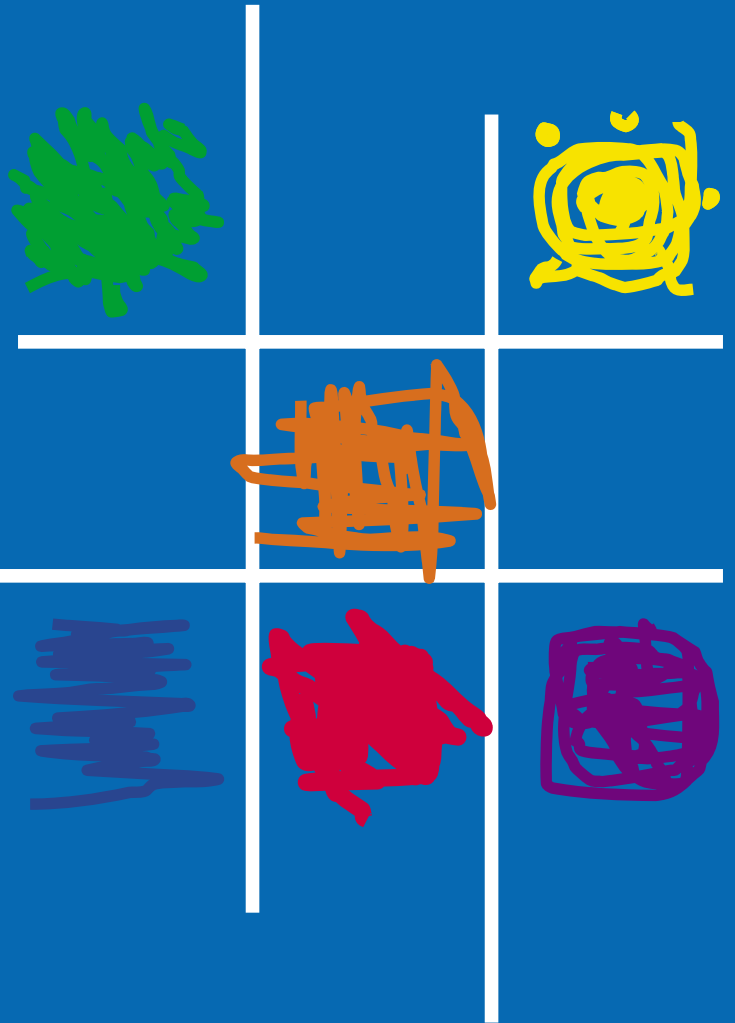


**Do you think that
people are driven by
their managers?**

We don't.





WHAT IS MANAGEMENT DRIVES?

Management Drives (MD) is an unique way of viewing organisations which immediately reveals just how people and organisations have specific dominant mind-frames. As a result, people and organisations have the tendency to continuously exaggerate this. We are, in effect, prisoners of our mind-frames.

Insight into these mind-frames - which are measured in the form of drives – reveals what largely determines how individuals and organisations perform. People's drives largely rule their behaviour, their perceptions, their motivation for doing something or not doing something, what issues into which they prefer to invest energy, and their management and decision-making style. A person's mind-frame also determines that something is never enough, or that it is always too much...

When individuals are collaborating with each other, it is the combination of drives present which determines how the interaction unfolds. Do we understand each other and compliment each other, or are we continually at loggerheads and always talking at cross-purposes?

THE MANAGEMENT DRIVES TEST

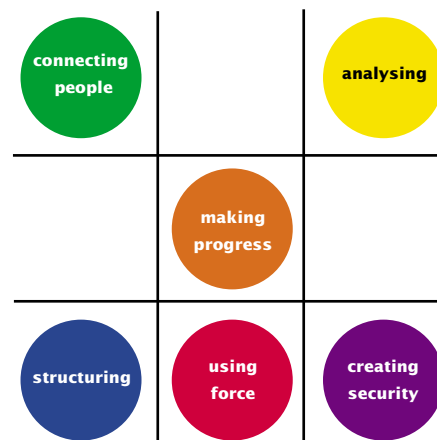
The Management Drives Test is an online test which measures the drives of individual employees, teams, departments, or entire companies. An insight into these drives enables organisations to improve communications, make better use of human resources, and improve the performance of their teams.

