Matching people's management drives

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Why we're here: Management Drives

1. Understand the 6 major behavior drivers at work.

2. Identify attributes of each drive and how it influences work behavior and team dynamics.

3. Learn how UCSF uses Management Drives to understand and build teams.

4. Understand whether you have the right team of people for the work, and if individuals are in the right roles.
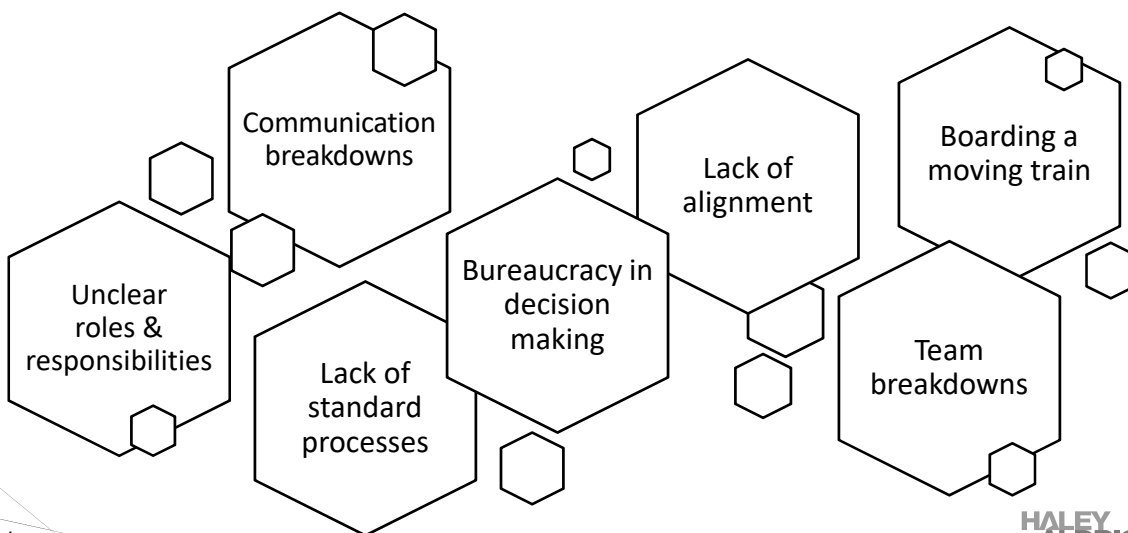
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Agenda

1	Foundation: What is Management Drives?
2	Benefits: Management Drives
3	Application: How we use it
4	Key Takeaways

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Common root cause challenges faced by higher education institutions

Communication breakdowns

Lack of alignment

Boarding a moving train

Unclear roles & responsibilities

Bureaucracy in decision making

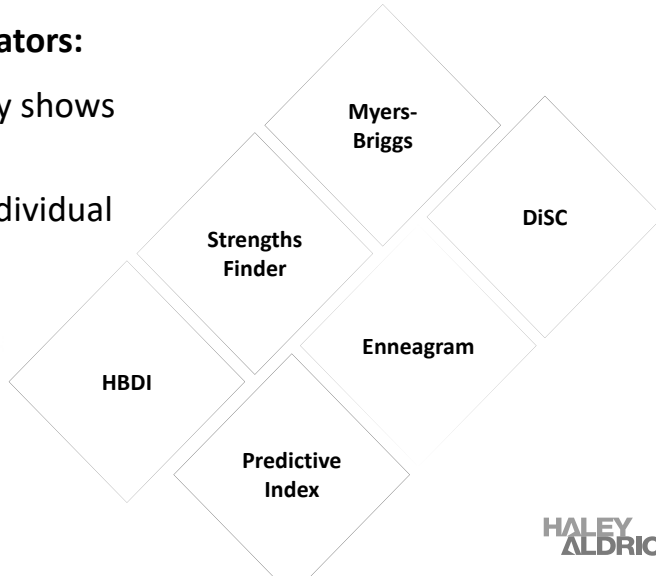Lack of standard processes

Team breakdowns

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How many of you have ever taken a personality test?

