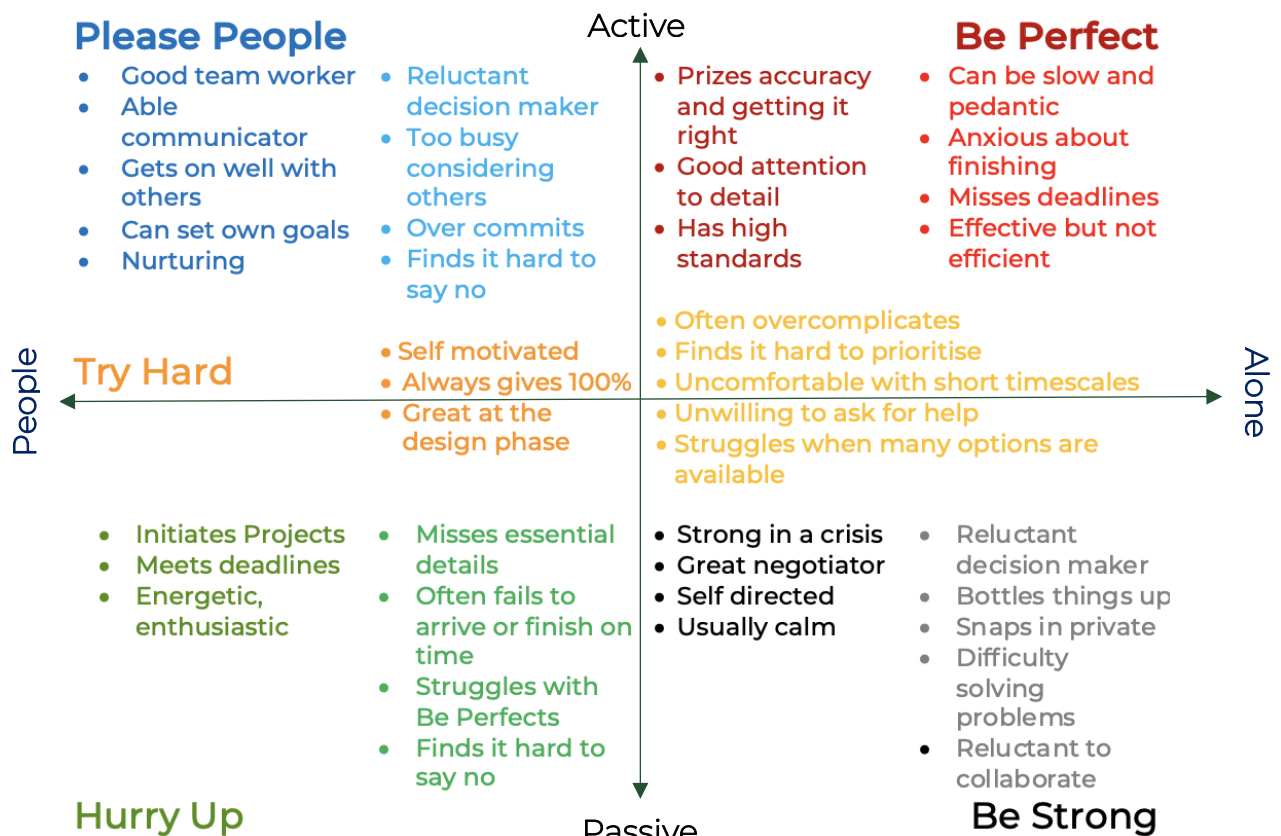




## Working Styles and Drivers

Driver	Values	Messaging
<b>Be Perfect</b> <i>I'm ok so long as I work perfectly</i>	Achievement, being right, getting results	Don't make mistakes
<b>Please People</b> <i>I'm ok so long as everyone likes me</i>	Consideration for others, kindness, service	Don't be different
<b>Hurry Up</b> <i>I'm ok so long as I work fast</i>	Speed, efficiency, getting things done	Don't take too long
<b>Be Strong</b> <i>I'm ok so long as I am strong</i>	Courage, strength, responsibility	Don't show your feelings
<b>Try Hard</b> <i>I'm ok so long as I keep trying</i>	Persistence, effort, determination	Don't be satisfied





## Be Perfect

Characteristics	At their best	Values
Will deliver accurate and reliable work	Work is flawless and meets high standards	Achievement
Aim to get it right first time	You can depend on them	Being right
Attention to detail	Cover all the bases	Exactitude
Well organised, look ahead	Success is achieved through being organised	Planning
Want to manage the process / project and make sure it runs well	You can rely on them and they don't need your help	Autonomy
Accept and deliver projects	Highly reliable	Commitment

Causes of stress	Visible Signs	Managing stress
Difficult to complete projects	Over checking, use multiple drafts	Help them with delegation. Give feedback on what has been achieved. Accept praise.
Apply high standards	Other people can't always deliver same standards	Help them to recognise when good is good enough. See the benefit of mistakes in learning.
Potential loss of control	Failure to listen to other points of view	Show how team benefits from wider perspective. Recognise how a parental manner may stifle others
Failure to achieve goals	Become aggressive, assertive	Help them to look at impact on people rather than task. Develop ability to communicate feelings.
Lack of prioritisation under stress	Everything is seen as important	Build ability to focus on the key goals, and move on from the minor issues.

