

Campbell™ Leadership Index (CLI®)

CONFIDENTIAL RESULTS FOR

Pat Sample

Completed January 1, 2005



An assessment of
leadership characteristics

*See the CLI Development Planning Guide enclosed with
your results for help in reviewing your scores.*

Scored July 21, 2005
9 Observers
Survey Version: B.L.4.1196.12

By David P. Campbell, PhD
Center for Creative Leadership
Colorado Springs, CO 80906

PEARSON
Performance Solutions

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Campbell™ Leadership Index (CLI®)

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Interpretive Comments

Overall, your observer scores on the Campbell Leadership Index (CLI®) are typical compared to those of other leaders. Most of the ratings you received from your observers fall into the mid-range or below, and your observers gave you a score of 48 on the Overall Index.

In general, you rated yourself in the mid-range, at about the same level as your observers rated you. Overall, your strengths and developmental needs are typical for someone in a leadership position.

Leadership Strengths

Although the natural tendency is to focus on your low scores, it is important to identify and celebrate what you do well. Reflect on your positive qualities and consider how you can use them in the future. In terms of your leadership strengths, your CLI profile suggests that you:

- Have a warm interpersonal style. Because you relate well to others, you are likely to stay in touch with people at all levels of your organization.
- Can rely on a broad network for information and support. Your friendly demeanor helps to create and maintain open communication with others.
- Are seen as working well in ambiguous situations. Furthermore, you listen to reason and are able to change your opinions as facts and situations change.
- Are good at amusing others with witty stories and jokes. Your humor brings a welcome sense of levity to the work setting.
- Are experienced and well-informed. Your experience enables you to offer long-term, big-picture views.

Areas for Improvement

On the other hand, like most leaders, you have areas where you can improve. For example, your CLI profile suggests that you could increase your leadership effectiveness by focusing on the following:

- Meet unexpected challenges with greater confidence and resourcefulness. Ask "what can we learn?" when hurdles appear. Present analyses and solutions rather than problems.
- Set more ambitious goals and pursue them aggressively. Let others know that you are seeking more challenges and responsibility. Realize that sometimes a confrontational rather than a cooperative style is the best way to make progress.
- Show enthusiasm and take charge more often. Energetically offer your ideas in meetings. Involve yourself in at least one project that really excites you and share your excitement and enthusiasm with others.

The CLI Development Planning Guide can assist you in identifying your development goals. When identifying your goals, consider areas in which you would like to improve and areas in which you could more fully capitalize on your strengths.

