



# why do people do what they do?

Values are of an enormous consequence to the behaviour, energy and the effectivity of people. It is therefore not strange that tens of thousands of people have done tests to learn about their values. Especially in large, professional organisations this happens daily. It appears to be an extremely effective mean to have individuals and teams function better, but it also enforces the bond between person and organisation. Organisations that take the values of their employees in to consideration are after all much more attractive employers.

RealDrives is a method that uses values to provide insight into cultural patterns and make them debatable; to help understand why people do what they do; to improve the mutual collaboration in and between teams; to explain how to motivate people and groups; to increase reciprocal understanding; to make communication more effective and to manage organisations.



## Essential points of RealDrives

Every person, but also every group, puts certain values first. This has large implications for the functioning of teams and team members.

RealDrives is a powerful method based on values that helps organisations to deal with people more effectively and helps people to be more effective within organisations.

RealDrives did not come in to existence overnight. The foundations of RealDrives are, both scientifically and from practical experience, very strong. RealDrives continues to build on the experience the inventors accumulated over the past twenty years by mapping the values of hundreds of organisations and tens of thousands of people worldwide. On our website you can read more about the history of value measuring.

RealDrives uses a specific colour for every value. The choice for these colours is in keeping with the colour code as it is generally used in literature.

A RealDrives result can, in addition to someone's internal motivation or preference, show with which perspective someone views his/her surroundings and how someone behaves and acts. With the use of a RealDrives result it is possible to clearly see how someone adjusts his/her behaviour to his/her environment.

# working as a team

## managing values

"Our value patterns are much more varied than most people think."

What causes one team to feel mainly challenged to compete and perform, while the other team is mainly focused on cooperation and harmony? Why does one team member take decisions immediately while the other team member first wants to analyse all the details thoroughly? And why is it that a team leader finds it much easier to work with one employee than with the other?

Our actions and thoughts are strongly determined by our values. They determine what motivates or rather, de-motivates us. A better insight in those values ensures a better understanding of our colleagues as well as ourselves. And we obtain insight why the entire team functions the way it does. The same insight also

helps us to understand why certain team arrangements either do or do not work well in practice. This is why team-building starts with measuring each other's values and obtaining insight.

A team profile for a team, group or department is made based on the individual values. This team profile offers insight in preferential behaviour, pitfalls and possible development issues. Always against the background of the relevant team's job. When the team profile is being discussed it is easy to link the profiles to the individual team members. As a result the individual input in the team and the connected effects can be made clear and be discussed.

The use of RealDrives and the corresponding colour language leads to more (self)understanding and self-awareness. This ensures better communication and cooperation between colleagues. Insight in values ensures that you bring out the best in yourself, your employees and your organisation.

### The RealDrives rectangle – an individual's result

RealDrives uses colours in a honeycomb structure to indicate the division of the values. As such a picture can be drawn that includes someone's preferences, the way someone perceives his or her surroundings and the way someone behaves in that environment.

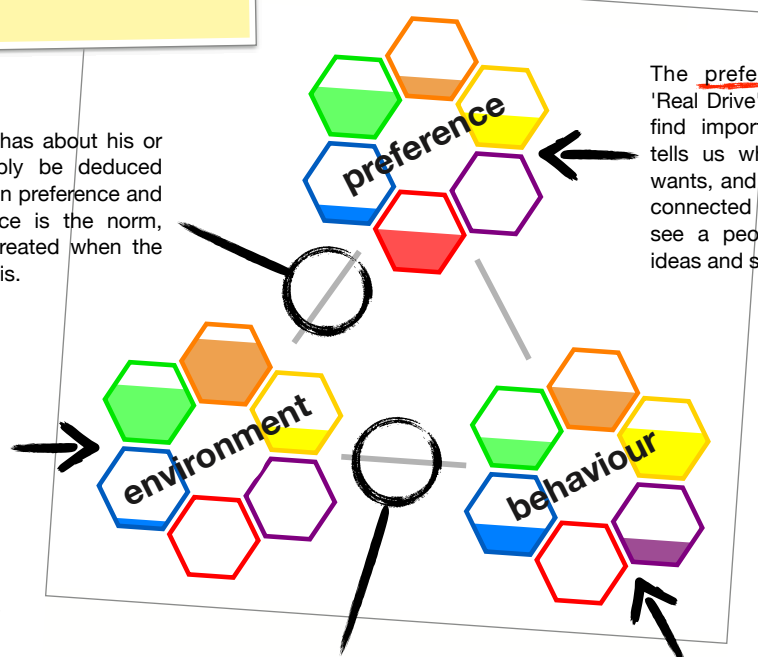
The opinion that someone has about his or her environment can simply be deduced from the differences between preference and environment. The preference is the norm, and a negative image is created when the environment deviate from this.

The opinion on the environment demonstrates how someone sees his or her environment. This is a subjective view, because only too often do people start from their own reality. You do often see that people in a group have strongly similar views but this is not necessary. Here we see a very busy environment because the combination between Orange and Green provides a lot of pressure on everyone's position.

Is it effective what someone does? Does the behaviour help to resolve the things that are assessed negatively?

The preference indicates the 'Real Drive'; what does someone find important? The preference tells us what someone actually wants, and what is therefore also connected to emotions. Here you see a people-person, to whom ideas and solidity are important.

