

Blueprint for Managing Differences

INSTRUCTIONS Put a checkmark beside the 5 adjectives in each column that best describe you or the individual whom you are evaluating. Then, cut out the rating scale on the next page and line up the arrows on the scale with the arrows on each column. Assign points as they relate to the checks in each column. Add the points in each column. The column with the highest score shows the personality style of the individual profiled.

Promoters/Emoters	Supporters/Steadies	Reflectives/Perfectionists	Directors/Controllers
←	←	←	←
___ listener	___ unpredictable	___ spontaneous	___ indecisive
___ persuasive	___ predictable	___ preoccupied	___ decisive
___ suspicious	___ excitable	___ stubborn	___ cautious
___ self-promoting	___ listener	___ conscientious	___ firm
___ enthusiastic	___ stead	___ loves details	___ authoritative
___ quiet	___ impatient	___ dislikes details	___ submissive
___ generous	___ concentrating	___ tolerates details	___ "show me"
___ charming	___ cooperative	___ non-demonstrative	___ balanced
___ emotional	___ possessive	___ polite	___ achiever
___ factual	___ critical	___ forceful	___ careful
___ unemotional	___ change-oriented	___ haphazard	___ contented
___ talkative	___ trainable	___ organized	___ fighter
___ outgoing	___ calm	___ precise	___ aggressive
___ shy	___ agitated	___ lacks precision	___ peaceful
___ agreeable	___ gracious	___ procrastinating	___ self-assured
___ reflective	___ eager	___ rigid	___ deliberating
___ impulsive	___ loyal	___ diplomatic	___ spirited
___ reserved	___ restless	___ arbitrary	___ conservative
___ poised	___ mobile	___ independent	___ practical
___ trusting	___ presence of mind	___ mature	___ evaluating
←	←	←	←

Module 9 v Activity 14 v COOPERATION

→
3 ____
18 ____
6 ____
15 ____
20 ____
1 ____
10 ____
12 ____
14 ____
7 ____
4 ____
17 ____
19 ____
2 ____
13 ____
8 ____
16 ____
5 ____
9 ____
11 ____
→

The *Blueprint For Managing Differences* is directed toward tendencies and not absolutes. It should be tempered with the many factors in the total make-up and environment of the individual. The exercise is designed to assist the manager in understanding the concept of personality differences and to stimulate more effective planning and utilization of human resources.