The test is suitable for anyone with a job. More than 100,000 individuals from every conceivable sector have already completed the test, ranging from hairdressers and bus-drivers to captains of industry and government ministers.

WHAT DOES THE TEST MEASURE?

The drives we all possess largely determine how we perform as individuals and as members of a team or organisation. Our drives are determined by our neurophysiology and factors in our environment. Six drives can be identified and measured in each person which appear in a different sequence and intensity, which in turn results in a large number of different personal profiles.

The Management Drives test rapidly and accurately measures these drives. Colour codes are used to identify the various drives, which allow for a clear and simple way of displaying the test results.





yellow

is the drive that seeks to analyse, understand and explore in depth



green

is the drive which puts people and relationships first



orange

is the drive which wants to show progress, results and achievements



blue

is the drive which seeks to create certainty and clarity



red

is the drive which represents daring, pace and force



purple

is the drive which seeks security and homeliness

THE PROCEDURE

Each team member who has completed a test is given a brief explanation from a Management Drives consultant. The test – an online questionnaire – takes about 20 minutes to complete, after which the answers are processed using a special analytical program.

VARIOUS LANGUAGES

The Management Drives test is currently available in Dutch, English, French and German. Tests made in various languages can be processed and consolidated. After all, colours are universal.

TEST RESULTS

The test results as processed by Management Drives are presented in a number of matrices that give an explicit insight into both individual drives and group drives. A Management Drives consultant will help you to draw conclusions from the results, which in turn will allow you to take specific action.



CONSULTING

Management Drives provides a range of consultancy services based on the Management Drives concepts. Management Drives Consulting distinguishes itself by focusing on objective measurements and basing its approach on those measurements. This process is entirely transparent and verifiable. The organisation's interests are of paramount importance and for this reason we focus on the task that needs to be carried out. What is needed is a fit between the person and the task, so an individual's drive needs to match their activities; only then is there a sound basis for excellent performance. The next important step is to ascertain if people and groups are capable of effective collaboration. The Management Drives approach is based on the principle that organisations consist of sub-cultures, taking into account that the nature and activities of a group and its sub-culture should also match. By using the Management Drives test results it is easy to distinguish the degree to which individuals from different sub-cultures will or will not be able to collaborate and communicate together.

MANAGERS AND STAFF

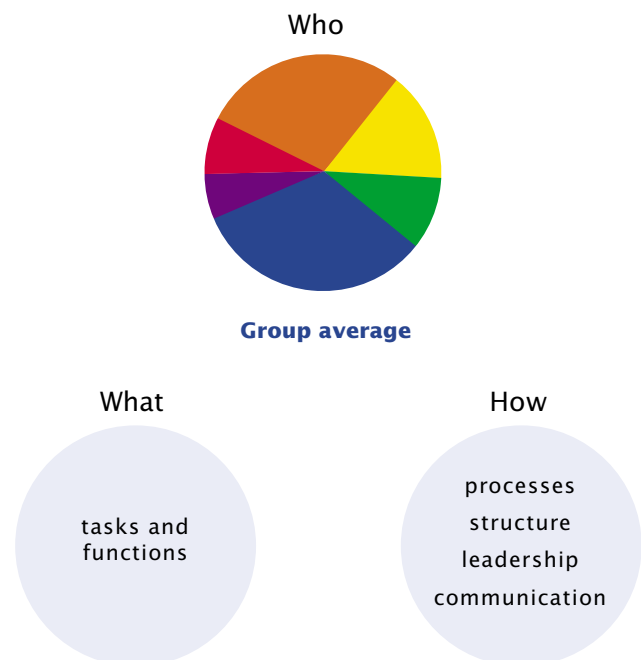
The relationship between managers and their staff is also a focal issue for Management Drives consultants. It may be obvious that employees cannot perform well if they are not suitably managed and we are of the opinion that managers must compliment their staff, without causing any irritation or communication problems. This can also be readily analysed and predicted using the measurement results.