Self-Observer Comparison for Pat Sample

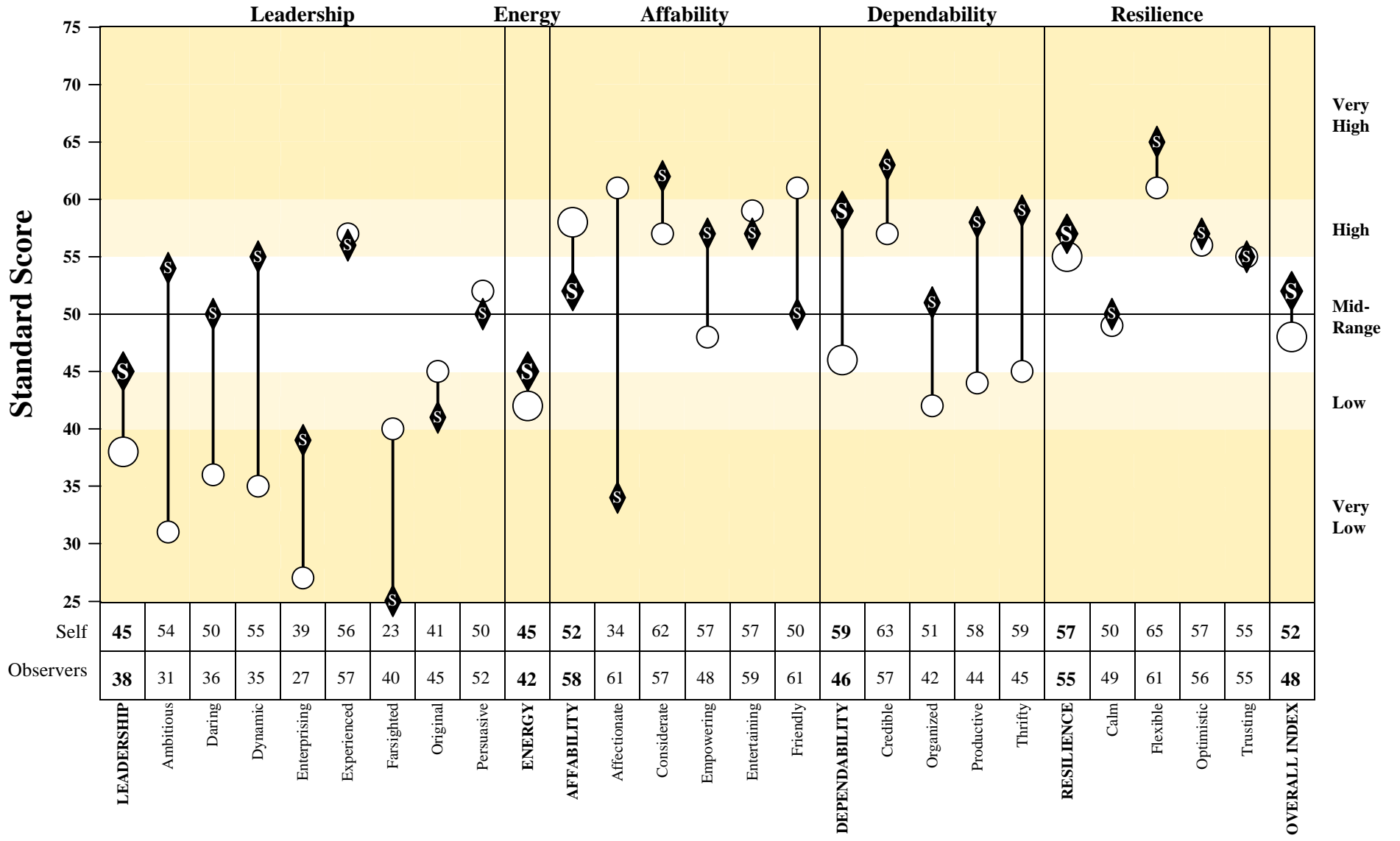
(9 Observers)



Self



Observer Average



Standard Score

Very High
High
Mid-Range
Low
Very Low

Self
Observers

| | |
|---|--|
| <p style="text-align: center;">Unacknowledged Assets</p> <p>Affectionate</p> | <p style="text-align: center;">Confirmed Assets</p> <p>Flexible Entertaining Credible Considerate Experienced Optimistic Trusting</p> |
| <p style="text-align: center;">Confirmed Vulnerabilities</p> <p>Original Farsighted Enterprising</p> | <p style="text-align: center;">Unacknowledged Vulnerabilities</p> <p>Thrifty Productive Organized Daring Dynamic Ambitious</p> |

Confirmed Assets are areas in which both you and your observers give you high or very high ratings. They represent strengths recognized by you and your observers -- assets on which you can capitalize.

Unacknowledged Assets are areas in which your observers rate you high or very high but you rate yourself below average. Others recognize these strengths, but you do not.

Confirmed Vulnerabilities are attributes rated low by both you and your observers. You agree with your observers that these areas are problematic for your leadership effectiveness.

Unacknowledged Vulnerabilities are areas in which your observers rate you low or very low but you rate yourself above average. These are developmental needs you do not recognize, yet they may represent your greatest opportunities for growth.

Note: Scales with mid-range scores are not listed because they do not fall into any of the four quadrants. The orientation titles are excluded from this page.

Response Options
 Nev = Never
 Sel = Seldom
 Occ = Occasionally
 Som = Sometimes
 Usu = Usually
 Alw = Always

Responses to Items
 The number of responses for each option is reported for each item. *Items in italics are negatively weighted.* Observer responses considered favorable are outlined.

Percent Favorable
 The percentage of observers answering in a favorable way (Always or Usually to positive statements or Never or Seldom to negative statements) is listed at the far right.

LEADERSHIP ORIENTATION The Leadership Orientation measures the ability to imagine a new direction and then lead people there.

