

DBeard Consulting, LLC

*"When Accountability and Performance Matter ...
Get the Right People, in the Right Seat, on Your Bus"*



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The Workplace Driver Index

"The (7) Seven Workplace Drivers"

Discover the strength of your internal drivers that
contribute to and influence your actions.

Kelly Sample

4/11/2011

The Workplace Driver Index is a combination of the research of Dr. Eduard Spranger and Gordon Allport into what drives and motivates individuals in the workplace. This research discovered that the priority and relative strength of these (7) seven drivers contribute to and influence the decision making process that guides an individual's unique application of their capacities, skills and abilities in the workplace environment.

Understanding Your Report

The 7 Workplace Driver Report show us HOW WE PRIORITIZE OUR PURSUITS. We tend to view options that reflect our higher scoring drivers as important and subordinate other options that do not.

Think of the 7 Workplace Drivers as insightful measures that reflect, contribute and influence our overall decision making pattern by revealing each driver's relative weight or influence i.e., we are often forced to satisfy one driver at the expense of another. In fact, there is a type of workplace driver synergy or interactive dynamic that can occur that can either amplify or mitigate the impact of a specific driver. For example, *a very high economic driver and very low altruistic driver may cause a person's actions to reflect a strong amplification of the higher scoring driver.*

This report presents the relative framework and hierarchy of the 7 basic workplace drivers/motivators that we feel compelled to satisfy as we attempt to make "our good, better, and best decisions." The strength of each workplace driver provides an indicator of the energy and effort we are likely to expend in order to accomplish our assigned goal(s) and objective(s) in a way that *also satisfies our strongest workplace drivers while subordinating our lower scoring one(s).*

In short, we will move toward (*approach, prioritize and pursue*) options/choices i.e., people, places, projects and things that reflect our stronger workplace drivers while subordinating our lower scoring ones. The relative scores of the lower drivers can either amplify or mitigate the intensity of that pursuit.

This report measures your relative strength of the 7 Human Workplace Drivers. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruistic** - a drive for humanitarian efforts or to help others altruistically.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.

The Key Elements of the Workplace Drivers Index

This Workplace Driver Index examines seven independent and unique aspects of internal drive and motivation. Most other workplace motivator/driver instruments examine only six drivers by *combining the Individualistic and Political into a single measurement*. The Bus Concept™ workplace driver index remains true to the original research of the two most significant scientists in this field. The Individualistic driver reflects the desire for *independence and uniqueness* while the Political driver reflects the desire for *personal power and control*. We believe presenting these two measurements separately will enhance your understanding of how your workplace drivers work *FOR* you and sometimes, *AGAINST* you as you pursue your goals and objectives.

Also, we've been able to incorporate the click & drag technology for ranking the various statements in the instrument. This advance makes taking the survey more intuitive, natural and in the end more reflective of what you see in your mind. Finally, the Workplace Driver Index contains a contemporary list of statements to make your choices more relevant in today's modern business environment.

Understanding the relative strength of your 7 Workplace Drivers will assist you to understand why you place your attention on some things and why some other things are not so important to you. It will also assist you to understand and appreciate that people are different and that being different is not "more or less than..." it's just different." If you are a team leader, understanding the primary motivators of your team members will enable you to design your teams more effectively. If you are team member, you will recognize the areas of a project that will interest you as well as the ones that will not. Volunteering for duties or requesting components that resonate and align with your stronger motivators will make your efforts more enjoyable and likely improve the team's overall results. If your role requires you to work in an area of lower motivation, you will know that you need to create a structure to keep yourself on track and on timetable as this is something that does not naturally attract and motivate you.

