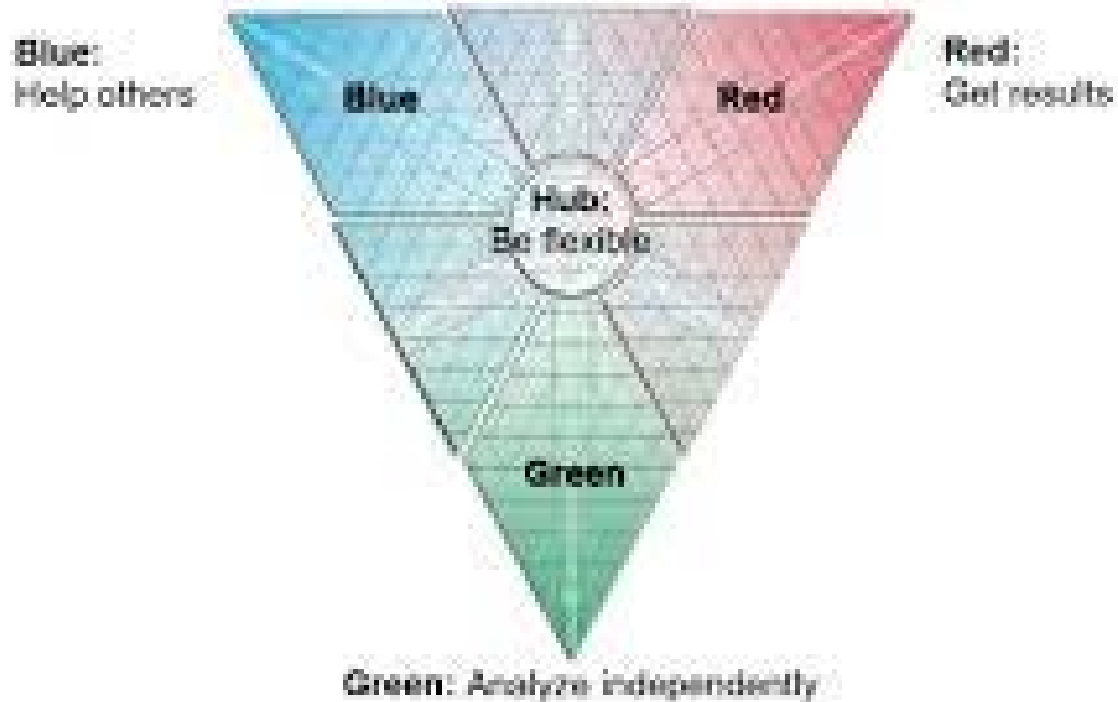


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BUDI away day questionnaire due 28th July

Please find below a questionnaire that I would like you to complete ahead of the away day. There are no right or wrong answers; it is just an exercise to help us get to know each other more that will hopefully help us work better as a team. Before Monday 28th July could you please do the following:

- [1] Complete the questionnaire (pages 1-2)
- [2] Add up your scores (page 3)
- [3] Read the section on submission (page 3)
- [4] Save the file with the above completed and email it to Samuel at snyman@bournemouth.ac.uk

Instructions on how to complete the questionnaire

Take each question in turn. For each question, you will be presented with five statements. From the five statements pick out the one which is the most true for you and give it a high mark (between 7 and 10 out of 10). Then take the statement that is least true for you and give it a low mark (between 0 and 3 out of 10). Then arrange the other three statements somewhere in between, giving each a mark that ranks them between your lowest and highest score. One description should be given a mark of 5 in each question. Repeat this process for all 12 questions.

✓		Statement
1		
	A	Endurance is a valuable asset
	B	I like to see people doing their best to get things right
	C	Considering all the effort I put into things I should get more done
	D	I find myself doing too many things at the last minute
	E	On balance I adapt more to other peoples wishes than they do to mine
2		
	A	Casualness and carelessness bother me
	B	It's keeping on doing things that interests me more than finishing with them.
	C	When people are slow about saying something I want to interrupt or finish the sentence
	D	I have a fair amount of imagination when it comes to guessing what people need
	E	When someone gets emotional my reaction is often to make a joke of it or else be critical
3		
	A	I don't mind things being hard I can always find the energy
	B	I prefer to use just the minimum necessary time to get to a place
	C	If someone doesn't like me I either try hard to get them to like me or I walk away
	D	It is rare for me to feel hurt
	E	If it's a question of doing something properly I'd rather do it myself
4		
	A	I get impatient with slow people
	B	Normally I prefer to take people's wishes into account before deciding something
	C	I show a calm face even when my feelings are running high
	D	I don't make excuses for poor work
	E	There's something about coming to the end of a job I don't like
5		
	A	I put a lot of effort into things
	B	Sometimes it is better to just do something and leave the discussion until later
	C	I'm cautious about asking favours
	D	I don't let people look after me much

