

Campbell™ Leadership Index (CLI®)

CONFIDENTIAL RESULTS FOR

Pat Sample

Completed January 1, 2005



An assessment of
leadership characteristics

Enhanced Version

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

Scored July 21, 2005
1 Superior, 3 Peers, 5 Subordinates, 0 Others
Survey Version: B.L.4.1196.12

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VANGENT 

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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.

<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.

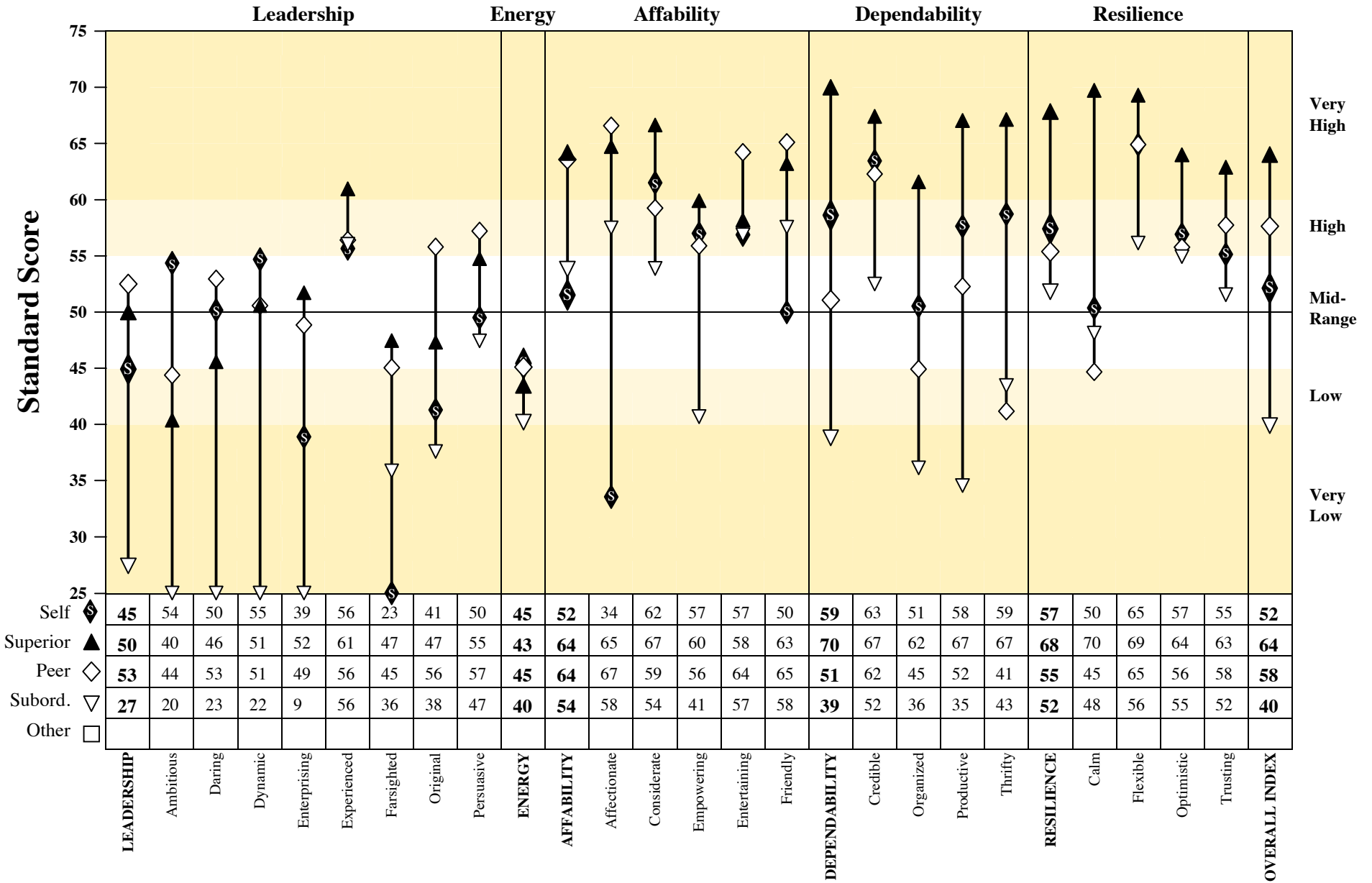
Confirmed Vulnerabilities are attributes rated low by both you and your observers. You agree with your observers that these areas are problematic for your leadership effectiveness.