WHO, WHAT AND HOW

Management Drives is convinced that managers need to find a suitable match in order to achieve sustainable performance. By this we mean a match between the following:

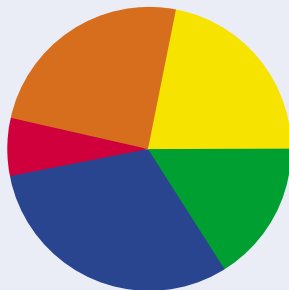
- the task or role assigned to you (as a team, department or organisation) (WHAT),
- the best way to execute this (HOW) and
- the team's drive (WHO)

Most organisational and management-science approaches make a link between WHAT and HOW. Once you have specified your task as an organisation or department the experts can then determine the best way for you to complete the task. From a Management Drives perspective however this is not the best way. A very important aspect is that the drives of the people who will be carrying out the test will largely determine the effectiveness of the process.



AN EXAMPLE:

We found one of the best examples of a perfect match of who, what and how in the special police squad of a major city. The team's group profile is shown in the Figure below.



Group average

The sequence in this group is primarily Blue, followed by Orange and Yellow; there is a below average of Green, and a very low score of Red. This reveals a team which carries out its work on the basis of very rational protocols; the team does everything together but keeps to strict agreements (Blue), carries out its duties in an efficient manner (Orange), and then makes a searching evaluation of their performance (Yellow). Rules and agreements governing these evaluations lay down explicit instructions as to how the members criticize each other; this is necessary since the low Red indicates that members of a team of this nature are not accustomed to receiving criticism. However, the low Red is extremely functional with respect to the performance of the team's task, since impulsive or power-oriented actions are absolutely impermissible when tracking down, following and arresting suspects who are armed and dangerous.