BUDI away day questionnaire re teamworking

	E	I sometimes find it hard to stop myself correcting people
6		
	A	Sometimes I talk too quickly
	B	I'm uncomfortable when people are upset or displeased with me
	C	I dislike people making a fuss about things
	D	Things can always be improved on
	E	I don't believe in the 'easy way'
7		
	A	I think I do a lot to be considerate towards others
	B	I usually manage to cope even when I feel I've had more than enough
	C	I prefer doing things really well even if it takes longer
	D	I tend to start things and then gradually lose energy or interest
	E	I want to get a whole lot of things finished, then I run out of time
8		
	A	I'm not what you would call soft
	B	I prefer to do things right first time, than have to re-do them
	C	I sometimes repeat myself because I'm not sure I've been understood
	D	My energy is often at its highest when I have a lot of things to do
	E	It's quite hard to say no when someone really wants something.
9		
	A	I like to use words correctly
	B	I like exploring a variety of alternatives before getting started
	C	It's quite like me to be already thinking of the next thing before I have finished the first
	D	When I'm sure someone likes me I am more at ease
	E	I can put up with a great deal without anyone realising it.
10		
	A	People who just want to finish something tend to irritate me
	B	I prefer to just plunge into something rather than have to plan
	C	If a person doesn't know what I want I'd rather not have to ask directly
	D	Other people start whining and complaining before I do
	E	I prefer to correct myself rather than have other people correct me
11		
	A	If I had 20% more time I could relax more
	B	I often smile and nod when people talk to me
	C	When people get excited I can stay very cool and rational
	D	I can do something well and still be critical of myself
	E	There are so many things to take into account it can be hard to get to the end of something
12		
	A	I have a good intuitive sense if someone likes me or not.
	B	I think duty and reason pay off better than emotion in the long run
	C	I tend to see quickly how something could be improved on
	D	Some people have a habit of over simplifying things
	E	Sometimes the more there is to do, the more I get done

BUDI away day questionnaire re teamworking

Scoring

Please use the table below to add up your scores. Carefully input the numbers into each row (note the order from a-to-e changes). Once completed you'll be able to quickly add up the totals and input them into the final row.

Section	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					

Submission

As well as being useful, I see the above as a harmless exercise and a bit of fun too. So I don't see this as anything heavy, sensitive, or to be concerned about. Indeed it is not an exam! However, just so that I am absolutely clear and up front with how I intend to use your scores I have added the following to this questionnaire:

At the away day I will feedback to you what your scores mean and invite you to discuss them. However, the aim is not only to benefit the team as individuals but the team collectively. Therefore, I would like to share with the wider team a summary of the total scores for each individual and the overall team. The purpose of this exercise is to enhance working relationships by showing the spread of scores so we can see as a team how similar (or not) our scores turn out.

In addition, after the away day, for my leadership course I am required to write up a poster to present at an internal BU meeting. As part of my poster, I intend on using material from this exercise to present an anonymous summary of the total scores for the team. No individual will be identifiable as names or other personal details will not be used. This will be part of my reflection of whether or not the exercise has been useful for the team.

If you have any personal reservations with this then do let me know by typing some text below and we can discuss. Otherwise I'll assume everyone's happy with the above plan!

Please save the file with the above completed and email it to Samuel at snyman@bournemouth.ac.uk

Thank you!
Samuel

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	D	I have a fair amount of imagination when it comes to guessing what people need
	E	When someone gets emotional my reaction is often to make a joke of it or else be critical
3		
	A	I don't mind things being hard I can always find the energy
	B	I prefer to use just the minimum necessary time to get to a place
	C	If someone doesn't like me I either try hard to get them to like me or I walk away
	D	It is rare for me to feel hurt
	E	If it's a question of doing something properly I'd rather do it myself
4		
	A	I get impatient with slow people
	B	Normally I prefer to take people's wishes into account before deciding something
	C	I show a calm face even when my feelings are running high
	D	I don't make excuses for poor work
	E	There's something about coming to the end of a job I don't like
5		
	A	I put a lot of effort into things
	B	Sometimes it is better to just do something and leave the discussion until later
	C	I'm cautious about asking favours
	D	I don't let people look after me much