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.

Campbell™ Leadership Index - Scale Score Comparisons by Observer Level for Pat Sample (9 Observers)

◆ Self
▲ Superior (N=1)
◇ Peers (N=3)
▽ Subordinates (N=5)
□ Others (N=0)



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.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	1	1	1	3	2	1	33
Superior				1			0
Peer				1	1	1	67
Subord	1	1	1	1	1		20
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	3		1	5			0
Superior				1			0
Peer				3			0
Subord	3		1	1			0
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	2	1	3	1	2		22
Superior				1			0
Peer		1	1		1		33
Subord	2		2		1		20
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		2		3	4		44
Superior				1			0
Peer				1	2		67
Subord		2		1	2		40
Other							

Daring Scale

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	4			2	3		33
Superior				1			0
Peer					3		100
Subord	4			1			0
Other							

22. Daring - Willing to try new experiences.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	3	1	1	2	2		22
Superior				1			0
Peer				1	2		67
Subord	3	1	1				0
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	5	1		3			0
Superior				1			0
Peer		1		2			0
Subord	5						0
Other							

15. Conservative - Cautious about changing the status quo.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	2	2	1	4			44
Superior				1			0
Peer		1		2			33
Subord	2	1	1	1			60
Other							

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
Superior			1				0
Peer				2	1		33
Subord	2		2	1			0
Other							

37. Enthusiastic - Has an eager, spontaneous approach.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	1	2	1		5		56
Superior					1		100
Peer					3		100
Subord	1	2	1		1		20
Other							

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
Superior					1		100
Peer			1	2			0
Subord		3	1		1		20
Other							

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
Superior					1		100
Peer				1	2		67
Subord	1	2	1		1		20
Other							

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
Superior				1			0
Peer				1	2		67
Subord		4		1			0
Other							

56. Impressive - One whose achievements stand out.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	2		1	5	1		11
Superior				1			0
Peer				3			0
Subord	2		1	1	1		20
Other							

79. Resourceful - Deals skillfully with unexpected challenges.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		2	2	1	3	1	44
Superior						1	100
Peer				1	2		67
Subord		2	2		1		20
Other							

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
Superior						1	100
Peer					3		100
Subord				2	1	2	60
Other							

67. Naive - Foolishly simple and unsophisticated.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	7	1	1				89
Superior		1					100
Peer	3						100
Subord	4		1				80
Other							

82. Savvy - Experienced and well-informed.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				1	7	1	89
Superior					1		100
Peer					3		100
Subord				1	3	1	80
Other							

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
Superior	1						100
Peer	2	1					100
Subord	2	2		1			80
Other							

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
Superior				1			0
Peer		1		2			0
Subord			1	2		2	40
Other							

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
Superior				1			0
Peer				3			0
Subord		2		3			0
Other							

47. Forward-looking - Focuses on the future.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs			2	5	2		22
Superior				1			0
Peer			1	1	1		33
Subord			1	3	1		20
Other							

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
Superior					1		100
Peer				1	2		67
Subord		1		1	3		60
Other							

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
Superior				1			0
Peer				1	2		67
Subord	1	1	1	1	1		20
Other							

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
Superior				1			0
Peer		1			1	1	67
Subord		1	2	2			0
Other							

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
Superior				1			0
Peer				1	2		67
Subord	1		1	2		1	20
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs			1	6	2		22
Superior				1			0
Peer				2	1		33
Subord			1	3	1		20
Other							