Ambitious Scale

6. Ambitious - Highly motivated; determined to make progress.

13. Competitive - Likes to take on challenges and win.

27. Driven - Has a burning, overwhelming passion to succeed.

46. Forceful - Appears strong and assertive in front of others.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | 1 | 1 | 1 | 3 | 2 | 1 | 33 |

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | 3 | | 1 | 5 | | | 0 |

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | 2 | 1 | 3 | 1 | 2 | | 22 |

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 2 | | 3 | 4 | | 44 |

Daring Scale

3. Adventurousome - Likes to try new and novel activities.

22. Daring - Willing to try new experiences.

80. Risk-taking - Takes on new untested or hazardous activities.

15. Conservative - Cautious about changing the status quo.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | 4 | | | 2 | 3 | | 33 |

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | 3 | 1 | 1 | 2 | 2 | | 22 |

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | 1 | | | | | |
| All Obs | 5 | 1 | | 3 | | | 0 |

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | 1 | | | | | | |
| All Obs | 2 | 2 | 1 | 4 | | | 44 |

Dynamic Scale

28. Dynamic - Inspires others through energy and enthusiasm.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | 2 | | 3 | 3 | 1 | | 11 |

37. Enthusiastic - Has an eager, spontaneous approach.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | 1 | 2 | 1 | | 5 | | 56 |

63. A Leader - Takes charge, influences, and motivates others.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 3 | 2 | 2 | 2 | | 22 |

Enterprising Scale

14. Confident - Believes that future challenges can be met successfully.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | 1 | 2 | 1 | 1 | 4 | | 44 |

35. Enterprising - Clever in developing and carrying out new plans.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 4 | | 3 | 2 | | 22 |

56. Impressive - One whose achievements stand out.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | 2 | | 1 | 5 | 1 | | 11 |

79. Resourceful - Deals skillfully with unexpected challenges.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 2 | 2 | 1 | 3 | 1 | 44 |

Experienced Scale

39. Experienced - Has seen and done a great deal.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | 2 | 4 | 3 | 78 |

67. Naive - Foolishly simple and unsophisticated.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 7 | 1 | 1 | | | 89 |

82. Savvy - Experienced and well-informed.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | 1 | 7 | 1 | 89 |

88. Sheltered - Has little experience in dealing with the world.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 5 | 3 | | 1 | | 89 |

Experienced Scale (continued)

99. Well-connected - Knows people who can make important things happen.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | 1 | 1 | 5 | 2 | | 22 |

Farsighted Scale

42. Farsighted - Shows great vision in imagining the future.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | 1 | | | | | |
| All Obs | | 2 | | 7 | | | 0 |

47. Forward-looking - Focuses on the future.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | | 2 | 5 | 2 | | 22 |

59. Insightful - Able to detect important points in complex situations.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | 1 | | 2 | 6 | | 67 |

Original Scale

19. Creative - Produces many novel ideas, products, or methods.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | 1 | 1 | 1 | 3 | 3 | | 33 |

55. Imaginative - Has a flair for seeing the world differently.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | 2 | 2 | 3 | 1 | 1 | 22 |

61. Inventive - Comes up with clever new products or ideas.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | 1 | | 1 | 4 | 2 | 1 | 33 |

71. Original - Thinks and acts in fresh, unusual ways.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | | 1 | 6 | 2 | | 22 |

Persuasive Scale

17. Convincing - Capable of influencing others.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | | 1 | 2 | 6 | | 67 |

45. Fluent - Persuasive and articulate with words.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | | 1 | 1 | 5 | 2 | 78 |

72. Persuasive - Can influence others toward a plan of action.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | 1 | 5 | 3 | | 33 |

ENERGY ORIENTATION The Energy Orientation reflects physical energy, endurance, and a healthy lifestyle.

Energy Scale

1. Active - Is energetic and lively.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 1 | 1 | 2 | 3 | 2 | 56 |

7. Athletic - Engages in vigorous activities.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | 2 | 3 | 1 | 2 | 1 | 11 |

50. Hardy – Has lots of endurance, is robust and resilient.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | 3 | 5 | 1 | 67 |

52. Healthy – Physically fit, promotes well-being.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | 1 | 3 | 4 | 1 | 56 |

57. Inactive - Physically quiet, shows little energy.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | 1 | | | | | |
| All Obs | | 2 | 3 | 3 | 1 | | 56 |

84. Sedentary - Lives an inactive life with no exercise.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | 1 | 2 | | 6 | | 33 |

AFFABILITY ORIENTATION The Affability Orientation measures your inclination to empower others, forge coalitions, and build cohesive teams.