A closer look at the (7) Seven Workplace Drivers

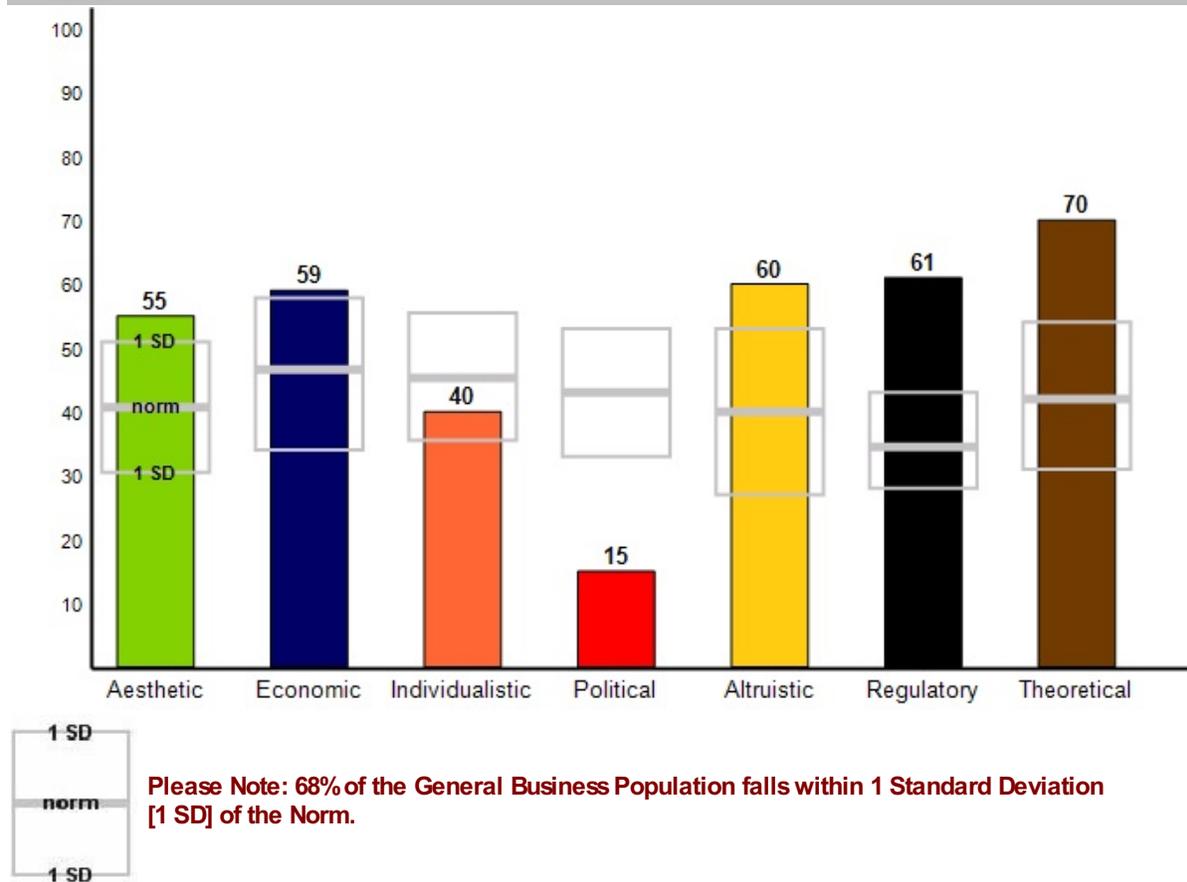
Workplace Drivers/Motivators contribute to and exert influence on behaviors. They can be considered somewhat of a hidden contributor because they are not always readily observable. Understanding the hierarchy and relative strength of your workplace drivers will help you to understand WHY you prefer to do what you do.

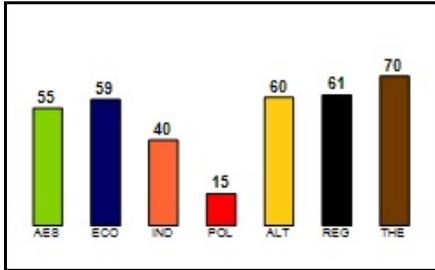
Superior performance is supported when one's workplace drivers are satisfied by what they do. If your duties align with your drivers you will likely exhibit more passion, reduced fatigue, more inspiration and increased enthusiasm for your workplace efforts.

Workplace Driver:	Will manifest as some degree of "drive or attraction" for:
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

Executive Summary of Kelly's Workplace Drivers

High Aesthetic	Very much prefers form, harmony, and balance. Likely a strong advocate for green initiatives and protecting personal time and space.
High Economic	A high drive for economic gain helps provide motivation through long projects and assignments.
Average Individualistic	Not an extremist, and able to balance the needs of both others and self.
Very Low Political	Tends to be non-competitive and demonstrate a higher service orientation.
High Altruistic	A high desire to help others learn, grow, and develop.
High Regulatory	Strong preference for following established systems or creating them if none present.
High Theoretical	High interest level in understanding all aspects of a situation, or subject.