Persuasive Scale

17. Convincing - Capable of influencing others.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs			1	2	6		67
Superior				1			100
Peer				1	2		67
Subord			1	1	3		60
Other							

45. Fluent - Persuasive and articulate with words.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav	
You				1				
All Obs				1	1	5	2	78
Superior					1		100	
Peer					3		100	
Subord			1	1	1	2	60	
Other								

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
Superior				1			0
Peer					1	2	67
Subord			1	3	1		20
Other							

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
Superior				1			0
Peer					3		100
Subord		1	1	1		2	40
Other							

7. Athletic - Engages in vigorous activities.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs		2	3	1	2	1	11
Superior				1			0
Peer		1	1	1			0
Subord		1	2	1		1	20
Other							

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
Superior					1		100
Peer				1	2		67
Subord				2	2	1	60
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav	
You					1			
All Obs				1	3	4	1	56
Superior					1		100	
Peer				2	1		33	
Subord			1	1	2	1	60	
Other								

57. Inactive - Physically quiet, shows little energy.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	2	3	3	1			56
Superior			1				0
Peer	1	2					100
Subord	1	1	2	1			40
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs	1	2		6			33
Superior				1			0
Peer	1			2			33
Subord		2		3			40
Other							

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
Superior					1		100
Peer		2			1		100
Subord			4		1		100
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs	2	4	2	1			67
Superior		1					100
Peer	2	1					100
Subord			2	2	1		40
Other							

32. Emotional - Shows feelings openly.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You		1					
All Obs	1			5	3		33
Superior				1			0
Peer				2	1		33
Subord	1			2	2		40
Other							

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
Superior					1		100
Peer		2			1		100
Subord			4		1		100
Other							

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
Superior					1		100
Peer					3		100
Subord		1			3	1	80
Other							

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
Superior						1	100
Peer					1	2	100
Subord				2	3		60
Other							

58. Insensitive - Unaware of the feelings of others.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs		4	4		1		89
Superior		1					100
Peer		1	2				100
Subord		2	2		1		80
Other							

81. Sarcastic - Makes cutting remarks belittling others.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You		1					
All Obs	5	2	1	1			78
Superior	1						100
Peer	2	1					100
Subord	2	1	1	1			60
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs	5	4					100
Superior		1					100
Peer	2	1					100
Subord	3	2					100
Other							

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
Superior					1		100
Peer	1			1	1		33
Subord	1		1		2	1	60
Other							

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
Superior					1		100
Peer				1	2		67
Subord		1	1	1	2		40
Other							

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
Superior					1		100
Peer				1	2		67
Subord		1	1	2	1		20
Other							

91. Supportive - Helps others be successful and confident.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		1			8		89
Superior					1		100
Peer					3		100
Subord		1			4		80
Other							

Entertaining Scale

36. Entertaining - Good at amusing others.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs			1	3	2	3	56
Superior				1			0
Peer					1	2	100
Subord			1	2	1	1	40
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		1		2	5	1	67
Superior					1		100
Peer				1	2		67
Subord		1		1	2	1	60
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				2	6	1	78
Superior					1		100
Peer				1	2		67
Subord				1	3	1	80
Other							

60. Introverted - Prefers being alone.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		1	6	1	1		78
Superior		1					100
Peer		1	2				100
Subord		3	1	1			60
Other							

100. Witty - Clever and amusing with words.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				3	5	1	67
Superior				1			0
Peer					3		100
Subord				2	2	1	60
Other							

Friendly Scale

11. Cheerful - Smiles and laughs easily.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs			1		7	1	89
Superior					1		100
Peer					2	1	100
Subord			1		4		80
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs					3	6	100
Superior					1		100
Peer					1	2	100
Subord					2	3	100
Other							

64. Likeable - Easy to feel friendly toward.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs					4	5	100
Superior					1		100
Peer					1	2	100
Subord					3	2	100
Other							

73. Private - Difficult for others to know.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		2	6		1		89
Superior		1					100
Peer		2	1				100
Subord		4			1		80
Other							