BUDI away day questionnaire re teamworking

	E	I sometimes find it hard to stop myself correcting people
6		
	A	Sometimes I talk too quickly
	B	I'm uncomfortable when people are upset or displeased with me
	C	I dislike people making a fuss about things
	D	Things can always be improved on
	E	I don't believe in the 'easy way'
7		
	A	I think I do a lot to be considerate towards others
	B	I usually manage to cope even when I feel I've had more than enough
	C	I prefer doing things really well even if it takes longer
	D	I tend to start things and then gradually lose energy or interest
	E	I want to get a whole lot of things finished, then I run out of time
8		
	A	I'm not what you would call soft
	B	I prefer to do things right first time, than have to re-do them
	C	I sometimes repeat myself because I'm not sure I've been understood
	D	My energy is often at its highest when I have a lot of things to do
	E	It's quite hard to say no when someone really wants something.
9		
	A	I like to use words correctly
	B	I like exploring a variety of alternatives before getting started
	C	It's quite like me to be already thinking of the next thing before I have finished the first
	D	When I'm sure someone likes me I am more at ease
	E	I can put up with a great deal without anyone realising it.
10		
	A	People who just want to finish something tend to irritate me
	B	I prefer to just plunge into something rather than have to plan
	C	If a person doesn't know what I want I'd rather not have to ask directly
	D	Other people start whining and complaining before I do
	E	I prefer to correct myself rather than have other people correct me
11		
	A	If I had 20% more time I could relax more
	B	I often smile and nod when people talk to me
	C	When people get excited I can stay very cool and rational
	D	I can do something well and still be critical of myself
	E	There are so many things to take into account it can be hard to get to the end of something
12		
	A	I have a good intuitive sense if someone likes me or not.
	B	I think duty and reason pay off better than emotion in the long run
	C	I tend to see quickly how something could be improved on
	D	Some people have a habit of over simplifying things
	E	Sometimes the more there is to do, the more I get done

BUDI away day questionnaire re teamworking

Scoring

Please use the table below to add up your scores. Carefully input the numbers into each row (note the order from a-to-e changes). Once completed you'll be able to quickly add up the totals and input them into the final row.

Section	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
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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					

Submission

As well as being useful, I see the above as a harmless exercise and a bit of fun too. So I don't see this as anything heavy, sensitive, or to be concerned about. Indeed it is not an exam! However, just so that I am absolutely clear and up front with how I intend to use your scores I have added the following to this questionnaire:

At the away day I will feedback to you what your scores mean and invite you to discuss them. However, the aim is not only to benefit the team as individuals but the team collectively. Therefore, I would like to share with the wider team a summary of the total scores for each individual and the overall team. The purpose of this exercise is to enhance working relationships by showing the spread of scores so we can see as a team how similar (or not) our scores turn out.

In addition, after the away day, for my leadership course I am required to write up a poster to present at an internal BU meeting. As part of my poster, I intend on using material from this exercise to present an anonymous summary of the total scores for the team. No individual will be identifiable as names or other personal details will not be used. This will be part of my reflection of whether or not the exercise has been useful for the team.

If you have any personal reservations with this then do let me know by typing some text below and we can discuss. Otherwise I'll assume everyone's happy with the above plan!

Please save the file with the above completed and email it to Samuel at snyman@bournemouth.ac.uk

Thank you!
Samuel

DRIVERS QUESTIONNAIRE

Drivers are;

- Unconscious internal pressure that makes us do things certain ways, e.g. with speed, perfection, little emotion etc. 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.

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SCORING

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12	b	c	d	e	a
Totals					
The Drivers	Be strong	Be Perfect	Try Hard	Hurry Up	Please People

Drivers are; Unconscious internal pressure that makes us do things certain ways, e.g. with speed, perfection, little emotion etc and can often be inappropriate or unhelpful in obtaining results, [not always] They tend to satisfy inner needs rather than actual events, but they are useful for identifying external signs that reflect internal processes.

- 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% 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.

