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## SCORING

### Step 1.

Add up the total circled for each column, and put these totals in the boxes marked C, V, and S. Each section should equal 26.

**M O S T**

<u>  C  </u>	<u>  V  </u>	<u>  S  </u>
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**L E A S T**

<u>  C  </u>	<u>  V  </u>	<u>  S  </u>
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### Step 2.

Determine your scores for C, V, and S by using the following formula:

$$\text{Score} = 26 + \text{MOST} - \text{LEAST}.$$

For example, if your **C MOST** was 20 and if your **C LEAST** was 12, your **C** score would be  $26 + 20 - 12 = 34$ .

**Complete the following:**

$$\begin{aligned} \text{C score} &= 26 + \frac{\text{C MOST}}{\text{C MOST}} - \frac{\text{C LEAST}}{\text{C LEAST}} = \underline{\hspace{2cm}} \\ \text{V score} &= 26 + \frac{\text{V MOST}}{\text{V MOST}} - \frac{\text{V LEAST}}{\text{V LEAST}} = \underline{\hspace{2cm}} \\ \text{S score} &= 26 + \frac{\text{S MOST}}{\text{S MOST}} - \frac{\text{S LEAST}}{\text{S LEAST}} = \underline{\hspace{2cm}} \end{aligned}$$

(Your total should equal 78.)      **T O T A L**      =           

### Step 3.

Shade in the areas representing your score on each bar:

**CHOCOLATE**



**VANILLA**



**STRAWBERRY**



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## INDIVIDUAL

Individuals who have been highly regarded in history can be seen to fall into one of these three basic personality types.

- ♦ Moses' relationship with God and his leadership of the Hebrew people, as the story is told in the Bible, exemplifies chocolate—or traditional--behavior.
- ♦ Benjamin Franklin was a philosopher, inventor, diplomat, printer, scientist, and more. By his many achievements, including discovering electricity and helping to write the Constitution, he left his mark upon the face of America. Franklin was vanilla—or participative.
- ♦ Henry David Thoreau, a strawberry, was individualistic and independent. He wrote, "If a man does not keep pace with his friends, perhaps it is because he hears the beat of a different drummer. Let him step to the music he hears, however measured or far away."

## CULTURES

Cultures produce individuals, and different cultures may be seen to be of different types. Of course every culture is complex, and has room for many variations within its basic pattern. But there are dominant features. For example,

- ♦ Chocolate cultures are formal and structured, such as England, Germany, and Hungary.
- ♦ Strawberry cultures are individualistic, such as France, Italy, and Greece.
- ♦ Vanilla cultures are melting-pot societies, such as the United States.

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## THINGS TO AVOID

- Chocolate: deviation from authoritative direction; duty requires what is expected. Therefore, policies and rules should be available--good job descriptions and having priorities spelled out.
- Vanilla: confrontation; strives to reach agreement, smooth troubled waters, reduce conflict.
- Strawberry: not being themselves. *Congruency* is an important word. Strawberries do not want to do or be something they do not see as true to their own essential nature.

## PERCEPTION OF RESPONSIBILITY

- Chocolate: highest allegiance should go to superordinate powers, in the workplace, home, community, or church.
- Vanilla: primary responsibility to other people; basically considerate, they try not to disappoint other people.
- Strawberry: first responsibility to their own conscience for their own actions. "To thine own self be true": Polonius's advice to Hamlet was strawberry advice.

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## POSITION IN RELATION TO OTHERS

- Chocolate: comfortable as a member of the hierarchy, whether at the top, middle, or on the first rung; needs structure and organization in human relations. At work, an organizational chart is important.
- Vanilla: comfortable as a member of a team; makes good department and committee member. Committees are vanilla creations: a chocolate would not form one, preferring the chain of command; a strawberry couldn't stand one comfortably.
- Strawberry: most comfortable as a separate individual; strawberries are pioneers, watching the group go one way, and, almost instinctively, going the other. To meet the needs of strawberries and get the most from them, you must treat them as the unique individuals they see themselves to be, not as members of a group or bureaucracy.

## MATERIAL GOODS

- Chocolate: the world's best competitors; witness the New England Yankee creating the free enterprise system; the Germans and the Japanese illustrate the chocolate's success in the world's marketplace.
- Vanilla: collaborates to achieve material goods: since teamwork comes naturally, "If I scratch your back and you scratch mine, together we will both be better off." Barnbuildings, potluck suppers, volunteer fire departments are vanilla enterprises; politicians must have vanilla qualities.
- Strawberry: takes material things for granted, thinking that everyone should have them--and this drives chocolates crazy.

