

# Drivers Questionnaire and Information

The concept of 'Driver' behaviour was developed by Kahler and Hedges (1975), using ideas derived from Transactional Analysis (Berne, 1950s).

*Drivers* are powerful unconscious internal motivators which we learnt from our parents and other significant adults, while growing up. Whatever gained their approval or disapproval became ingrained in our behaviour patterns; since doing things in certain ways helped us to stay feeling 'OK' about ourselves. However, our *Drivers* can continue to invisibly dictate our adult behaviours, particularly in response to pressure and challenge, by keeping us stuck acting in ways that can be detrimental to our health and well-being.

The fact that our *Drivers* are invisible doesn't mean that we can't discover what they are and this questionnaire is designed to help you do exactly that. Completing it is the first step in identifying and addressing any of the negative impacts on your life which your *Drivers* may still have.

## Drivers Questionnaire

You can print off a hard copy or fill in digitally. It should take approximately 15 minutes. Further information about *Drivers* can be found below the Questionnaire, which we suggest you only look at after having completed the Questionnaire, to reduce unconscious bias as much as possible! For the same reason, try not to think too hard or too long in answering each question.

Please answer all the questions below, by scoring your response in the box next to each question as a number, as follows:

**Yes = 2**

**To some extent = 1**

**No = 0**

After answering all 25 questions, go back and calculate your totals for each of the five *Drivers* sections (Questions 1-5; 6-10; 11-15; 16-20; 21-25) and then write your totals for each *Driver* below the Questionnaire.

No	Question	Your Response
1	Do you set yourself high standards and then criticise yourself for failing to meet them?	
2	Is it important for you to be right?	
3	Do you feel discomforted e.g. annoyed by small messes or discrepancies such as a spot on a garment or the wallpaper; an ornament or tool out of place; a disorderly presentation of work?	
4	Do you hate to be interrupted?	
5	Do you like to explain things in detail and precisely?	
		BP Total
6	Do you do things (especially for others) that you don't really want to do?	

7	Is it important for you to be liked?	
8	Are you fairly easily persuaded?	
9	Do you dislike being different?	
10	Do you dislike conflict?	
		PO Total
11.	Do you have a tendency to do a lot of things simultaneously?	
12.	Would you describe yourself as 'quick' and find yourself getting impatient with others?	
13.	Do you have a tendency to talk at the same time as others, or finish their sentences for them?	
14.	Do you like to 'get on with the job' rather than talk about it?	
15.	Do you set unrealistic time limits (especially too short)?	
		HU Total
16.	Do you hide or control your feelings?	
17.	Are you reluctant to ask for help?	
18.	Do you have a tendency to put yourself (or find yourself) in the position of being depended upon?	
19.	Do you have a tendency not to realise how tired, or hungry, or ill you are, but instead 'keep going'?	
20.	Do you prefer to do things on your own?	
		BS Total
21.	Do you hate 'giving up' or 'giving in', always hoping that this time what you are doing will work?	
22.	Do you have a tendency to start things and not finish them?	
23.	Do you tend to compare yourself (or your performance) with others and feel inferior or superior accordingly?	
24.	Do you find yourself going round in circles with a problem, feeling stuck but unable to let go of it?	

25.	Do you have a tendency to be the 'rebel' or the 'odd one out' in a group?	
		TH Total

### My scores:

BP (Be Perfect) Total =  
 PO (Please Others) Total =  
 HU (Hurry Up) Total =  
 BS (Be Strong) Total =  
 TH (Try Hard) Total =

A score of 3 or more in any section indicates a tendency towards that particular *Driver*. Remember that most people experience *all* of the *drivers* at different times, but we generally have two or three drivers which are stronger than the others. You might also find that a Driver is completely absent!

Thank-you for taking this time to discover your own *Drivers* 😊

These are very helpful to hold in mind while exploring obstacles to self-care.

This *Drivers* questionnaire is based upon a Drivers Questionnaire which is widely used, originally created by Mary Cox, and due acknowledgement is given here.

