
Learning From A Master: YOURSELF

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Interpretation of Basic Human Drives Profile

Instructions:

You may get a concise interpretation of your basic human drives by referring to the descriptions of the strengths and avoidance tendencies associated with nine types of human drives. Remember, the type(s) for which you have the highest score(s) is (are) the type(s) that best describe(s) you.

<u>Type</u>	<u>Strengths</u>	<u>Avoidance Behavior</u>
Type One PERFECTIONIST	<ul style="list-style-type: none">• Precision and high quality output• Internal standards for perfection• Directive, organized, and detail-oriented	<ul style="list-style-type: none">• Making mistakes• Trusting others• Spontaneous activity• Close relationships at work• Problem performers
Type Two ALTRUIST	<ul style="list-style-type: none">• Empathy and concern for others• Concern for the greater good• Managing people	<ul style="list-style-type: none">• Making tough decisions• Completing conflict-ridden tasks• Being aware of own feelings
Type Three INDIVIDUAL ACHIEVER	<ul style="list-style-type: none">• Accomplishment• Organizing and directing• Getting the job done• Learning from mistakes	<ul style="list-style-type: none">• Threats to success• Admitting failure• People and things that block task completion
Type Four ARTIST	<ul style="list-style-type: none">• Sensitivity to nuance• Beauty, art, and creative pursuits• Understanding others	<ul style="list-style-type: none">• Being ordinary• Close fulfilling relationships• Organizational rules and structure
Type Five THEORIST	<ul style="list-style-type: none">• Understanding complexity• Creating models• Listening, envisioning, and investigating	<ul style="list-style-type: none">• Feeling and hunches• Social interaction• Things or people who don't make sense

Type Six LOYALIST	<ul style="list-style-type: none"> • Contributing to a team • Sense of duty and responsibility • Loyalty to organizations and others 	<ul style="list-style-type: none"> • Chaos and difficult choices • Tough questions • Large scale change • The unknown
Type Seven FUN LOVER	<ul style="list-style-type: none"> • Optimistic and playful • Future-oriented • Balanced and calm 	<ul style="list-style-type: none"> • Serious issues • Reaching closure • Detailed and laborious tasks
Type Eight TRANSFORMER	<ul style="list-style-type: none"> • Action-oriented and courageous • Confrontive and controlling • Organization builder 	<ul style="list-style-type: none"> • The routine and the mundane • Powerlessness, vulnerability, or visible weakness • People issues
Type Nine HARMONIZER	<ul style="list-style-type: none"> • Facilitator and negotiator • Team player • Calm in crisis 	<ul style="list-style-type: none"> • Interpersonal conflict • Tension • Tough decisions • Surprises

Characteristics of Individuals Identified with the Nine Basic Drive Types

1. PERFECTIONIST/Systematizer

- Attaches importance to being right and doing things right
- Makes sure things are done properly and expects others to do the same
- Hates to make mistakes
- Is more concerned about how he/she feels about own mistakes than how others feel
- Has very high personal performance standards
- Tends to monitor own efforts and points out only the flaws and mistakes
- Insists on quality effort and outcomes from self and others
- Likes order and structure
- Is skillful at organizing others and self
- Explores the past in an attempt to identify mistakes
- Has little patience and tolerance for people who don't use initiative and do things correctly
- Views most people as being sloppy and willing to cut corners
- Dislikes delegating to people who are not competent

2. ALTRUIST/Supportive Manager

- Believes loving and being loved is what life is about
- Views people as important and expends much energy in mending relationships
- Gets upset when people and organizations are more concerned with getting things done than taking care of people
- Believes people like self build morale in organizations
- Has real talent for understanding others
- Believes people seek him/her out for support and guidance
- Is regarded as good listener and resourceful friend
- Considers himself/herself particularly good at holding things together during times of crisis
- Believes that most people view him/her to be a good friend, a person who is kind, sensitive, and concerned about the welfare of others
- Needs to be needed and sometimes resents the failure of others to return love
- Tends to believe sometimes that he/she is being used
- Resents others' dependency
- Believes some people view him/her as a martyr