Affectionate Scale

4. Affectionate - Acts close, warm, and caring toward others.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | 1 | | | | | |
| All Obs | | | | 6 | 3 | | 100 |

5. Aloof - Distant, stays away from the group.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | 2 | 4 | 2 | 1 | | | 67 |

32. Emotional - Shows feelings openly.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | 1 | | | | | |
| All Obs | 1 | | | 5 | 3 | | 33 |

Considerate Scale

16. Considerate - Thoughtful of the needs and feelings of others.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | 6 | 3 | | 100 |

18. Cooperative - Willing to work with the ideas of others.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 1 | | | 6 | 2 | 89 |

53. Helpful - Ready and willing to give a hand to others.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | | 1 | |
| All Obs | | | | 2 | 4 | 3 | 78 |

58. Insensitive - Unaware of the feelings of others.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | 1 | | | | | |
| All Obs | | 4 | 4 | | 1 | | 89 |

81. Sarcastic - Makes cutting remarks belittling others.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | 1 | | | | | | |
| All Obs | 5 | 2 | 1 | 1 | | | 78 |

85. Self-centered - Concerned primarily with own interests and goals.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | 5 | 4 | | | | | 100 |

86. Sensitive - Highly aware of the feelings of others.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | | 1 | |
| All Obs | 2 | | 1 | 1 | 4 | 1 | 56 |

Empowering Scale

33. Empowering - Enables others to achieve more than they thought possible.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 1 | 1 | 2 | 5 | | 56 |

34. Encouraging - Motivates others through encouragement and emotional support.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 1 | 1 | 3 | 4 | | 44 |

91. Supportive - Helps others be successful and confident.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 1 | | | 8 | | 89 |

Entertaining Scale

36. Entertaining - Good at amusing others.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | | 1 | 3 | 2 | 3 | 56 |

41. Extraverted - Outgoing, wants to be around people.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | 1 | | 2 | 5 | 1 | 67 |

54. Humorous - A funny person, quick with jokes.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | 2 | 6 | 1 | 78 |

60. Introverted - Prefers being alone.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | 1 | 6 | 1 | 1 | | 78 |

100. Witty - Clever and amusing with words.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | 3 | 5 | 1 | 67 |

Friendly Scale

11. Cheerful - Smiles and laughs easily.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | 1 | | 7 | 1 | 89 |

48. Friendly - Warm and pleasant, nice to be around.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | | 3 | 6 | 100 |

64. Likeable - Easy to feel friendly toward.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | | 4 | 5 | 100 |

73. Private - Difficult for others to know.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 2 | 6 | | 1 | | 89 |

89. Solitary - Keeps own counsel, hard to get to know.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 4 | 4 | | 1 | | 89 |

DEPENDABILITY ORIENTATION The Dependability Orientation focuses on productivity, efficiency, and trustworthiness.

Credible Scale

9. Candid - Open and honest when dealing with others.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 1 | | 2 | 5 | 1 | 67 |

20. Credible - Worthy of trust, believable.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | | 3 | 6 | 100 |

23. Deceptive - Conceals the truth for selfish reasons.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 6 | 1 | | 1 | | 88 |

38. Ethical - Lives within society's standards of right and wrong.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | | 6 | 3 | 100 |

Credible Scale (continued)

83. *Scheming - Develops sly and devious plans.*

96. *Trustworthy - Inspires trust and confidence.*

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | 1 | | | | | | |
| All Obs | 8 | | | 1 | | | 89 |

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | 2 | 5 | 2 | 78 |

Organized Scale

10. *Careless - Neglects daily details.*

62. *Irresponsible - Disregards obligations.*

65. *Methodical - Arranges life neatly and systematically.*

69. *Orderly - Well-behaved and follows rules.*

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | 1 | | | | | |
| All Obs | 1 | 4 | 3 | 1 | | | 56 |

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | 1 | | | | | | |
| All Obs | 6 | 2 | 1 | | | | 89 |

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | 1 | | | | |
| All Obs | | 2 | 2 | 3 | 2 | | 22 |

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 1 | 1 | | 6 | 1 | 78 |

70. *Organized - Plans ahead and then follows through.*

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | 1 | 2 | 3 | 3 | | 33 |

Productivity Scale

24. Dependable - Performs as promised.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 1 | 1 | | 6 | 1 | 78 |

31. Effective - Gets projects done well and on time.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 1 | 1 | 1 | 5 | 1 | 67 |

74. Procrastinating - Can't get necessary tasks done on time.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | 1 | | | | |
| All Obs | 2 | 3 | 1 | 2 | | 1 | 56 |