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
Superior		1					100
Peer	2	1					100
Subord	2	2		1			80
Other							

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
Superior					1		100
Peer				1	1	1	67
Subord		1		1	3		60
Other							

20. Credible - Worthy of trust, believable.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs					3	6	100
Superior					1		100
Peer					1	2	100
Subord					2	3	100
Other							

23. Deceptive - Conceals the truth for selfish reasons.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		6	1		1		88
Superior		1					100
Peer		3					100
Subord		2	1		1		75
Other							

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
Superior					1		100
Peer					3		100
Subord					3	2	100
Other							

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
Superior	1						100
Peer	3						100
Subord	4			1			80
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				2	5	2	78
Superior						1	100
Peer					2	1	100
Subord				2	3		60
Other							

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
Superior	1						100
Peer		3					100
Subord	1	3	1				20
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You		1					
All Obs	6	2	1				89
Superior	1						100
Peer	2	1					100
Subord	3	1	1				80
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		2	2	3	2		22
Superior					1		100
Peer		1		1	1		33
Subord		1	2	2			0
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs		1	1		6	1	78
Superior					1		100
Peer			1		2		67
Subord		1			3	1	80
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		1	2	3	3		33
Superior					1		100
Peer			1	1	1		33
Subord		1	1	2	1		20
Other							

Productivity Scale

24. Dependable - Performs as promised.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs		1	1		6	1	78
Superior						1	100
Peer					3		100
Subord		1	1		3		60
Other							

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
Superior						1	100
Peer					3		100
Subord		1	1	1	2		40
Other							

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
Superior		1					100
Peer		1	1		1		67
Subord			2	1	1	1	40
Other							

75. Productive - Gets a lot done.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs				1	1	6	78
Superior						1	100
Peer						3	100
Subord			1	1	2	1	60
Other							

76. Prudent - Plans for the unexpected.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs		2	1	4	2		22
Superior					1		100
Peer			1	1	1		33
Subord		2		3			0
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs		6	1	2			78
Superior		1					100
Peer		2		1			67
Subord		3	1	1			80
Other							

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
Superior	1						100
Peer		1		1	1		33
Subord		1	1	3			20
Other							

49. Frugal - Careful with money.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs	1	1		2	5		56
Superior					1		100
Peer		1			2		67
Subord	1			2	2		40
Other							

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
Superior					1		100
Peer		1			2		67
Subord			1	2	2		40
Other							

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
Superior						1	100
Peer			1	1	1		33
Subord	1			1	3		60
Other							

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
Superior						1	100
Peer		1		1		1	33
Subord		1			4		80
Other							

87. Serene - Calm and unruffled.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs		2	2	3	1	1	22
Superior						1	100
Peer		1	1		1		33
Subord		1	1	3			0
Other							

Flexible Scale

2. Adaptable - Easily adjusts to changing conditions.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				3	6		67
Superior					1		100
Peer					3		100
Subord				3	2		40
Other							

44. Flexible - Handles change and ambiguity well.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				4	4	1	56
Superior						1	100
Peer				1	2		67
Subord				3	2		40
Other							

51. Headstrong - Difficult to reason with, opinionated.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	3	3	3				67
Superior	1						100
Peer	1	1	1				67
Subord	1	2	2				60
Other							

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
Superior		1					100
Peer	3						100
Subord	1	1	3				40
Other							

Optimistic Scale

25. Discouraged - Feels gloomy and unhappy.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You	1						
All Obs	2	6	1				89
Superior		1					100
Peer		2	1				67
Subord	2	3					100
Other							

66. Moody - Shows sudden changes of emotion.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs	1	6	1	1			78
Superior		1					100
Peer		3					100
Subord	1	2	1	1			60
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	1			3	5		56
Superior					1		100
Peer				1	2		67
Subord	1			2	2		40
Other							

78. Resilient - Recovers quickly from failures or adversity.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				2	6	1	78
Superior					1		100
Peer				1	2		67
Subord				1	3	1	80
Other							

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.