Management Drives differentiators:

• Helps you take action, actually shows you what to *do*
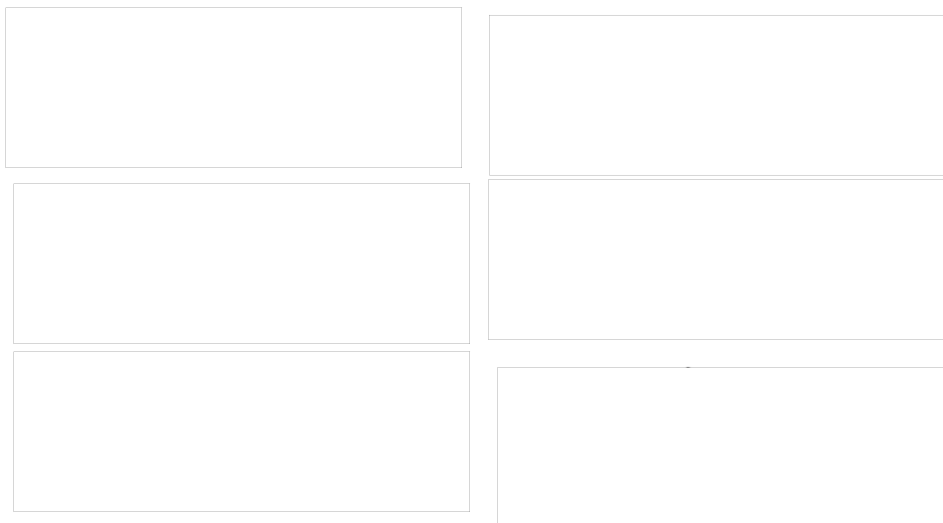
• Look at teams, not just the individual

Myers-Briggs

DiSC

Strengths Finder

Enneagram

HBDI

Predictive Index

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What is Management Drives?

INDIVIDUAL
TEAM
ORGANISATION

AWARENESS
MOTION
IMPLEMENTATION

SOCIAL CULTURE
• connecting people
• communication
• looking for support
• creating harmony

VISIONARY CULTURE
• vision
• knowledge
• innovation
• inspiration

ENTER-PRISING CULTURE
• strategy and ambition
• formulating goals
• taking on challenges
• achieving results

TASK-ORIENTED CULTURE
• structuring
• ticking to agreements
• organising
• planning

AUTHO-RITATIVE CULTURE
• focus
• power en speed
• making decisions
• confrontation

BONDINGS-CULTURE
• mission and identity
• creating security
• willingness to serve
• continuity

Six colors represent different intrinsic drives

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Management Drives can serve institutions in multiple ways

Individual	Team	Institutions
Self-awareness	Team design	Culture assessment
Coaching	Team building	Culture process
Communication	Team diagnosis	Organization design
Self-development	Team coaching	Roles & engagement
Behavior	Communication	Communication

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There are positive and negative drives associated with each color:

Engaging others, communicate	Going for results and challenges	Developing ideas, curious

Protesting, maligning	Self-protection, blaming others	Criticizing, complicating

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There are positive and negative drives associated with each color:

Organizing, structuring	Increasing pace, deciding	Creates bonds and security

Falling back on own task	Protecting own domain	Suspicion, distrust

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How does UCSF use Management Drives?

