

# Campbell™ Leadership Index (CLI®)

CONFIDENTIAL RESULTS FOR

## SAMPLE 360 REPORT

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



Equipping Leaders to do their BEST WORK

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**1 Superior, 4 Peers, 7 Subordinates, 4 Others**

**Survey Version: B.L.4.1196.12**

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An assessment of  
leadership characteristics

*Enhanced Version*

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# Campbell<sup>™</sup> Leadership Index (CLI<sup>®</sup>)

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## Interpretive Comments

Overall, your observer scores on the Campbell Leadership Index (CLI®) are positive compared to those of other leaders. Most of the ratings you received from your observers fall into the mid-range or above, and your observers gave you a score of 54 on the Overall Index.

In general, you rated yourself at about the same level as your observers rated you. You and your observers agree that you have strengths in a number of areas.

### 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:

- Are an innovative thinker who offers unique perspectives and new ideas. Through your leadership, you champion new approaches and initiatives.
- Are forward-looking, articulating a clear vision for where you want to lead others. You tend to be insightful, readily identifying underlying strategic issues from incomplete or ambiguous information.
- Are highly motivated and determined to make progress. You set aggressive goals, take decisive action, and confront issues directly.
- Are experienced and well-informed. Your experience enables you to offer long-term, big-picture views.
- Are an organizational maverick. Others depend on you to challenge status quo thinking and assumptions. You are also likely to see and support entrepreneurial opportunities and encourage others to take risks.

## 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:

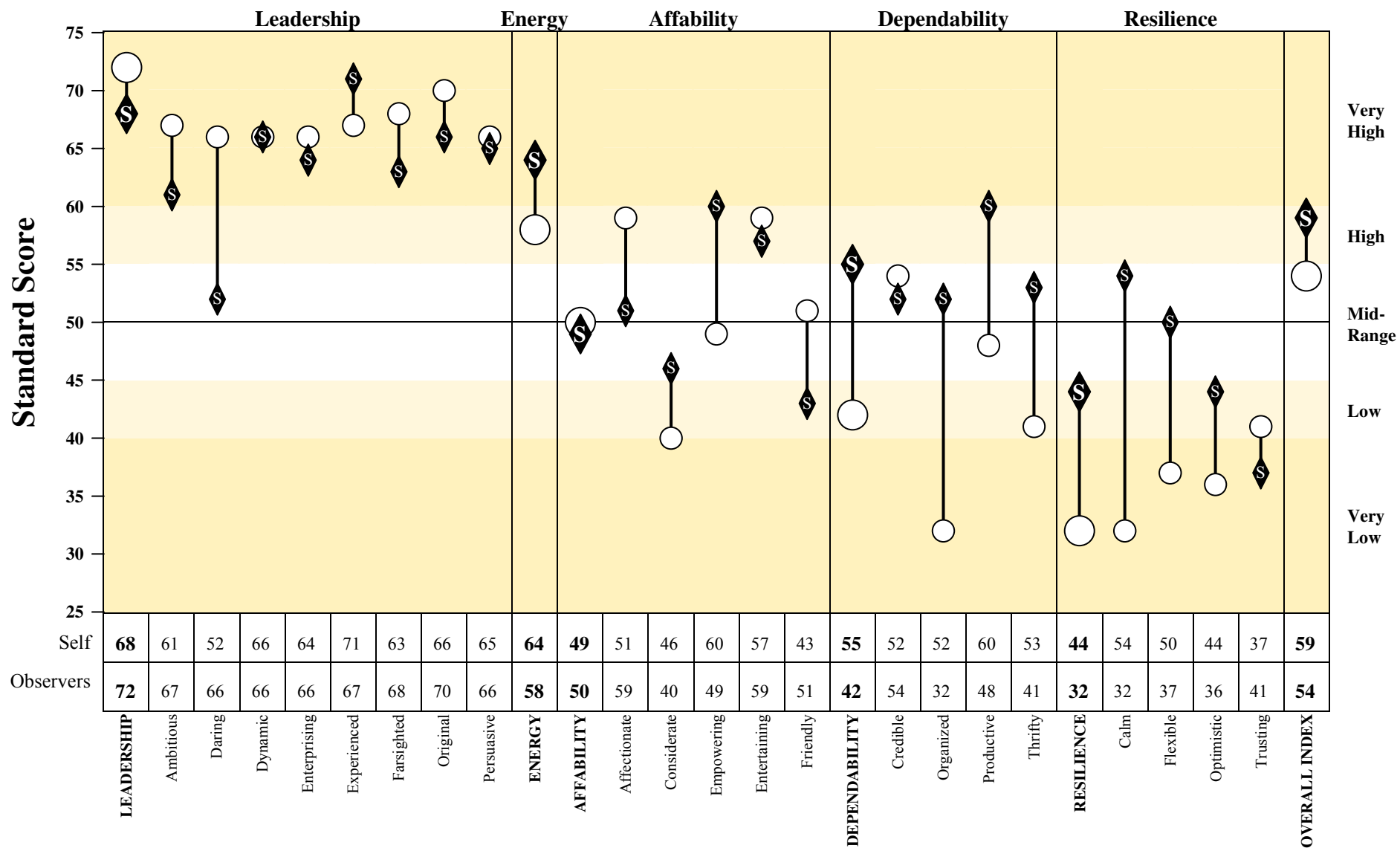
- Approach your work in a more organized and methodical manner. Make and follow to-do lists. Keep track of deadlines on a conspicuously placed calendar. When making plans, fill in all of the details.
- Avoid emotional outbursts. Postpone reactions to bad news until your emotions are under control. Present criticism tactfully and privately. Make time to relax and renew yourself.
- Express a more optimistic view of the world. Spend more time emphasizing the best case than the worst. Point out the best in people and situations. Realize that positive expectations can become self-fulfilling prophecies.