The Aesthetic Driver: The main motivation in this driver is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

General Traits:

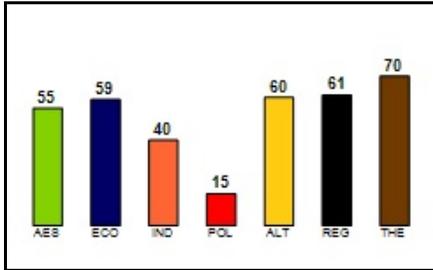
- You work better in surroundings that are pleasant aesthetically or environmentally responsible.
- You enjoy helping, teaching, and coaching others, especially in areas of creative expression.
- You enjoy creative expression in both work and personal settings.
- You possess an awareness and desire to understand the moods, beliefs, and values of others.
- You tend to appreciate the finer things in life (e.g., these may include design, clothes, music, art, etc.), but for their aesthetic value rather than any status reasons.

Key Strengths:

- You will be a creative problem solver.
- You will bring a creative outside view to discussions.
- You are often seen as one who shows interpersonal empathy in dealing with others.
- You like to believe that anyone can be creative - in their own way.
- You are able to defuse a tense situation with a humorous quip or comment.

Motivational Insights:

- You show a genuine interest in the expressed thoughts or emotions of others.
- You explore potential of more involvement with environmental or "green" initiatives.
- You ensure that creativity and form do not block function and results.
- You will be highly motivated by aesthetically pleasing activities (e.g., creativity, beautification, more balanced, green initiatives, etc.)
- You allow for outside activities other than strictly work related all the time.



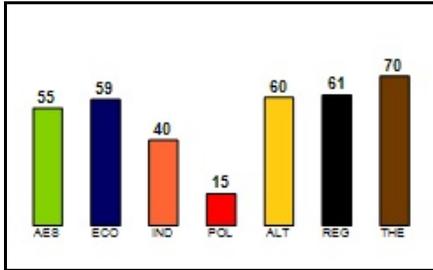
The Aesthetic Driver: The main motivation in this driver is the desire to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

Training/Learning Insight :

- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development attempt to link those to your ability to see new or creative solutions in the future.

Continual Improvement Insights:

- You might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.
- You could use the creative mode as a safety blanket to avoid having to be overly practical.
- You could benefit from being a little more pragmatic.
- You need to remember that sometimes function is all there is time for, or all that is needed (don't deliver a Cadillac when a Chevy will suffice).
- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.



The Economic Driver: This driver examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this driver is a professional one with a focus on bottom-line results.

General Traits:

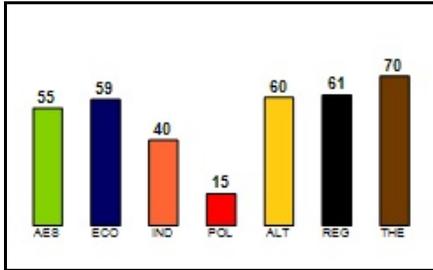
- May take the position that the ends justify the means.
- Interested in what is practical and useful in achieving his vision of success.
- People who score like Kelly tend to be hard working, competitive, and motivated by financial rewards and challenging compensation plans.
- Motivated by money and bonuses as recognition for a job well done.
- May fit the stereotype of the typical American businessperson, interested in economic incentives.

Key Strengths:

- Highly productive.
- Keeps an ear to the revenue-clock, his own and the organization's.
- Drive and motivation to achieve and win in a variety of areas.
- Able to multi-task in a variety of areas, and keep important projects moving.
- Will protect organizational or team finances fiercely.

Motivational Insights:

- Reward high performance in tangible and monetary ways with individual and team recognition.
- Provide coaching to help reduce the potential visible "greed-factor" which may appear.
- Make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.
- Link training and meeting events to potential gains in business share or future income.
- Provide opportunity for financial rewards for excellent performance.



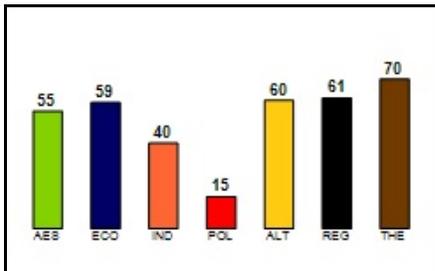
The Economic Driver: This driver examines the motivation for security from economic gain, and to achieve practical returns. This driver often manifests as a very professional approach with a keen focus on bottom-line results.