3. INDIVIDUAL ACHIEVER/Builder

- Works hard to accomplish because can't bear the thought of being a failure
- Appreciates the praise and rewards of doing a good job
- Believes that what you do, not what you say, is important in life
- Friends and colleagues somewhat envy me because they know that when I've been given a job I'll do whatever it takes to be successful
- Understands that drive to succeed interferes with other aspects of life
- Feels comfortable making sacrifices and doesn't hesitate to ask others to do the same
- Thinks of self as a natural organizer and skillful planner
- Has little patience with people who waste his/her time or their own
- Prefers to "run the show" and enjoys assuming the responsibility for meeting objectives
- Dislikes messing with details, working with details, working with procrastinating partners, or getting bogged down in an endless investigation of problems

4. ARTISTIC/Expressive Manager

- Revels in the artistic side of life
- Has unique gifts that are both a blessing and a burden
- Does not view self as ordinary person
- Believes that most people don't understand him/her
- Has difficulty in relating to others unless he/she shifts thinking and behavior toward their conventional viewpoint
- Is sometimes accused of being snobbish and aloof, but views self as shy, intellectual, distant, and is a little afraid of being alone
- Gets frustrated when rejected or misunderstood
- Wants to be popular but does not wish to be just another ordinary, straightforward person
- Believes that there are not too many career opportunities open to artistic people

5. THEORIST/Thinking/Functional Specialist

- Believes knowledge and understanding are the keys to success in life
- Sees self as seeker of wisdom and truth
- Is an astute observer, an avid learner, and a thinker who is curious about everything
- Admires people who become experts in their fields
- Enjoys learning for learning's sake
- Believes that people are often intimidated by his/her breadth of knowledge and experience

- Works most effectively when he/she pulls together the thoughts and ideas of a creative group of experts
- Believes in the power of information and thinking as a tool for solving problems
- Struggles when is the center of attention or feels pressured to make quick decisions
- Has a tendency to think of things in greater depth than necessary
- Has little tolerance for people and things that don't make sense
- Is happy when he/she can step back from a situation and use his/her conceptual skills to pull ideas together and make sense of them
- Prefers to let others bask in limelight while contributing wisdom, knowledge, and experience from the sidelines

6. LOYALIST/Organization Men and Women

- Believes in loyalty, and the power of shared commitment to a common mission
- Believes in team work
- Likes stability and likes to avoid ambiguity and large-scale change
- Believes leadership is critical and admires those who provide it
- Prefers being on the firing line rather than leading
- Believes loyalty should be rewarded
- Values organization and leaders who are committed to taking care of employees
- Is comfortable in letting others define boundaries and give direction as long as the rules are clear and the mission is worthy of completion
- Believes that what matters most in organizations is that people know where they are headed
- Believes in doing his/her part and expects others to do so as well

7. FUN LOVER/Generalist/Impulsive Action Taker

- Believes life is too short to be taken seriously; that you burn yourself out
- Tends to find humor and fun in most situations
- Enjoys creating visions for the future, but is less interested in bringing the ideas to fruition
- Tends to avoid situations and/or people who are overly serious, laborious, or conflict producing
- Enjoys and has the ability to read groups
- Likes to spin anecdotes and stories
- Has difficulty in completing a multitude of assigned tasks
- Creates the impression that he/she is not always serious about work
- Believes that his/her laid-back approach can be a balancing force for the organization

- Enjoys the stimulation of generating strategies and solutions more than the burdensome tasks associated with putting ideas and plans into action

8. TRANSFORMER/Take Charge

- Believes success goes to those who are skillful at seizing and utilizing power
- Thinks much of life centers around ongoing power struggles
- Believes that he/she has a better grasp of what needs to be done than others who are around
- Prefers doing things his/her own way
- Recognizes that he/she has a few weaknesses, but is good at compensating for them and keeping them hidden
- Considers self good at exposing the weaknesses of others
- Considers himself/herself aggressive
- Thinks style intimidates others
- Enjoys being looked at by others as a person of action, strength, and conviction
- Is not afraid to buck the system
- Lets people know when things are not right
- Is cautious in delegating to others
- Works at a quick pace
- Dislikes being conned or bossed around

9. HARMONIZER/Organization Maintainer

- Dislikes seeing things disrupted by negative effects, conflict, and tension
- Tends to stay at peace with self because he/she doesn't overreact to problems
- Has encountered few things in life important enough to cause pain
- See self as an easy-going person
- Hates temper flares
- Is good at blocking out things that bother him/her
- Prefers situations that are fairly stable
- Does not see self as a leader
- Has high need for security
- Works hard to minimize the occurrence of surprise and conflict

Factors/Principles to Be Considered in Understanding Drive Types

- ♦ Individuals are made up of all types. Some are more dominant in our personalities.
- ♦ Drive types are a combination of natural, innate forces and learned behavior.
- ♦ Each drive has both a positive and negative side; a strength overused becomes a weakness.
- ♦ Each drive has an avoidance motive – i.e., when we strive to be a perfectionist, we are trying to avoid failure.
- ♦ To break a drive compulsion, we must define and understand the negative. We need to balance an overused (and harmful type) with a type that has opposite characteristics, i.e., the fun lover needs to incorporate the perfectionist.

