

**Examples of likely values / standards being passed to a growing child**

**Recognising unconscious constraining beliefs (injunctions)**

Each of the five driver patterns is accompanied by a matrix of explicit or implicit messages given by parents and teachers (and others) about what a person should not do. Or the logical implication of the obeying of the driver belief will be the inhibition of certain “natural” behaviours. Some examples are given below:

**Relating the drivers to balanced workload**

Driver belief		Implies	Advantage	Disadvantage	Possible actions
Achievement, fulfilling one’s potential, positive valuing of standards, and the search for “the good and the right”.	→ <b>I have to be perfect</b>	Don’t take risks; don’t make mistakes; don’t be natural / childlike / playful; don’t change; don’t be satisfied; don’t value yourself / your achievements.	Completes a task so that it will not need to be redone very orderly. Items can be found easily. Plans carefully.	Spending too much time doing a perfect job on projects that do not need detailed analysis. Explains more than is necessary. Can over-plan, making the project longer.	Build on your strength of accuracy, but assess carefully when this is really necessary. Are there times when the 80/20 rule really is the better option? What is it that makes you seek perfection? Has there been an occasion when you have made a mistake and it was difficult for you? If, so how relevant is that experience to you today?
Consideration, love, co-operation, sharing adaptability, service to others.	→ <b>I must please others</b>	Don’t feel / think / act for yourself (on your own impulses); don’t want what you want; don’t assert yourself; don’t say NO or “I don’t want to”; don’t be important; don’t be yourself.	Accommodates to the need of others. Makes for harmony. Saves time for other people.	Leaves own work in favour of others. Allows others to eat into his or her time, then rushes his or her own projects or works overtime. Desire to please everyone is time consuming. Asks too many questions and has too many consultations.	Practice saying “no” with people you are comfortable with, for example a close friend or family member. It will feel uncomfortable at first, but don’t let this put you off. You may even wish to tell them what you are doing. Be aware of the coded messages that you are used to hearing and ignore them!
Courage, strength, reliability, independence, care and concern for others’ wellbeing.	→ <b>I have to be strong</b>	Don’t show your feelings / needs; don’t ask for help / for anything for yourself; don’t be weak / sick; don’t get close to others / don’t depend on them; don’t trust others.	Makes balanced rational decisions free of most emotions. Personality is such that he or she is not bothered much by staff. Is freer of interruptions than most managers.	Is poor with human relations. Usually has staff problems that eat up time for the whole office.	Try asking for help and see how it feels. When people ask you how you are, don’t fob the question off. It may be that people have stopped telling you how they feel about issues. Ask them and pay attention to what they say.
Persistence, endurance, patience, determination, steadfastness.	→ <b>I had better try hard (again)</b>	Don’t fail and don’t succeed; don’t give in or give up; don’t let go; don’t relax; don’t make it or do it; don’t be better than.	Persists in doing tasks, even if not quickly.	Does not take short cuts. Makes decisions slowly. May not take risks.	Your resilience is a key strength and will be especially useful during times of change. It is worth checking whether others have moved on from an issue. Even if you feel a pull towards continuing to fix a problem, take your cue from others. Initially you may feel some dissatisfaction or disappointment at not completing the task. Allow that to pass.
Efficiency, speediness, alertness, responsiveness.	→ <b>I’ve got to hurry up</b>	Don’t take the time (or space) you need; don’t be (long); don’t think / don’t feel; don’t trust; don’t relax; don’t get close to others (don’t become attached).	Does a lot of work in a short time. Is excellent on jobs that do not require detail.	Hurries through important work, missing details. Receives work to do over again. Doesn’t take time with staff to explain. Staff have to make assumptions and therefore make mistakes costing time.	Slow down! When you plan your day put fewer tasks on your list. Before you send work on to someone else check it over for small errors. If you are giving a verbal instruction ask the other person if they fully understand what you are asking them to do.

When a person behaves from a Driver pattern they are still “obeying a message” from their upbringing. The person may be aware that their action is “compulsive” but rationalise it, e.g. “Well, if I don’t do it, no one else will” (be strong belief). Equally possible, they simply may not be aware of the “automatic” nature of some of their behaviour. It is useful to take time out to reflect and re-examine values and standards, beliefs and habits and, on the basis of personal current experience, make appropriate changes.

Examples of such changes might be to lower one’s standards; slow down one’s life style; give up trying to make a relationship “work”; ask for more help and support instead of feeling compelled to do everything oneself; or to spend more time and energy doing activities pleasing to oneself rather than doing what other people want so much of the time.

If you think about yourself, does one of the Drivers sound like you? If so, think about the disadvantages of that Driver in respect of balancing your workload and create a strategy for overcoming this. Get others involved too as you try out new approaches. They will support and encourage you.