Here you can see what someone actually DOES.



# colours and values

## achieving more effect

“Our behaviour stems from the confrontation between our values and the perception of our environment.”

RealDrives uses a fundamentally different person model than first-generation approaches to values. No longer is it assumed that values determine human behaviour: the thought that you can catch people in a value pattern has been abandoned. The first generation silently assumed that the value pattern of a person determined his or her behaviour, however the second generation assumes a different image of people, namely that of human beings as a flexible adaptors.

People do have measurable value patterns but they can easily adjust their behaviour to current circumstances. Wanting (values) and acting (behaviour) are therefore measured separately, together with an image of the context someone finds him- or herself in. This does not only offer highly interesting empirical findings (about 80% of people will display behaviour that is different than the values would hypothesize) but also has large advantages in consulting and supervising individuals and teams.

After all, one problem the first-generation approaches had was the measuring first placed people and groups in a frame, as a result of which the ability to change decreased rather increased (“You are orange but you really need to start acting blue”). By assuming that behaviour needs to be flexible and functional within the given context, the conversation becomes more respectful and the ability to change larger. This makes RealDrives more suitable for coaching, improving the team performance and organizational change, than first-generation products.

Additionally, RealDrives has a new balanced approach to aversion and energy. The value profiles offer a good indication of what people find pleasant or unpleasant and what gives them energy and what causes them to waste energy. However, this is not a set personality feature, as was assumed in the first-generation approaches to values, but rather a contextual particular. In every environment there is always something that is not pleasant and that is not a bad thing. People actually become activated when they observe something that does not suit their values and gain more energy when they succeed in doing something about it. The blue value is activated by chaos, the orange value by unused chances, the green value by a lack of harmony. When someone acts effectively in that kind of situation there is no problem. The gap between value and reality is reduced and this gives a good feeling. But when people do not act effectively and start to feel like a victim of their surroundings this causes loss of energy and a burnout lurks.

Six values and six corresponding colours. Every division of colour offers a unique pattern. All people are different and every person has his or her own pattern. RealDrives uses the same colours to characterize preference as well as perception of the surroundings and behaviour.



The value that wants to care and contribute to a sense of safety and security. Key words: helpfulness, unity, caring.



The value that strives for a private domain and provides speed but also fervour. Key words: fast, alert, intrepid.



The value that strives for order and certainty. Key words: clarity, discipline, reliability.



The value that strives for the human touch and that puts mutual harmony first. Key words: equality, openness, sharing.



The value that strives for results and progress. Key words: ambition, goal-orientedness, flexibility.



The value that wants to analyse freely and act based on insight. Key words: knowledge, freedom, self-management, vision.

# “doing” RealDrives with your team!

In general teams need a certain diversity to be able to function well. People are very different – and also have to be. Every team needs attackers and defenders in addition to thinkers and doers but also initiators and finishers. The RealDrives-scattergram is pictured bottom right on this page, which illustrates the division of team members in two categories. At the top of the scattergram we see people who are more future-focused and have a more visionary way of thinking; at the bottom are the team members who are more grounded and operate based on experience more. On the right we see the strategists, on the left the people who translate ideas to processes.

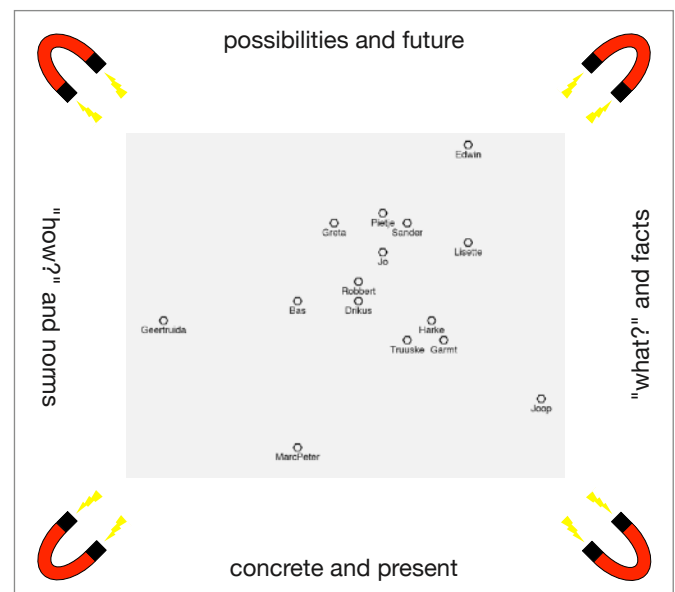
Experience tells us that a sustainable team has a broad structure. Problems arise when people are too alike or too different and as a result have trouble communicating with each other.

However, no team is suitable for all tasks. Every team has a number of dominant values that will steer the energy of the team. In the event the task of the team fits the values, things usually run smoothly. However, this is often not the case. In such situations the RealDrives results offer practical instructions on how to improve matters.

“Just knowing each others values already leads to more reciprocal understanding and more mutual tolerance.”

“RealDrives improves the performance by increasing the effectivity of employees and teams.”

“Discuss the cooperation in terms of complementing each other and inherent pitfalls!”



# www.realdrives.com