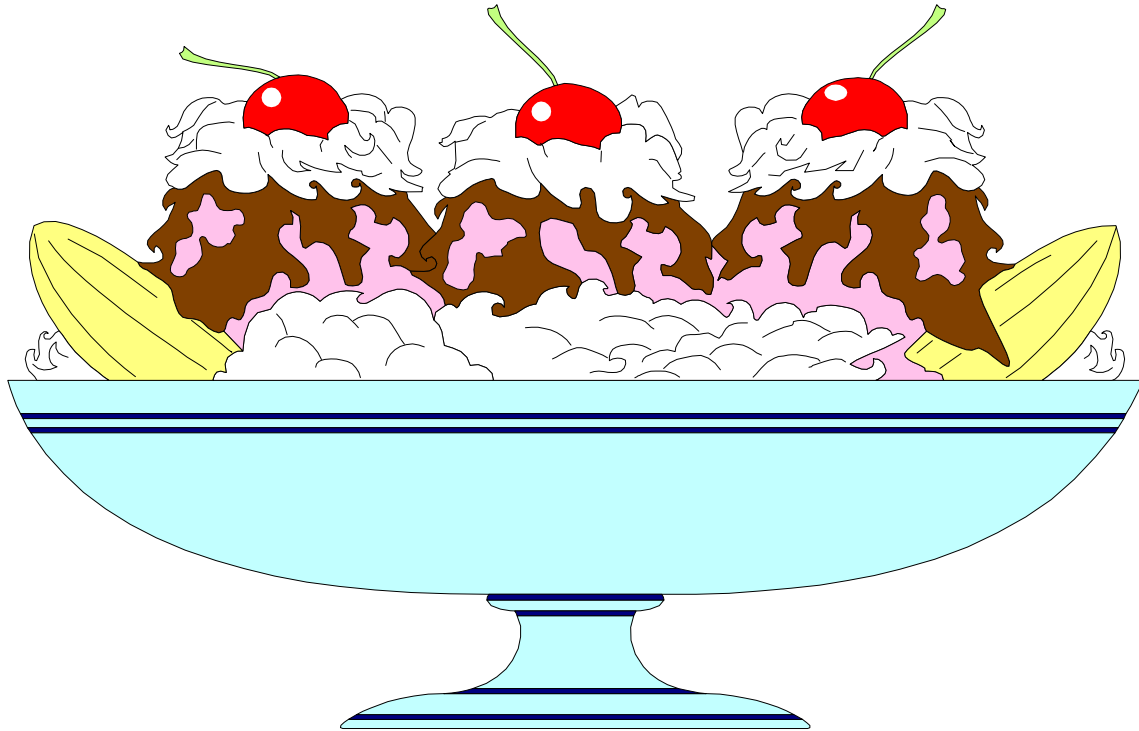


# Style Of Human Relationships

*Which Are You?  
Chocolate, Vanilla, Or Strawberry*



This questionnaire consists of 26 statements. There are no right or wrong answers on the questionnaire. The right answers are your true opinions.

For each statement, please indicate in the answer blocks which of the three alternatives a, b, or c is most true or most important to you by circling a, b, or c in the MOST column.

Then choose the least true or least important of the three alternatives and circle its letter in the LEAST column.

For every statement, be sure to circle one alternative in each column. If "a" is circled under MOST, then either "b" or "c" should be circled under LEAST.

Do not skip any questions and do not debate too long over any one statement. Your first reaction is desired.

## Style Of Human Relationships

	Question	Most	Least
1	<p>When I enter new situations, I let my actions be guided by:</p> <p>a. my own sense of what I want to do b. the direction of those who are responsible. c. discussion with others.</p>	b c a	b c a
2	<p>When faced with a decision, I consider:</p> <p>a. precedent and traditions b. the opinions of the people affected c. my own judgment</p>	a b c	a b c
3	<p>People see me as:</p> <p>a. a good team player b. a free spirit c. a dependable person</p>	c a b	c a b
4	<p>I feel most satisfied when:</p> <p>a. I am working on personal goals b. I do things according to standards c. I contribute to a project</p>	b c a	b c a
5	<p>I try to avoid:</p> <p>a. not being myself b. disappointing those in authority c. arguments with my friends</p>	b c a	b c a
6	<p>In my opinion, people need:</p> <p>a. guidelines and rules for conduct b. warm and supportive human relationships c. freedom to grow</p>	a b c	a b c
7	<p>Over time I have learned:</p> <p>a. no man is an island b. what cannot be cured must be endured c. you only pass this way once</p>	b a c	b a c
8	<p>I want to be treated:</p> <p>a. as a unique person b. as an equal c. with respect</p>	c b a	c b a

## Style Of Human Relationships

	Question	Most	Least
9	I avoid: a. not meeting my responsibilities b. compromising my personality c. the loss of good friends	a c b	a c b
10	What the world needs is: a. more people who think independently b. more understanding among diverse people c. more people who respect and abide the law	c b a	c b a
11	I am most happy when: a. I am free to choose what I want to do b. there are clear guidelines for behavior and rewards for performance c. I share commitments with others	b c a	b c a
12	I am most responsible to _____ for my actions. a. family and friends b. higher authorities c. myself	b a c	b a c
13	In order to be a financial success one should: a. relax, money is not important b. work in cooperation with others c. learn how to out perform others	c b a	c b a
14	I believe: a. there is time and place for everything b. promises to friends are debts to keep c. he who travels fastest travels alone	a b c	a b c
15	I want the value of my work to be known: a. soon after completion b. with the passage of time c. as I am doing it	b a c	b a c
16	A citizen should: a. cast his vote and then support the decision of the majority b. support only those policies with which he personally agrees c. support those who are in charge	c a b	c a b