## More Information about *Drivers*

The five different *Drivers* can be briefly described as follows:

<b>Be Perfect</b>	Values achievement, autonomy, success, being right. Draws energy from doing things 'right'; aims for perfection in everything and sets high standards. Drawbacks to this <i>Driver</i> can be missing deadlines because of still checking work and difficulty prioritising, because <i>everything</i> has to be done perfectly.
<b>Please Others</b>	Values consideration, kindness, service. Draws energy from being liked and nice to have around because of being so understanding and accommodating. Uses intuition a lot and will notice body language and people's needs that others may overlook. A drawback to this <i>Driver</i> is not always being authentic, for fear of upsetting people.
<b>Hurry Up</b>	Values speed, efficiency, responsiveness. Draws energy from getting a lot done and fast; energised by having deadlines to meet, and always seems to be able to fit in extra tasks. Drawbacks to this <i>Driver</i> can be making errors due to haste and conveying impatience to others.
<b>Be Strong</b>	Values courage, strength, reliability. Draws energy from coping clear-headedly with whatever is demanded. Having this <i>Driver</i> means feeling the need to cope with crises, difficult people, and working steadily through any workload. However, the desire to have everything under control means sometimes appearing unfeeling and unable to ask for help.
<b>Try Hard</b>	Values persistence, patience, determination. Draws energy from being enthusiastic and getting involved in lots of different activities. Draws energy from having something new to try and being seen to be working hard. A drawback is sometimes making things bigger/harder than they are; never quite completing, or allowing and enjoying success!

## **Explanation of how we develop *Drivers...* and why it is helpful to recognise our strongest *Driver* behaviours**

- *Drivers* are unconscious internal psychological and emotional motivators, felt as pressures to do things in certain ways, e.g. perfectly, quickly, for approval, without emotion or over-earnestly... and often most visible in the workplace.
- *Driver* behaviours develop as a result of what is overtly or covertly encouraged, rewarded or punished by important adults in our childhood and adolescence.
- *Driver* behaviours emanate from the belief that - if we behave in a certain way - then we will feel good, avoid problems and get the respect or approval of others, especially people who hold power.
- Having been reinforced by early 'conditions of worth', *Drivers* continue to run as *unconscious* behavioural programmes which can seem like 'the norm' to us as adults, and are consequently hard to recognise and to moderate.
- Each *Driver* behaviour has some benefits (or we would not keep doing it) and tends to be linked to our sense of identity. However, particularly when we are busy, tired and stressed *Driver* behaviours can often be *unhelpful* in achieving positive outcomes. Unchecked and out of awareness, *Drivers* can dictate our choices in unhealthy ways e.g. over-work, isolation, lack of self-care etc.
- Although many people feel *all five Drivers* at different times, generally, individuals have several principal *Drivers*. Knowing our dominant *Drivers* can help us spot when a *Driver* behaviour is unhelpfully at play, creating imbalance in our lives.
- Significantly, *Driver* behaviours are often what prevent us from prioritising and maintaining our health and well-being.
- Awareness can help to keep our main *Drivers* in check, by consciously giving ourselves the necessary *permission* message(s) which enable us to choose to act differently. E.g. like saying 'No' to squeezing in extra meeting and going out for the evening as originally planned!

The chart on the next page identifies why *Driver* habits are so 'hard to kick', as well as giving the permission messages which can help us to consciously counter each *Driver*.

## DRIVERS (Kahler, 1975) and PERMISSION MESSAGES

<b>Driver</b>	<b>Overt Message</b>	<b>Covert (often reinforcing) Message</b>	<b>Permission Message</b>
<b>Be Perfect</b>	You're only OK if you do everything perfectly and get everything right	<i>You are no good if you get anything wrong</i>	<b>It is OK to be 'enough', sometimes get things wrong i.e. be human</b>
<b>Please Others</b>	You're only OK if you are pleasing and doing what is right for other people	<i>It is wrong/selfish to ask for what you'd like or do things for yourself</i>	<b>It is OK to sometimes please yourself too!</b>
<b>Hurry Up</b>	You're only OK if you do everything right NOW!	<i>It is never OK to do things in your own time</i>	<b>It is OK to take your time over things</b>
<b>Be Strong</b>	You're only OK if you always cope – and hide your feelings and wants from people	<i>You are weak/bad if you show your feelings or express any needs</i>	<b>It is OK to be open and to take care of your own needs</b>
<b>Try Hard</b>	You're only OK if you keep trying hard to do things	<i>Trying hard is better than succeeding</i>	<b>It is OK to just DO it - success doesn't always have to be hard work!</b>