75. Productive - Gets a lot done.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | 1 | 1 | 6 | 1 | 78 |

76. Prudent - Plans for the unexpected.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 2 | 1 | 4 | 2 | | 22 |

97. Wasteful - Uses time, money, or other resources foolishly.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | 1 | | | | | |
| All Obs | 6 | 1 | 2 | | | | 78 |

Thrifty Scale

40. Extravagant - Spends money and other resources freely.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | 1 | | | | |
| All Obs | 1 | 2 | 1 | 4 | 1 | | 33 |

49. Frugal - Careful with money.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | 1 | 1 | | 2 | 5 | | 56 |

94. Thrifty - Manages money and other organizational resources carefully.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | 1 | 1 | 2 | | 5 | | 56 |

RESILIENCE ORIENTATION The Resilience Orientation measures mental durability, emotional balance, and the ability to handle ambiguity.

Calm Scale

8. Calm - Unhurried, unruffled.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | 1 | | 1 | 2 | 4 | 1 | 56 |

29. Easy-going - Has a calm and unhurried manner.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | 2 | | 1 | 4 | 2 | 67 |

87. Serene - Calm and unruffled.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | | 2 | 2 | 3 | 1 | 1 | 22 |

Flexible Scale

2. Adaptable - Easily adjusts to changing conditions.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | 3 | 6 | | 67 |

44. Flexible - Handles change and ambiguity well.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | 4 | 4 | 1 | 56 |

51. Headstrong - Difficult to reason with, opinionated.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 3 | 3 | 3 | | | 67 |

90. Stubborn - Fixed in purpose or opinion; is difficult to change.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | 4 | 2 | 3 | | | 67 |

Optimistic Scale

25. Discouraged - Feels gloomy and unhappy.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | 1 | | | | | | |
| All Obs | 2 | 6 | 1 | | | | 89 |

66. Moody - Shows sudden changes of emotion.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | 1 | | | | |
| All Obs | 1 | 6 | 1 | 1 | | | 78 |

68. Optimistic - Sees the best in people and situations.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | 1 | | | |
| All Obs | 1 | | | 3 | 5 | | 56 |

78. Resilient - Recovers quickly from failures or adversity.

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | 2 | 6 | 1 | 78 |

Optimistic Scale (continued)

93. *Temperamental - Moody, irritable, and overly sensitive.*

98. *Well-adjusted - Handles personal and emotional problems well.*

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | 1 | | | | | |
| All Obs | 3 | 6 | | | | | 100 |

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | | 7 | 2 | 100 |

Trusting Scale

21. *Cynical - Doubts the goodness of others.*

77. *Resentful - Feels injured, insulted, or exploited.*

92. *Suspicious - Inclined to distrust others.*

95. *Trusting - Believes in the goodness of others.*

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | 1 | | | | |
| All Obs | 2 | 4 | | 2 | | 1 | 67 |

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | 1 | | | | | |
| All Obs | 3 | 4 | | 2 | | | 78 |

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | 1 | | | | | |
| All Obs | 2 | 6 | | 1 | | | 89 |

| | Nev | Sel | Occ | Som | Usu | Alw | %Fav |
|---------|-----|-----|-----|-----|-----|-----|------|
| You | | | | | 1 | | |
| All Obs | | | | | 8 | 1 | 100 |

Procedural Checks

These checks are designed to confirm the accuracy and relevance of the ratings.
If many response checks read “doubtful” or “invalid,” see your survey administrator.

| | Consistency ¹ | Completion ² | Response Pattern ³ | How Well Your Observers Say They Know You |
|----------------|--------------------------|-------------------------|-------------------------------|---|
| Self | Valid | Valid | Valid | Not Specified |
| Observer 1 | Valid | Valid | Valid | Very well |
| Observer 2 | Valid | Valid | Valid | Reasonably well |
| Observer 3 | Doubtful | Valid | Valid | Reasonably well |
| Observer 4 | Valid | Valid | Valid | Reasonably well |
| Observer 5 | Valid | Valid | Valid | Reasonably well |
| Observer 6 | Valid | Valid | Valid | Casually |
| Observer 7 | Valid | Valid | Valid | Reasonably well |
| Observer 8 | Valid | Valid | Valid | Reasonably well |
| Observer 9 | Valid | Valid | Valid | Very well |
| Percent Valid: | 90% | 100% | 100% | |

1 “Consistency” is invalid if the observer tended to give different responses to similar items.

2 “Completion” is invalid if the observer skipped over many of the questions.

3 “Response Pattern” is invalid if the observer used the response scale (strongly agree to strongly disagree) in unusual ways.