Training/Learning Insight :

- Link learning outcomes to the ability to become more effective in increasing earnings for both himself and the organization.
- Scores like those who want information that will help them increase bottom-line activity and effectiveness.
- Attempt to provide some rewards or incentives for participation in additional training and professional development.
- If possible, build in some group competition as a part of the training activities.

Continual Improvement Insights:

- Some may need to hide the dollar signs in their eyes in order to establish the most appropriate rapport with others.
- May need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this high Economic drive.
- There may need to be an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- Some scoring in this range may need to learn how to mask that greed factor so as not to alienate a prospect, customer, client or others on the team.
- May judge the efforts of others on the team by an economic scale only.



The Individualistic Driver: The Individualistic driver deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

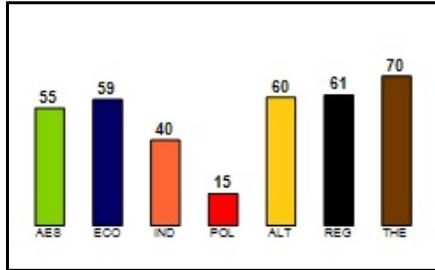
- Has the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- Shows the ability to take a leadership role when asked, and also to be supportive team member when asked.
- Has the ability to take or leave the limelight and attention given for special contributions.
- Generally not considered an extremist on ideas, methods, or issues in the workplace.
- Those who score like Kelly would probably not be considered controversial in their workplace ideas or transactions.

Key Strengths:

- Able to see both sides of the positions from those with higher and lower Individualistic scores.
- Able to take a stand with emphasis, or to be a more quiet member supporting a position.
- May be able to mediate between the needs of the higher and lower Individualistic members of the team.
- May be considered flexible and versatile without being an extremist.
- Able to follow or lead as asked.

Motivational Insights:

- Remember that Kelly scores like those with a high social flexibility, that is, he can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that Kelly shows the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- Kelly scores like those who are able to be a balancing or stabilizing agent in a variety of team-related issues, without being an extremist on either side.
- Kelly brings an Individualistic drive typical of many professionals, i.e., near the national mean.
- Seek his input to gain a center-lane perspective on an organizational issue related to this Values scale.



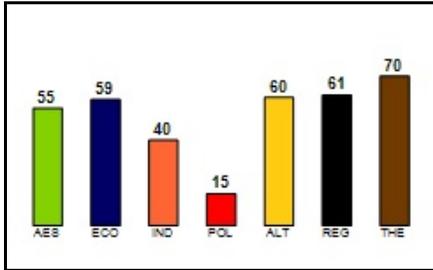
The Individualistic Driver The Individualistic driver deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Training/Learning Insight :

- Able to be a flexible participant in training and development programs.
- Tends to enjoy both team-oriented and individual or independent learning activities.
- Will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is near the national mean, please check other higher and lower Values areas to obtain additional insight into learning preferences.

Continual Improvement Insights:

- Without necessarily picking sides, he may need to take a stand on some issues related to individual agendas.
- To gain additional insight, examine other values drives to determine the importance of this Individualistic drive factor.
- Allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- Avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.



The Political Driver: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

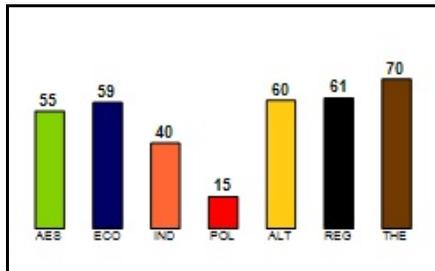
- Provides effort and energy for a project or a cause and is supportive of team efforts.
- May hesitate to take an early stand on an issue until all facets of a problem have been analyzed.
- While frequently not standing up in the limelight, still appreciates sincere recognition for contributions made.
- Perceived by others as a supportive team player.
- Tends to be a-political in workplace power struggles.

Key Strengths:

- Enjoy working for a mission or cause and usually supportive of the team leadership, as long as sensitivity to his own personal needs is maintained.
- Likes to work with and toward consensus.
- Ready to assist peers and others on the team when they encounter an obstacle to progress.
- Treats each person on the team with equal respect.
- Personal sense of accomplishment exceeds the need for recognition of the accomplishment.