Driver	Be Perfect	Hurry Up	Please People	Be Strong	Try Hard
Strengths	Attention to Detail Accuracy Getting it right Never good enough	Project start up Meet Deadlines (?) Energetic Enthusiastic	good team worker gets on well with others good communicator innovator not inventor	strong in crisis not obviously panicked	well motivated 100% effort look for alternatives self motivated
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	reluctant decision maker too busy considering others not inventors too sympathetic	bottle things up snap in private can't solve problems (bottle up)	misdirection? Expensive effort for sake of it de motivate make complicated
When Are They Effective	Contracts Legal Documents Patents Proofing Inspection Research	Getting things going Action more important than accuracy	teams arbitrator training building good relationship	negotiator corner stone in a crisis good	design stage alone clear criteria
When Are They Destructive	Tight time scales Finishing Projects High Level Plans, Strategy	Detail required Must be considered Rule Breaking Legal / Contracts	poor leaders can't deliver criticism	people issues	expensive uncomfortable with short time scales difficulty when many options available unwilling to get help
Key Learning / Change Points	Willing to give in at 95% Deliver on time regardless of detail	Being Early is not a crime	just get on with it	be emotional OK to admit weakness	first effort make them take holidays
How to Handle These People	Agree rules Stress Time over Accuracy Check Progress	Encourage them to be on time	encourage support	trust confidence	set clear requirements monitor progress get information first time

Be Perfect

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**.

Consequently, 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

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**

Managers need to help them give themselves permission to:

- Allow for and forgive * mistakes
- * imperfections
- * incompleteness

Hurry Up

The basis of Hurry Up is that there is some additional virtue in doing something **in a short time.**

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..

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)**

Manager needs to help them give themselves permission to be satisfied with what can be done comfortably within the given time.

Please People

The basis of Please People is that someone has to find satisfaction in you performing a task, or at least should not be displeased.

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

For improvement needs to:

- **get on with things. Let actions speak for themselves**
- **turn sympathy outwards not inwards**

Manager needs to help them give themselves permission to

- work out what they want for themselves
- say what they believe and to think independently

Be Strong

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.

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

For improvement needs to:

- **learn to relax**
- **admit to being weak in some situations**

Manager needs to help them give themselves permission to

- take things easy sometimes
- accept their emotions * fear
- * sadness
- * joy

Try Hard

The basis of Try Hard is that it is always worth putting more, and more, and even more effort into doing something.

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 Try Hard is very good in start up situations and where effort and energy to complete are needed.

For improvement needs to:

- **finish some things**
- **put some full stops into their sentences**
- **follow through when necessary**

Manager needs to help them give themselves permission to

- let things go
- be satisfied with little endings

DRIVERS QUESTIONNAIRE

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- 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

For improvement needs to:

- **get on with things. Let actions speak for themselves**
- **turn sympathy outwards not inwards**

Manager needs to help them give themselves permission to

- work out what they want for themselves
- say what they believe and to think independently

Be Strong

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.

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

For improvement needs to:

- **learn to relax**
- **admit to being weak in some situations**

Manager needs to help them give themselves permission to

- take things easy sometimes
- accept their emotions * fear
- * sadness
- * joy

Try Hard

The basis of Try Hard is that it is always worth putting more, and more, and even more effort into doing something.

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 Try Hard is very good in start up situations and where effort and energy to complete are needed.

For improvement needs to:

- **finish some things**
- **put some full stops into their sentences**
- **follow through when necessary**

Manager needs to help them give themselves permission to

- let things go
- be satisfied with little endings

Be Perfect

Strengths	
Weaknesses	
When they are most effective	
When they are least effective	
Key learning / change points	
How to work best with them	

Be Strong

Strengths	
Weaknesses	
When they are most effective	
When they are least effective	
Key learning / change points	
How to work best with them	

Hurry Up

Strengths	
Weaknesses	
When they are most effective	
When they are least effective	
Key learning / change points	
How to work best with them	

Please People

Strengths	
Weaknesses	
When they are most effective	
When they are least effective	
Key learning / change points	
How to work best with them	

Try Hard

Strengths	
Weaknesses	
When they are most effective	
When they are least effective	
Key learning / change points	
How to work best with them	

Be Perfect

Strengths	
Weaknesses	
When they are most effective	
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Be Strong

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Hurry Up

Strengths	
Weaknesses	
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Please People

Strengths	
Weaknesses	
When they are most effective	
When they are least effective	
Key learning / change points	
How to work best with them	

Try Hard

Strengths	
Weaknesses	
When they are most effective	
When they are least effective	
Key learning / change points	
How to work best with them	

Strategies

Based on today's discussions of the BUDI team's drivers...

1. What strategies might you use to make the most of your own personal top drivers?

Please write 1-3 strategies below:

2. What strategies might you use to make the most of the top drivers of other people in the BUDI team?

Please write 1-3 strategies below:

