Read each pair of statements and rate the degree to which each of the statements describes you by allocating eleven (<u>11</u>) points between Column "T" and Column "P". Don't try and overanalyze each statement, just go with your gut.

Column T - Task Focused		Column P - People Focused	
1. You generally tend to apply impersonal analysis to problems.		You are naturally sensitive to emotions. You instinctively consider the effect your actions may have on others.	
2. You value logic, justice, and fairness; there is one standard for all - if they did the crime, they must do the time.		There are exceptions to rules and justice is best served when you weigh each case on its merits and circumstances.	
3. You naturally tend to see flaws and usually feel the need to point them out.		You like to please others - show your appreciation instinctively.	
4. You can be harsh when you are in an argument. At times you have been accused of being insensitive or uncaring.	·	During stressful times, you can become quite emotional and have been accused of being overly sensitive?	
5. As a general rule, it is more important to be truthful than tactful – sometimes the truth hurts.	· · ·	You are naturally tactful and diplomatic. It is just as important to be tactful as well as truthful.	
6. You pride yourself on logic and keeping a clear head during times of stress. Feelings are valid when they are logical. It is frustrating dealing with people whose logic is clouded by their emotions.		You naturally accept your feelings and the feelings of others. Feelings are valid whether they make sense or not. Your emotions serve as a compass that guides you through stressful times.	
7. Primarily, you are motivated by personal achievement and accomplishment.		A desire to be appreciated and valued motivates you.	
8. You tend to be skeptical and questioning of new people, plans and ideas. People need to prove themselves and earn their place.		You tend to be more receptive and accepting of new people, plans, and ideas. You accept people at face value unless they give you a reason to doubt them.	
9. You focus most of your attention on the facts, tasks, and results.		The impact events will have on people is foremost in your mind when making your plans.	
10. You generally tend to be objective in your analysis.		You frequently find yourself empathizing with people in your analysis.	
11. You value tangible results.		You value empathy and harmony.	
Total Count Column "T" / 10		Total Count Column "P" / 10	
		=	
Column P /10 Minus Column	T /10	equals Horizontal Different	ial

When you have finished ranking the eleven paired statements, add up each of the columns and record the total below each column. The sum of both columns adds up to 121 points. Divide each of these sums by $\underline{10}$ by placing a decimal point just to the left of the last digit giving you scores between 0 and 12.1.