Motivational Insights:

- Provide training options to help develop new talents and skills.
- Don't hide information regarding job or work situations.
- Provide incentives, based on his own input of appropriate motivators.
- Form teams for certain projects, at all levels of the organization. Don't make all tasks loners.
- Remember that his discovery of hidden agendas is a major de-motivator.



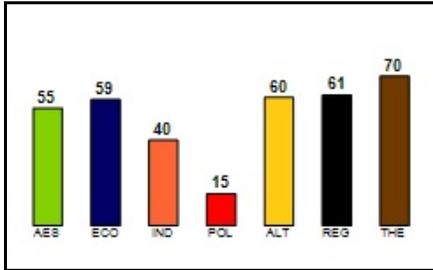
The Political Driver: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Training/Learning Insight :

- Some who score in this range prefer team-oriented training or development activities.
- Increased motivation and participation may come from group accomplishments where each member contributes something to the group learning effort.
- Those who score in this range may prefer slightly more structured professional development activities than unstructured or ambiguous ones.
- May prefer more team events than independent study activities.
- May appreciate more cooperative group activities than competitive ones.

Continual Improvement Insights:

- May sometimes be taken advantage of by others, then become angry off-line.
- May tend to become quiet when conflicts emerge rather than provide input to the group problem-solving effort.
- May not pro-actively confront others (in a positive way) when conflicts emerge.
- Try to take a visible stand on some important work or mission-related issues.
- Appreciate others' needs to be more involved in situations, issues, and sometimes conflicts when on the job.



The Altruistic Driver: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

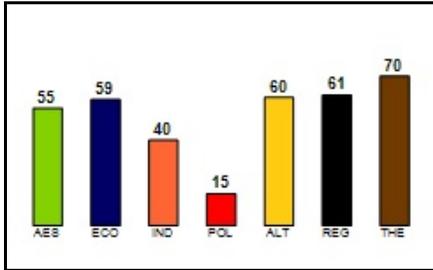
- Your philosophy is "Better to give than receive," sometimes even in an organizational environment.
- You openly share Altruistic love or appreciation for others.
- You find value in work, beyond just a paycheck, especially when it aids others.
- You tend to have the welfare of others frequently in mind.
- You like helping, teaching, and coaching others.

Key Strengths:

- Very good team player.
- Likely to go beyond the call to support or service others.
- Often very aware of what others need, even when not stated by them.
- High degree of willingness to give time to help, teach, and coach others.
- Always willing to share time, talent, and energy to help the organization or the cause.

Motivational Insights:

- Treat with the same level of sincere concern and interest that you give others.
- You should utilize them as trainers, teachers, mentors and coaches.
- Self-monitor to make sure your giving doesn't become too much or impractical.
- Provide a professional outlet that allows you to help others.
- You allow ample personal time for whatever giving activities exist outside of work.



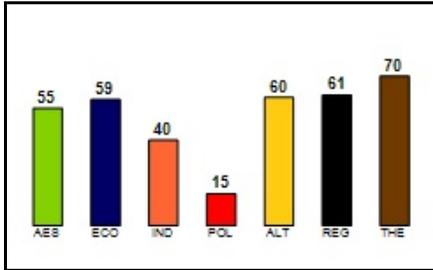
The Altruistic Driver: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Training/Learning Insight :

- Learning and development should be linked to the potential to help others.
- Link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Training and professional development will assist in personal growth and development, and in being better at any job role.

Continual Improvement Insights:

- You can lose focus on personal work in favor of helping others with theirs.
- You could benefit from resisting the urge to go into teaching mode unless clearly desired by others.
- You need to remember that support and service efforts need to be practical as well.
- You may need to say "no" more often.
- You need to watch to ensure that your giving nature is not abused or taken advantage of.



The Regulatory Driver: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

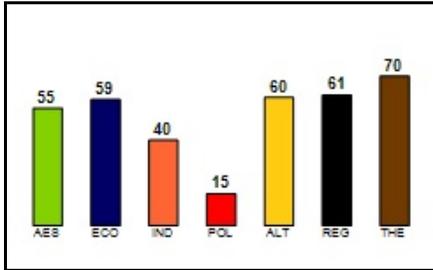
- Accurate, detailed and follows procedures.
- Sees rules as a key to results.
- Usually structured, orderly and concise.
- Thinks promises are extremely important to keep.
- Subscribes to a "Rules are made to be followed" mentality.