Supports individuals by:
– Helps individual understand her employees based on what motivates and demotivates them, and how to best support them
– Provides specific language (colors) and a tool for the individual to better articulate her own drives to others, and her preferred method of communication so others can work with her more effectively
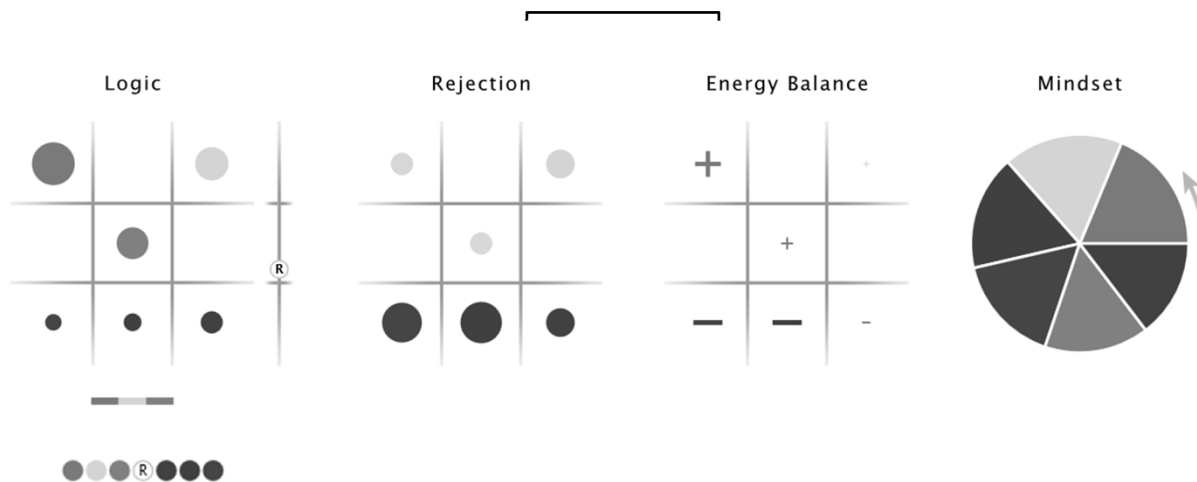
Supports teams by:
– Determining how teams will work well together
– Finding areas that they can look out for (potential pitfalls)
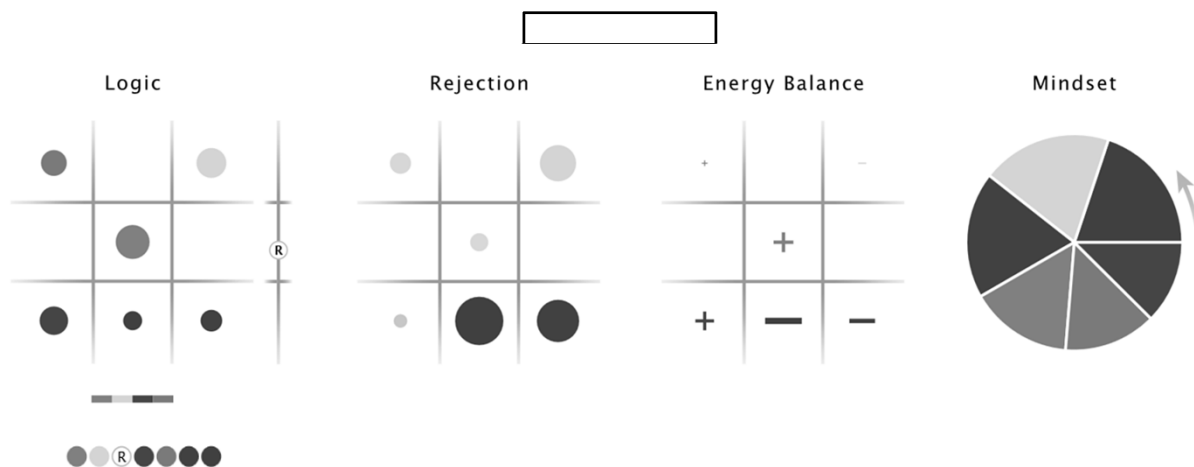– Identifying team gaps and tangible actions to bridge gaps