Since we succeed, fail, and contribute mainly through dealing with people, it is very important that we understand the types of drives that affect human relations.

Aggressive

Three of the drive types are aggressive in nature.

- ♦ Transformer
- ♦ Individual Achiever
- ♦ Perfectionist

Individuals who overdo these drives, focus exclusively on results to the detriment of relationships.

Dependent

Three of the drive types are dependent in nature.

- ♦ Altruist
- ♦ Loyalist
- ♦ Fun Lover

Individuals with these drives prefer to move toward people, and they are concerned with relationships more than results. Goals may not be accomplished and objectives will go unmet, if these drives are overdone.

Withdrawing

Three of the drive types are withdrawing in nature.

- ♦ Theorist
- ♦ Harmonizer
- ♦ Artist

Individuals with these drives prefer to move away from people to maintain personal worth. These types would tend to prefer individual achievement to team work.

Drive Types Associated with Preference for Working with People

People Preference

Aggressive

Task orientation versus relationships

Categories of Drive Types

- ♦ Transformer
- ♦ Individual Achiever
- ♦ Perfectionist

Dependent

Relationship orientation versus tasks

- ♦ Altruist
- ♦ Loyalist
- ♦ Fun Lover

Withdrawing

Independent worker versus team orientation

- ♦ Theorist
- ♦ Harmonizer
- ♦ Artist

Combating Overdone Preferences

Combat by:

- ♦ Confession – revealing what you are (self-perception and feedback).
- ♦ Resolution – finding and using new corrective strategies.

Drive Focus and Avoidance

<u>Type</u>	<u>Focus</u>		<u>Avoidance</u>
Perfectionist	Perfection	↔	Imperfection
Altruist	Helping Others	↔	Looking after Self
Individual Achiever	Achievement	↔	Failure
Artist	Refinement/Sensitivity	↔	Ordinariness
Theorist	Understanding/Knowledge	↔	Ignorance
Loyalist	Duty/Loyalty	↔	Rebellion
Fun Lover	Fun	↔	Pain
Transformer	Taking Charge	↔	Vulnerability/Weakness
Harmonizer	Peace	↔	Conflict

Drive Types — A Deeper Understanding

Perfectionists	They are dedicated to being perfect and to doing things in a most perfect way. They work very hard preparing their tasks. They are bothered when things are not done right, whether by themselves or others.
Altruists	They pride themselves in being helpful, especially to anyone who is important to them. Personally, they do not admit they need help from others or that they have needs that they should attend to themselves. It is important to them not to admit being in need.
Individual Achievers	They are driven to be always working for success in their lives. Their personality identifies with their successes. Never admitting defeat, they keep working until they get it accomplished.
Artists	It is very important to them that they always be special. They see themselves as persons of refinement and sensitivity. They think others do not understand them because of the uniqueness of their feelings and personalities.
Theorists	They are preoccupied with growing in knowledge which they gain through their own efforts. They have a deep need to know more. Social involvements are boring in that there is nothing to learn.
Loyalists	Life is governed for them by laws, rules, and norms. They meet their duties out of a sense of obligation and responsibility. They are preoccupied with authority and meeting the requirements passed down to them and are incredibly loyal to the groups to which they belong.
Fun Lovers	Optimistic and fun loving people. Life shouldn't involve pain. They often fail to carry out what they have planned to do because of the discomfort or difficulties involved.
Transformers	They glory in being strong. Life is seen as a struggle for what is right. They are ready to meet head-on whatever they face and unmask its injustice and pretense. They like to have it out with others. They are watchful not to be taken advantage of by others.
Harmonizers	They are uncomfortable with conflict, tension, or lack of harmony between people. Nothing is more important than peace. If not drawn into activity by others, they often lack incentive to be involved.