Typical Language	Visual cues
Obviously, As I was saying	Take care over their appearance.
Speak slowly and deliberately	Neat, tidy
Give detailed information, often in lengthy bursts	Will remember to bring an umbrella / coat
Often add extra information in brackets	Pay attention to hair & makeup
Will use technical terms that others may not understand	



## Please People

Characteristics	At their best	Values
Interested in people and how they are feeling	Engage in conversation and look to build rapport	Consideration for others
Want to please others	Always looking to see the best in people	Kindness
Nurturing others	Seeing difficulties as development opportunities	Self Development
Read body language	Detecting imbalance and finding ways to make things better	Harmony
Encourage team members,	Likely to notice the small things others may miss	Teamwork

Causes of stress	Visible Signs	Managing stress
Conflict	Will become uncomfortable, silent, withdrawn	Give encouragement, put the challenge in context
Avoiding criticism	Taking the feedback personally, become discouraged and anxious	Look at where the real issues are and who has responsibility for them
Making lone decisions	Seeking external approval, getting preoccupied	Support them, with plenty of positive feedback
Saying no to an offer	Finds it hard to say for risk of upsetting others, may take on too much as a result	Help them find ways of saying no, or not now.

Typical Language	Visual cues
Is that ok with you?	Raised eyebrows,
If you don't mind?	Smiling, nodding
Often qualifies statements with question, to check rapport	May wear clothes that others find appealing
Allows others to interrupt	



# Hurry Up

<b>Characteristics</b>	<b>At their best</b>	<b>Values</b>
Enjoys respond to short deadlines	Capable of high speed work	Speed
High workload capacity	Gets a lot done in a short space of time	Getting things done
Insight into effective ways of working	Sees the best way to get things done	Efficiency
Good person to ask if you need something done	You're always likely to get a positive response to a challenge	Responsiveness
Need less time to prepare	Happy to throw themselves into something new	Self confidence

<b>Causes of stress</b>	<b>Visible Signs</b>	<b>Managing stress</b>
Deadlines too near	May make mistakes, doing things at too fast a pace	Help in managing diary / workload
Asked to provide detailed piece of work	Will lose interest once started and become impatient	Get them to work with a partner who can take care of the detail
Having nothing to do	Will become increasingly frenetic	Encourage them to find something useful, possibly distracting to do
Taking on too many tasks	Quality of work will deteriorate	Help them channel their creativity into the most important areas

<b>Typical Language</b>	<b>Visual cues</b>
Have to, must, will	Agitated gestures
Let's get going	Fidgeting
Short sentences	Looking at watch / phone
Snappy, will interrupt	Yawning
Staccato tone	May appear unkempt



## Be Strong

Characteristics	At their best	Values
Great in a crisis or when help is needed	Calm under pressure	Coping
Likely to handle staff and team members in an even-handed way	Give honest feedback and constructive criticism	Consistent
Strong sense of duty means they will persist at tasks even unpleasant ones	Able to stay logically detached when others cannot	Reliable
Fair and firm and well honed resilience	Can give even handed and appropriate feedback especially in difficult situations.	Honesty
Even tempered and not afraid of a challenge	Will tackle things that others find challenging	Courage
Carry on regardless	They turn stubbornness into an asset and have amazing stickability	Stoicism

Causes of stress	Visible Signs	Managing stress
Admitting weakness	Will become overloaded rather than ask for help	Encourage them to be able to ask for assistance when needed
Discussing feelings	Likely to withdraw, become quiet or silent	Give them time to process and create a safe space. Give them praise
When they feel stretched	Will disguise their feelings and become self-critical about their shortcomings	Allow them to be helped in a way they can manage

Typical Language	Visual cues
Short sentences & long pauses	Strong body posture
Use the passive voice rather than the active	Calm and expressionless
"One would..."	Stiff appearance
"It occurred to me..."	Hard to read
	Tight smile, not reaching the eyes



## Try Hard

Characteristics	At their best	Values
Will keep trying	Show amazing energy and keep going	Persistence,
Take on a lot of tasks	Consistently say yes if asked to do something	Effort
Motivated to get things off the ground	Will be greater initiators and volunteers, bringing unforeseen energy	Determination
Are always present and stick at the tasks they have committed to	Will follow up and bring thoroughness to all aspects of a task	Patience
Have significant energy to bring to the things they enjoy because they believe in it	Will commit themselves fully to an undertaking	Responsibility

Causes of stress	Visible Signs	Managing stress
Being told they are not trying	This is the biggest challenge and could provoke a strong response	Appreciate what has been achieved and working out where the next effort may be needed
Comparing ourselves to others	Feeling unworthy	Help them to see they are just fine as they are
Needing to finish a task	The effort is more important than the finished article	Acknowledge the effort and appreciate what they have achieved
Things that can't be changed despite our efforts	Want to keep trying to make a difference and get it done	Help them understand there are some things that just can't be changed

Typical Language	Visual cues
Use of the word "try"	Tense
"I don't understand"	Body moving forward
Confusing conversation	Lines on forehead
May answer a question with another question	Plenty of energy but not always focused
Incomplete sentences	