## Summary of Characteristics of Different Types

	<b>CHOCOLATE</b>	<b>VANILLA</b>	<b>STRAWBERRY</b>
<b>Form of Control</b>	rules, policies, and procedures	interpersonal commitment	individual's belief
<b>Basis of Action</b>	direction from authority; duty	discussion and agreement with others	direction from within
<b>Things to Avoid</b>	deviation from authoritative direction	confrontation; exclusion	not being themselves
<b>Perception of Responsibility</b>	highest allegiance to powers in charge	primary responsibility to other people	first responsibility to own conscience
<b>Basis for Growth</b>	by way of established order	growth through human interaction	growth through introspection and self analysis
<b>Position in Relation to Others</b>	comfortable as member of hierarchy	comfortable as member of team	most comfortable as a separate individual
<b>Material Goods</b>	the world's best competitors	collaborates to achieve material goods	takes material things for granted
<b>Identification and Loyalty</b>	to the organization	to the group	to self--and to others who have earned it
<b>Time Perspective</b>	the future	the near future	the present

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## MANAGING DIFFERENT PERSONALITY TYPES

Although each person is unique and should be treated according to individual makeup, the following general guidelines are useful for meeting the personal needs and bringing out the best in each personality type. Remember that **most people have characteristics of all three styles of inter-personal relations**, but develop a preference for one or two over the other(s). The most ardent strawberry will have his or her chocolate moments, and vice versa.

### CHOCOLATE

- ♦ Provide work rules and job descriptions 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 changes 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, award 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.
- ♦ Be clear and logical when giving orders.

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## VANILLA

- ♦ Include vanillas in the decision-making process; use participative management.
- ♦ Provide opportunity for off-the-job social interaction--company picnics, recreation programs, 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 opinions, listen to what is said, and then demonstrate responsiveness.
- ♦ Get to know the person--family makeup, off-the-job interests, and personal goals.
- ♦ Appeal to both logic and feelings when dealing with problems; emphasize joint approach and talk with, not at, the person.
- ♦ Use communication vehicles such as bulletin boards, newsletters, telephone hotlines, and the open-door policy to exchange information.
- ♦ Allow people skills to shine in public relations, teaching, and mediation projects.
- ♦ Provide growth opportunities through in-service training and staff development programs.
- ♦ Keep human relations smooth; consider personal feelings.

## STRAWBERRY

- ♦ Recognize independence and personal freedom; 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 self-discovery.
- ♦ Keep things stimulating; keep things fun.
- ♦ Focus on meaningful personal experiences, satisfying interpersonal relationships, and important social issues.
- ♦ Provide individual job assignments, 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.
- ♦ Treat the strawberry as a separate individual, not as a member of a group or organization.

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## PERSONALITY TYPES AND ORGANIZATIONAL EFFECTIVENESS

An important point organizations should remember is that different personalities are like different plants. Each requires particular soil, moisture, and exposure to the sun to grow to full potential.

- The absence of planning and clear-cut guidelines is particularly upsetting to chocolates, resulting in decreased morale and reduced efficiency.
- Constant bickering and cold human relations take an especially heavy toll on vanillas. Dissatisfied emotionally, their frustration increases and job performance goes down.
- Strict rules and close supervisory practices represent a hostile environment for strawberries. In such a situation, resentment is high, job satisfaction low, and turnover rates rise.

The most effective organizations honor the needs of all three types of people. They establish traditions and high standards for chocolates, provide warmth and social interaction for vanillas, and encourage creativity and personal growth for strawberries.

Although different organizations may attract different types of people, it should be remembered that each type of personality has positive qualities, and that an organization having variety in its work force can benefit by the balance.

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**Consider the qualities reflected by the following sayings:**

**CHOCOLATE:**

**Haste makes waste.**

**The early bird catches the worm.**

**Old paths are true paths.**

**VANILLA:**

**He ain't heavy; he's my brother.**

**We can work it out.**

**United we stand; divided we fall.**

**STRAWBERRY:**

**Every tub must stand on its own bottom.**

**Laws control lesser people;  
right conduct controls greater people.**

**You only pass this way once.**

