Superpowers & Superpower Traps
Drivers Questionnaire

What are Drivers and How do They Form our Superpowers?

Drivers are learned behaviors that cause us to behave in certain ways e.g. quickly, with emotion, analytically, or to gain approval from others. We all develop Drivers throughout our adult lives as we succeed and build expertise in our experiences and interactions with other people. In most instances the behaviors that result from our Drivers become Superpowers and help us respond appropriately to given situations. These help us to be successful as leaders for example, by analyzing situations deeply, or moving fast to solve problems, or by asking questions to understand the needs of others.

What are Superpower Traps?

However, because they become habits which can become unconscious, our Superpowers can drive the same behavior regardless of the situation we find ourselves in. The risk of unconsciously following our Superpowers in this way is that we overuse them and develop blind spots and behavioral patterns that cause leadership traps such as poor decisions, conflict, lack of judgment, damaged relationships or other unintended consequences.

This questionnaire will identify your "Driver" profile which is often the sources of your Superpowers. It is adapted from original validated research by Eric Berne and Taibi Kahler.

Questions

Answer the following 25 questions representing you in typical life and leadership situations. Indicate "Yes"(Y) "No" (N) or "Sometimes" (S)

1. Do you hide or control your feelings?
2. Are you reluctant to ask for help?
3. Do you set yourself high standards and then criticize yourself for failing to meet them?
4. Do you do things, especially for others, that you don't really want to?
5. Do you have a tendency to do a lot of things simultaneously?
6. Do you hate 'giving up' or 'giving in', always hoping that 'this time it will work'?
7. Is it important for you to be right?
8. Is it important for you to be liked?
9. Do you have a tendency to start things and not finish them?
10. Do you set unrealistic time limits?
11. Are you fairly easily persuaded?
12. Do you like fitting in with others?
13. Do you find other people often depend on you to lead?
14. Are you irritated by small discrepancies - a thing out of place or disorderly presentation?

15.   Do you like working fast and find yourself getting impatient with others?
16.   Are you annoyed by interruptions?
17.   Do you compare your work and yourself with others and then feel inferior or superior?
18.   Do you find yourself going in circles with a problem, feeling stuck but unable to let go?
19.   Do you tend to not realize how tired, hungry or ill you feel and just 'keep going'?
20.   Do you tend to talk at the same time as others, or finish their sentences for them?
21.   Do you like to explain things in detail and precisely?
22.   Do you like to 'get on with the job' rather than talk about it?
23.   Do you prefer to do things on your own?
24.   Do you dislike and avoid conflict?
25.   Do you have a tendency to be the rebel or the odd one out in a group?

Scoring

Translate each response into a numerical score and insert that score next to each question below. Then add up your total numerical score for each column.

Score: Yes = 3 Sometimes = 2   No = 1

	COLUMN 1		COLUMN 2		COLUMN 3		COLUMN 4		COLUMN 5	
	Question	Score	Question	Score	Question	Score	Question	Score	Question	Score
Your Scores	3		4		5		1		6	
	7		8		10		2		9	
	14		11		15		13		17	
	16		12		20		19		18	
	21		24		22		23		25	
Total Score										

Now transfer your total scores for each column to the table below.

Column	Superpower Driver	Score
1	Be Perfect	
2	Please People	
3	Hurry Up	
4	Be Strong	
5	Try Hard	

Results & Interpretation

Results will typically be numbers between 5-10, with the highest being your dominant or primary Superpower. There are no right or wrong answers or "better" or "worse" Superpowers as leaders.

The highest number represents your *Primary Superpower Driver,* which will be the strongest influencer of your behaviors. For example, this may be "Be Perfect" meaning you will strive for accuracy and completeness in any situation, often to the exclusion of all else.

The next highest number is your *Secondary Superpower Driver,* which is what you will seek to satisfy if your primary Superpower is not effective in a given situation. For example, your Secondary Superpower may be "Try Hard", so if you can't "Be Perfect" in a given situation (due to lack of data, time, or resources) you will then unconsciously move to "Try Hard", for example carrying out additional analyses or going over plans and details repeatedly to try and find a solution. We mostly use our Primary and Secondary Superpowers, so the 3rd, 4th and 5th factors are less likely to affect our behaviors strongly. If you have the same score for several factors, it suggests you will have a tendency to often use both.

How to Optimize your Superpowers

Understanding our Superpower Drivers increases our self-awareness of unconscious behaviors, which in turn allows us to choose the best behaviors to match any given situation: deploying our natural strengths when needed (e.g. being "perfect") , and avoiding traps when the situation calls for a different response (e.g. needing to "hurry up").

Questions for Reflection

- What is your Superpower and where does it come from – childhood, experience, training?
- What situations are best suited to your Superpower – and how can you use it more?
- What Superpower Traps have you experienced and what were the consequences?
- How can you improve using your Superpowers while avoiding falling into future Traps?
- Who might support you with further feedback or advice?
- What else should you be thinking about to build your Self Leadership?
- What would success look like if you became better at Self Leadership more broadly?

Summary of Superpower Strengths & Traps
Actions you can Take to Improve Self Leadership

Superpower	Be Perfect	Be Strong	Try Hard	Hurry Up	Please People
Superpower Strengths	Attention to detail Drive for accuracy Leading action	Handling crises Good with pressure Driving team action	Goes the extra mile Finds alternatives Motivates others	Generates options Energy & enthusiasm Multitasking	Strong team leader Building rapport Good communicator
Superpower Traps	Never good enough Overbearing/intolerant Misses deadlines	Rescuing others Poor listening skills Slow to change	Misdirects energy Creates complexity Potential burnout	Completing tasks Missing details Following rules	Avoids conflict Overly emotional Indecisive
Leader Strengths	Handles complexity Research & analysis Attention to detail	Handling pressure Fast pace/deadlines Managing conflict	Tenacity/commitment Long term projects Work well alone	Multiple projects Fast paced & flexible Teams & networks	Building teams Stakeholder engagement Cross functional projects
Leader Traps	Ambiguous tasks Tight time scales Teamwork/delegation	Manage uncertainty Build relationships Nuanced scenarios	Unclear metrics Intangible outcomes Collaborative work	Following rules Making high risk errors Accepting authority	High conflict situations Win/lose environments Working alone
How to Build Self Awareness	Avoid judging others Learning to flex "80% is good enough"	Accept emotions Admit weaknesses Learn to share	Ask for help Accept one's limits Take time / recharge	Respect key rules Slow down & get detail Time to reflect	Avoid needing to be liked Accepting disagreement Challenge more