Key Strengths:

- Provides a sound stabilizing base for dynamic situations.
- Maintains timelines and meets deadlines.
- Efficient and effective in organizing tasks and most work.
- Produces detailed and accurate work.
- Takes pride in things that support tradition like national history, honor, duty.

Motivational Insights:

- Ensure adequate information, resources and time to complete tasks.
- Work quickly to correct missing needs or inaccuracies to maintain productivity.
- Provide a structured and routine environment to work in.
- If Kelly recommends changing the established way of doing things, it is probably a significant need.
- Be patient when introducing new concepts or procedures. Give ample to adapt.



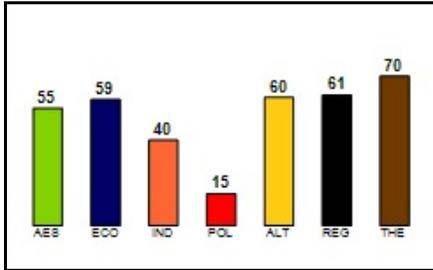
The Regulatory Driver: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Training/Learning Insight :

- Will prefer learning activities that are structured and detailed.
- A well disciplined learner.
- Likes to understand the why behind the what when learning new things.

Continual Improvement Insights:

- Realize that change can be good, productive and needed.
- Explore a little. Discovering new ways to do things can be rewarding.
- Be consistent in enforcing rules for everyone.
- It might not hurt to let go sometimes and have no prescribed path to follow.
- Could possibly be perceived by some to be too structured or rigid on certain issues.



The Theoretical Driver: The drive to understand, gain knowledge, or discover the "truth". This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

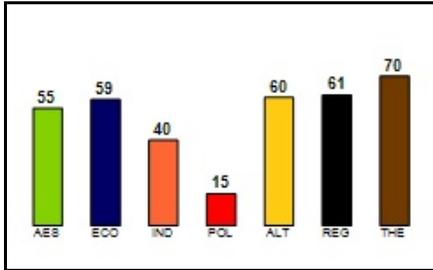
- A strong personal belief in life-long learning.
- 'How do you do that? Can I do it too?'
- Strong desire to learn and go beyond the required knowledge base.
- 'Cognitive' attitude: Looks for deeper meaning in things.
- Willing to take risks to learn something new.

Key Strengths:

- Gathers the maximum amount of information on an issue because he asks the necessary questions.
- When others (internal or external) have a question, even if Kelly isn't familiar with it, he can usually create solutions.
- Demonstrates a logical approach to problem solving and patience to analyze all of the options for solutions.
- Strong and consistent analytical skills and ability.
- Knows a little about most everything, and is conversant about it.

Motivational Insights:

- Kelly will provide technical credibility when dealing with customers or internal stakeholders who need detailed information for decision-making.
- Needs opportunity to explore a variety of knowledge-based areas and to act on them.
- Realize that as much as Kelly has learned, he still wants to learn more.
- Classes, courses, conferences: Send him and let him learn.
- Sometimes incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.



The Theoretical Driver: The drive to understand, gain knowledge, or discover the "truth". This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Training/Learning Insight :

- Kelly scores like those who may have their own on-going personal development program already in progress.
- Enjoys learning even for its own sake, and will be supportive of most training and development endeavors.
- Can be depended upon to do his homework... thoroughly and accurately.
- Actively engaged in learning both on and off the job.

Continual Improvement Insights:

- A tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.
- Needs to bring a balance at times between the strong desires to acquire new knowledge base, and the reality of the practical applications, if any.
- A tendency to wait on some projects, especially if more helpful information may be forthcoming if more time is allowed on the calendar.
- The sense of urgency may vacillate, depending on the intellectual importance Kelly assigns to the issue.
- Don't rush from one learning experience to another. Make certain there are some practical applications.

Your final step to making sure you really benefit from the information in this report is to understand how the strength of your 7 Workplace Drivers contribute to, and/or perhaps hinder, your overall success.

Supporting Success: Overall, how well do your workplace drivers help support your success? (cite specific examples):

Limiting Success: Overall, how have your workplace drivers not supported your success? (cite specific examples):
