

Profile One

Directions: The following items are arranged in pairs (A and B) and each member of the pair represents a preference you may or may not hold. Rate yourself on each preference. Each question is worth five points; based on your preference, divide five points between A and B, allotting more points to the answer more like you, e. g. 5/0; 3/2; 3.5/1.5; 4/1 or 2.5/2.5, etc. Be sure each question totals only five. All answers must be completed on the answer sheet.

1. Do you
 - A. Listen
 - B. Talk
2. Timewise, are you
 - A. Leisurely
 - B. Punctual
3. Do you
 - A. Make decisions about people in organizations based on available data and systematic analysis of the situation
 - B. Make decisions about people in organizations based on empathy, feelings and understanding of their needs and values.
4. Are you more comfortable
 - A. After a decision
 - B. Before a decision
5. Do you
 - A. Make decisions independently
 - B. Make decisions with input from others
6. In relation to time, budget, resources etc., are you
 - A. A spender
 - B. A saver
7. Do you make decisions based upon
 - A. Unemotional logic and careful step-by-step analysis
 - B. Emotional feeling and instinct
8. In a relationship should most things be
 - A. Renegotiable
 - B. Random and circumstantial
9. Do you do
 - A. One thing at a time
 - B. A variety of things simultaneously
10. Once you make a decision, do you
 - A. Alter it willingly
 - B. Tend to stick to it
11. Are you thought of as
 - A. A thinking person
 - B. An emotional person
12. Are you a person that is more
 - A. Routine than flexible
 - B. Flexible than routine
13. Do you
 - A. Communicate your inner thoughts and feelings selectively
 - B. Communicate your inner thoughts and feelings freely
14. When working on a project that does not meet your expectations, do you
 - A. Begin a new one
 - B. Finish it anyway
15. Do you help people
 - A. Explore fact
 - B. Explore feeling
16. Are you more
 - A. Deliberate than spontaneous
 - B. Spontaneous than deliberate
17. Do you
 - A. Remain quiet
 - B. Initiate conversation
18. Do you make decisions based on first impressions
 - A. Yes
 - B. No
19. Do you act on
 - A. Verifiable conclusions
 - B. Convictions
20. Do you choose
 - A. Rather carefully
 - B. Somewhat impulsively
21. Do you
 - A. Examine issues, then share the results with others
 - B. Discuss a new, unconsidered issue at length in a group
22. In planning, do you
 - A. Decide one incident at a time
 - B. Plan alternate decisions
23. Are you more comfortable dealing with
 - A. Logic and analysis
 - B. Emotion and feelings
24. Which bothers you more
 - A. Incompleted tasks
 - B. Completed tasks
25. In a group or meeting, are you
 - A. Reserved
 - B. Focus of attention
26. Do you make decisions
 - A. Leisurely
 - B. Immediately
27. Are you more interested in people's
 - A. Beliefs
 - B. Behaviors

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28. How would you describe yourself
 - A. Serious and determined
 - B. Easy going
29. Are you more
 - A. Calm
 - B. Lively
30. In business reading, do you prefer
 - A. Human relations articles
 - B. Technical resource journals, magazines, etc.
31. Are you a collector
 - A. Yes
 - B. No
32. Which makes you feel better
 - A. Having purchased
 - B. Having the option to purchase
33. Do you
 - A. Keep your feelings to yourself
 - B. Display your feelings freely
34. Do you get along better with
 - A. A creative, ingenious person
 - B. A factual, practical person
35. What type of presentation do you prefer
 - A. Sustained and thorough
 - B. Many-sided and mobile
36. Do you look for
 - A. Orderliness
 - B. Spontaneity
37. Are you
 - A. Hard to get to know
 - B. Easy to get to know
38. In doing projects that other people also do, do you prefer to
 - A. Invent a new way
 - B. Do it in the accepted way
39. Confronted with misfortune in others, is your impulse to
 - A. Search for the cause
 - B. Console
40. Do you prefer
 - A. Methodical work
 - B. Creative work
41. Do you readily talk with co-workers
 - A. No
 - B. Yes
42. Is it higher praise to say someone has
 - A. Vision
 - B. Common sense
43. Are you more
 - A. Firm
 - B. Gentle
44. Does it bother you more having things
 - A. Incomplete
 - B. Complete
45. When someone disagrees with you, do you
 - A. Change the subject
 - B. Try to convert them
46. Do you think it is more important to be able
 - A. To see the possibilities in a situation
 - B. To adjust to the facts as they are
47. Do you
 - A. Value logic more than sentiment
 - B. Value sentiment more than logic
48. Do you place more value on the
 - A. Definite
 - B. Open-ended
49. Do you express yourself more easily in
 - A. Writing
 - B. Conversation
50. Are you more of a
 - A. Idea person
 - B. Fact person
51. Would you rather work for someone who is
 - A. Always fair
 - B. Always kind
52. Do you tend to look for
 - A. The orderly
 - B. Whatever turns up
53. In acquaintances, do you
 - A. Restrict acquaintances to a few with whom you are relatively confidential
 - B. Have many acquaintances
54. Do you
 - A. Think about possibilities
 - B. Deal with actualities
55. Are you more careful about
 - A. People's rights
 - B. People's feelings
56. Are you more
 - A. Structured
 - B. Flexible
57. Do you need
 - A. Quiet, thoughtful time alone
 - B. Active, energetic time with people
58. Do you
 - A. Design plans and structures without necessarily carrying them out
 - B. Carry out carefully laid, detailed plans with precision.
59. Do you prefer to deal with people who are
 - A. Logical
 - B. Emotional
60. Do you prefer decisions made
 - A. Quickly with closure
 - B. Postpone closure while gathering more information

Profile One

Name: _____ Department: _____ Date: _____

Please be sure to enter your answers from the numbered questions in the corresponding lines below, which are numbered from left to right.

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|-----------------|-----------------|-----------------|-----------------|
| 1. A____ B____ | 2. A____ B____ | 3. A____ B____ | 4. A____ B____ |
| 5. A____ B____ | 6. A____ B____ | 7. A____ B____ | 8. A____ B____ |
| 9. A____ B____ | 10. A____ B____ | 11. A____ B____ | 12. A____ B____ |
| 13. A____ B____ | 14. A____ B____ | 15. A____ B____ | 16. A____ B____ |
| 17. A____ B____ | 18. A____ B____ | 19. A____ B____ | 20. A____ B____ |
| 21. A____ B____ | 22. A____ B____ | 23. A____ B____ | 24. A____ B____ |
| 25. A____ B____ | 26. A____ B____ | 27. A____ B____ | 28. A____ B____ |
| 29. A____ B____ | 30. A____ B____ | 31. A____ B____ | 32. A____ B____ |
| 33. A____ B____ | 34. A____ B____ | 35. A____ B____ | 36. A____ B____ |
| 37. A____ B____ | 38. A____ B____ | 39. A____ B____ | 40. A____ B____ |
| 41. A____ B____ | 42. A____ B____ | 43. A____ B____ | 44. A____ B____ |
| 45. A____ B____ | 46. A____ B____ | 47. A____ B____ | 48. A____ B____ |
| 49. A____ B____ | 50. A____ B____ | 51. A____ B____ | 52. A____ B____ |
| 53. A____ B____ | 54. A____ B____ | 55. A____ B____ | 56. A____ B____ |
| 57. A____ B____ | 58. A____ B____ | 59. A____ B____ | 60. A____ B____ |

TOTALS: A____ B____ A____ B____ A____ B____ A____ B____

*The A and B in each of the 4 columns will add up to 75 points e.g. A=35/B=35; A=50/B=25 or A=22.5/B=52.5.