## Style Of Human Relationships

	Question	Most	Least
17	I believe feelings and emotions: a. should be shared at one's discretion b. should be shared openly c. should be kept to oneself	c b a	c b a
18	The people I enjoy working with are: a. care free b. well organized c. friendly	b c a	b c a
19	I wouldn't want anyone to think I: a. had not been cooperative b. had no opinion of my own c. had not followed the rules	c a b	c a b
20	20. I believe in the saying: a. all work and no play makes Jack a dull boy b. united we stand divided we fall c. there are no gains without pains	c b a	c b a
21	My work day goes best when I: a. have freedom of operation b. have a written plan to follow c. experience fellowship with good colleagues	b c a	b c a
22	If I suddenly received a large sum of money, I would: a. use most of it now for things I want b. invest most of it for the future c. spend half of it now and save the rest	b c a	b c a
23	I prefer to grow by: a. studying established truths b. interacting with others c. learning from personal experience	a b c	a b c
24.	It is important that I: a. plan at least a year or two ahead b. live my live to the fullest now c. think about my life in a long range way	c b a	c b a

## Style Of Human Relationships

	Question	Most	Least
25	I am known for: a. making my own decisions b. sharing with others c. upholding traditional values	c b a	c b a
26	I work best: a. with structure and organization b. as a member of a team c. as an independent agent	a b c	a b c
		T P I	T P I

# Style Of Human Relationships

## How To Evaluate The Questionnaire

STEP 1: Add up the total circled in each column and put these totals in the boxes marked T, P, and I. The total of the three columns ( T, P, & I) should add to 26.

	Most	Least
<b>T</b>		
<b>P</b>		
<b>I</b>		
<b>Totals</b>	<b>26</b>	<b>26</b>

STEP 2: Score = Most minus Least plus 26.

	Most		Least		Totals
<b>T</b>		-		+ 26 =	
<b>P</b>		-		+ 26 =	
<b>I</b>		-		+ 26 =	
<b>Totals</b>					

**T + P + I should equal 78**

T = CHOCOLATE

P = VANILLA

I = STRAWBERRY

- MOSES, VICTORIA

- BEN FRANKLIN, ELEANOR ROOSEVELT

- THOREAU, JANE FONDA

# Style Of Human Relationships

## INTERPRETATION

Attitudes toward readjustment -- Three Major Life Orientations

<b>Behavior/Value</b>	<b>Traditional (Chocolate)</b>	<b>Participative (Vanilla)</b>	<b>Independent (Strawberry)</b>
Basis of action	direction from authorities	discussion with others	agreement direction from within
Form of control	rules, laws, policies	interpersonal commitments	what I think is right or needed
Responsibility to	superordinate powers	peers, colleagues, self	self
Desired end	compliance	consensus, smooth human relations	actualization of individual
To be avoided	deviation from authoritative direction	failure to reach agreement	not being one's self
To get material goods	compete	collaborate	taken for granted
Basis for growth	following the established order	human interaction	introspection and personal experience
Position vis-à-vis others	member of hierarchy	peer group member	separate person
Identification with / loyal to	organization	group	individual
Time perspective	future	near future	present

\* Adapted from Thomas E. Bier, "Contemporary Youth: Implications to the Personalistic Life Style for Organizations", unpublished doctoral dissertation, Case Western Reserve University.

# Style Of Human Relationships

Although each person is unique and must be treated according to his individual makeup, the following are general guidelines for meeting the personal needs and bringing out the best in job performance for each personality type:

**CHOCOLATE:** Provide work rules and job description with duties spelled out in priority order. Provide an organization chart showing reporting relationships; respect the chain of command. Respect traditions and established ways; appeal to historical precedent. Avoid changes when possible; if impossible, introduce change slowly. Accentuate reason over emotion when handling problems. Mind your manners and language; be courteous. Establish a career plan with benchmarks for progress, rewards expected, and time frames. Provide tangible rewards for good performance; preferably money. Recognize good work with signs of status such as diplomas, uniforms, medals, and titles. Reinforce company loyalty through service pins, awards banquets, and personal appreciation. Communicate the mission, goals, and objectives of the organization and provide an action plan. Keep work areas organized, clean, and safe. Finally be clear and logical when giving orders.

**VANILLA:** Include in the decision-making process; use participative management. Provide the opportunity for off the job social interaction -- company picnics, recreation programs, and annual meetings. Emphasize employee teamwork on the job through task forces, committee projects, quality circles, and other group involvement activities. Have regular, well-run staff meetings; provide ample opportunity for sharing ideas. Ask for his opinions, listen to what he says, and then demonstrate responsiveness. Get to know him as a person -- his off the job interests, family makeup, and personal goals. Appeal to both logic and feeling when dealing with problems; emphasize joint approach and talk with him, not to him. Use communications vehicles such as bulletin boards, newsletters, telephone hotlines, and the open door policy to exchange information. Let his people skills shine in public relations, teaching, and mediation projects. Provide growth opportunities through in-service training and staff development programs. Finally, keep human relations smooth; consider his feelings.

**STRAWBERRY:** Recognize his independence; don't supervise too closely. Provide immediate reward for good performance; don't delay gratification. Talk in terms of present; de-emphasize past and future. Provide opportunity for personal growth through new experiences. Keep things stimulating; keep things fun. Focus on meaningful personal experiences, satisfying interpersonal relationships and important social causes. Provide individual job assignment and assign work by projects when possible. Accentuate feelings over logic when handling problems. Reward good performance with personal time off and personal fulfillment activities. Keep things casual; minimize formality. Avoid rigid controls, allow for questions and creativity. Finally, treat as a separate individual; not as a member of a group or organization.