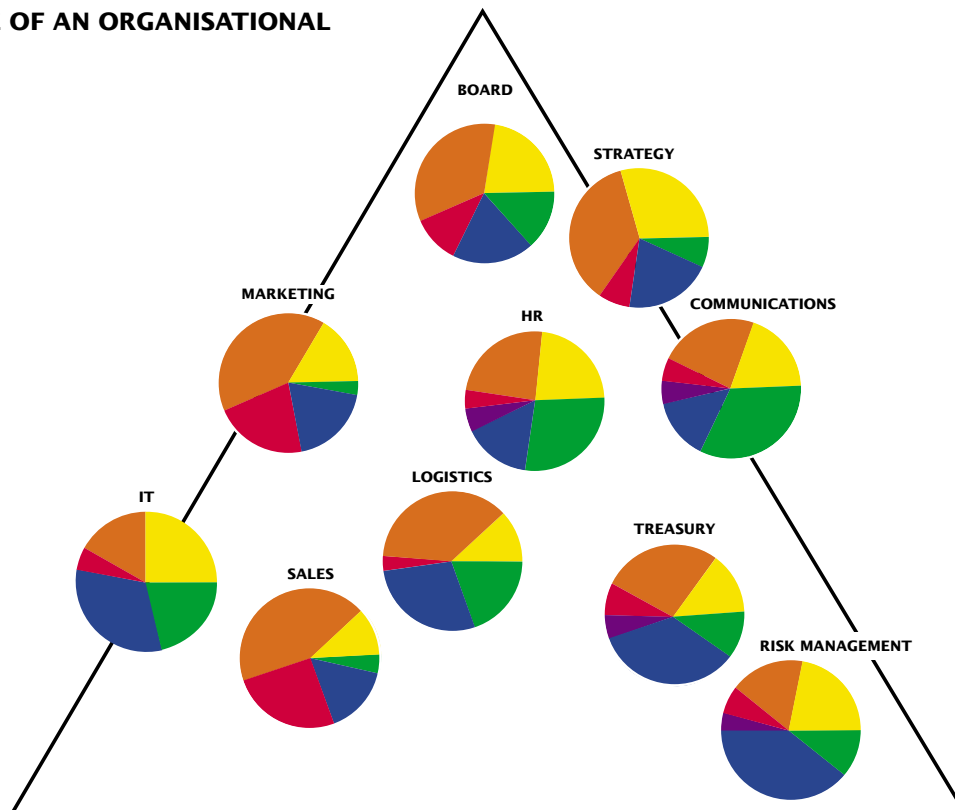
TRANSPARENT APPROACH AND CUSTOMISED IMPLEMENTATION STYLE

Management Drives Consulting is always based on objective measurement, and consequently all customers receive clear, unambiguous advice. We explain why problems occur, propose solutions for those problems, and customise the implementation method to suit the nature of the organisation or part of the organisation. Our approach replaces intuition with objective measurements, and we are able to make clear why one department wishes to be involved in and discuss its operations whilst another department prefers rapid and explicit instructions.



AN EXAMPLE OF AN ORGANISATIONAL CHART:

(not required)



APPLICATIONS

Management Drives has used its unique method to develop a number of specific applications. During our short training sessions we teach you to use your knowledge about what drives you and others in your every day work.

MANAGEMENT DRIVES & LEADERSHIP

As a manager you are able to establish what drives your staff, then this will enable you to determine how best to be effective or inspirational to your staff. During our 3-day leadership training session we are able to determine to what degree your drive matches that of your team. And if there appears to be any discrepancy, we can teach you how to handle this.

MANAGEMENT DRIVES & SALES

As a sales manager you are able to gauge what drives a purchaser, you will be aware of the best sales strategy to apply. During our 2-day training session you will learn how to do this and during our 3 day training session we will literally let you experience this drive. It will allow you to find out what certain drives do to you and will help you to understand why one particular customer shows a 'natural fit' with you and why it is probably better to send your colleague to visit the other customer.

MANAGEMENT DRIVES & COACHING

If the every day practice in your organisation takes a lot of you. the Management Drives method provides a sound basis for insight into your own drives. A number of coaching consultations will teach you how to deal with your drives and those of your environment.

MANAGEMENT DRIVES & PROJECT MANAGEMENT

Research shows that 80% of all projects run aground due to so-called 'soft factors'. During 7 half-day training sessions we teach you how to deal with these soft factors, or in other words, the drives of project team members, steering group members and stakeholders. We will also show you how to apply Management Drives in the context of Prince2.

MANAGEMENT DRIVES & MISSION FORMULATION, VISION AND STRATEGY

Sometimes it happens that a vision, i.e. what we stand for and where we are heading, is not entirely clear within the organisation. In these situations Management Drives can help you to develop your organisation's vision. Together with you we are able to set up the outline of your mission, vision and strategy, all in one day, and then turn it into action. All this is done using the drives within the organisation.

COURSES

We offer courses both for people who are new to Management Drives and for advanced users, in order to enable them to apply the Management Drives method themselves, under licence. The Management Drives courses are completely linked to our Management Drives test.

MD CERTIFICATION INDIVIDUAL PROFILES

The MD Certification Individual Profiles is a three-day course focusing on measuring, interpreting, understanding and applying both individual and group test results.

MD CERTIFICATION FOR GROUPS, TEAMS AND MANAGEMENT CONSULTANCY.

The MD Certification Course for Groups, Teams and Management Consultancy is a three-day course focusing on measuring, interpreting, understanding and applying group profiles. Participants are taught how to read group results, ask additional questions about the organisation and team culture and apply methods to enable you to advise groups. The course for groups is a follow-up to the certification course for individual profiles.

PARTNER PROGRAMME

In addition to the courses, Management Drives also provides the opportunity to participate in various partner programmes.

Check out the ins and outs of these forms of collaboration on our website www.managementdrives.com.

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