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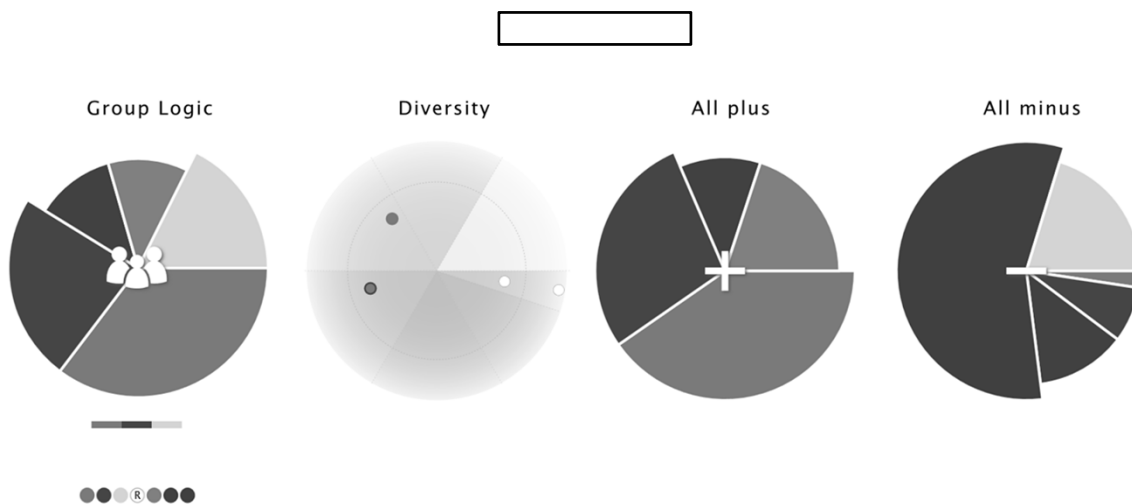
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A Management Drives profile: Meredith

Logic   Rejection   Energy Balance   Mindset

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A Management Drives profile: Patti

Logic | Rejection | Energy Balance | Mindset

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A Management Drives team profile

Group Logic | Diversity | All plus | All minus

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A Management Drives team profile

Group Logic	Diversity	All plus	All minus
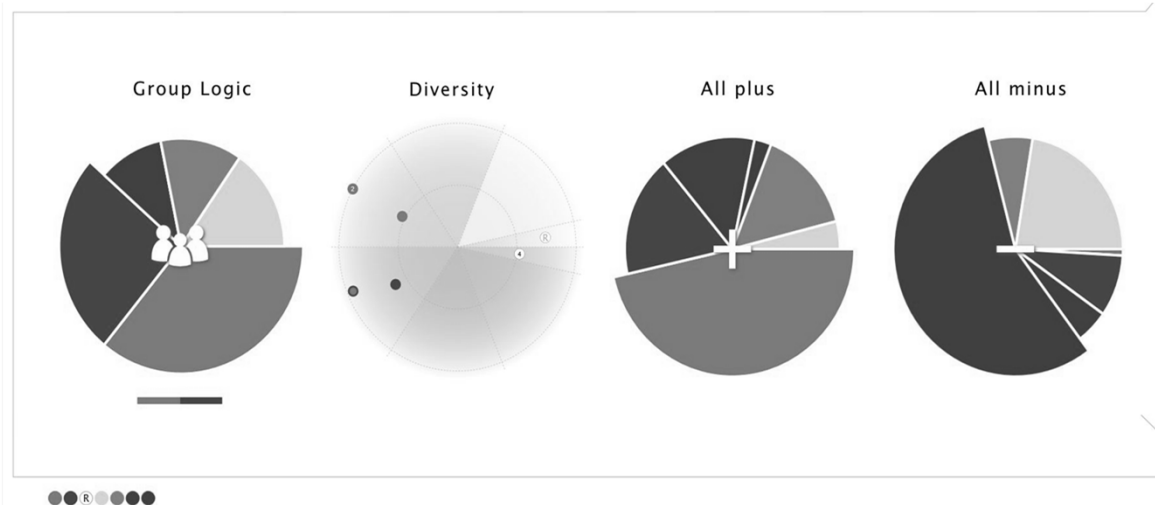
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Key takeaways:

1. The human element *can* be **measured**

2. Helps maintain the **awareness** that we're all different and need to respect and appreciate the diversity of the group

3. Can enable teams to create **effective communication** by knowing each other's communication preferences, styles, motivations, and what annoys them

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