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 What Blind Spots?

(11 Observers)

 Self

 Observer Average


## Self Versus Observer Quadrant for What Blind Spots?

<p><b>Unacknowledged Assets</b></p>	<p><b>Confirmed Assets</b></p> <p>Original Farsighted Experienced Ambitious Dynamic Persuasive Enterprising Entertaining</p>
<p><b>Confirmed Vulnerabilities</b></p> <p>Trusting Optimistic</p>	<p><b>Unacknowledged Vulnerabilities</b></p> <p>Thrifty Flexible Calm Organized</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.

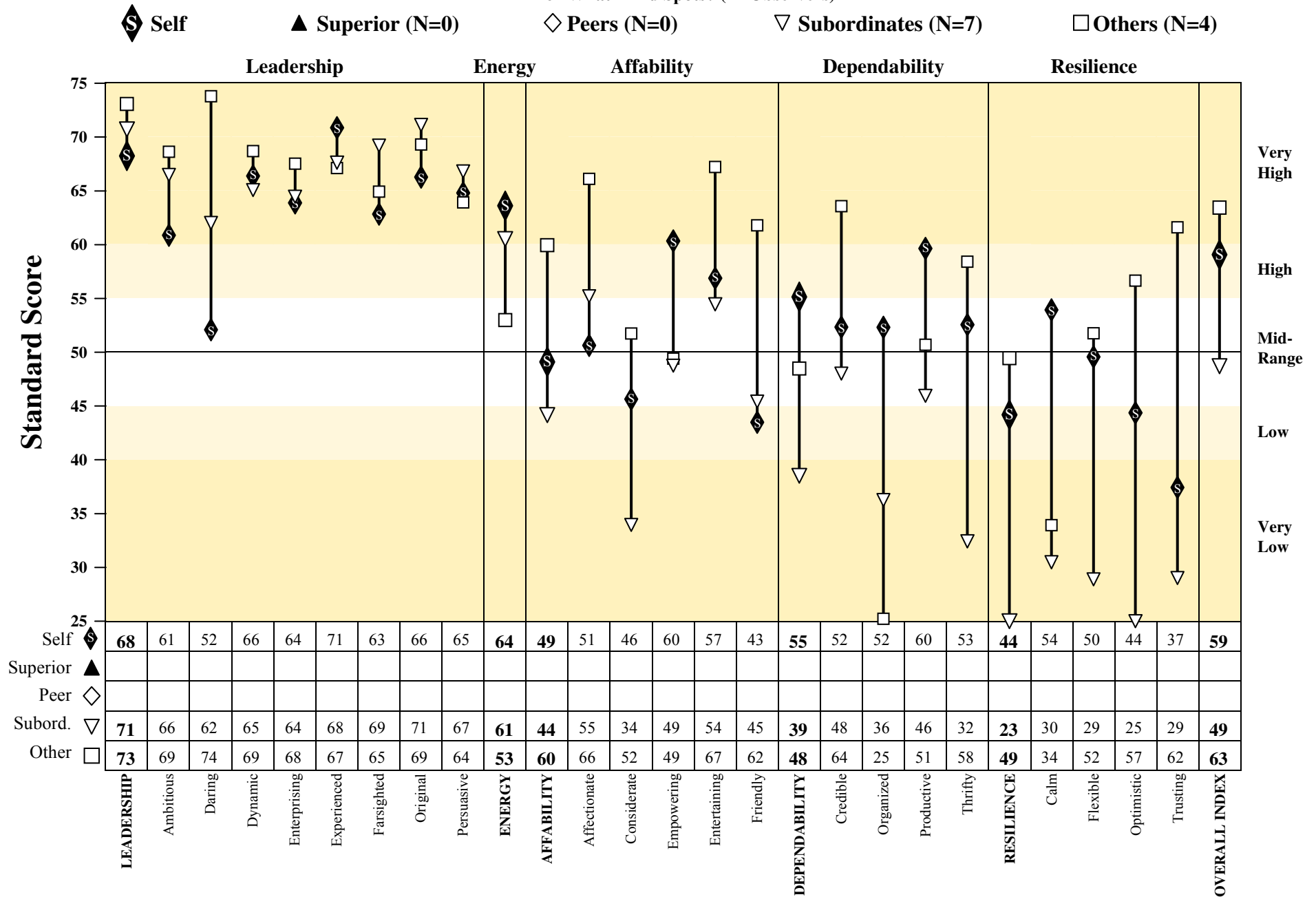
**Confirmed Vulnerabilities** are attributes rated low by both you and your observers. You agree with your observers that these areas are problematic for your leadership effectiveness.

**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 What Blind Spots? (11 Observers)

Page 4



**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		10	91
Superior							
Peer							
Subord				1		6	86
Other						4	100

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs					1	10	100
Superior							
Peer							
Subord					1	6	100
Other						4	100

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs					1	10	100
Superior							
Peer							
Subord					1	6	100
Other						4	100

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

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

***Daring Scale***

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs			1	2	3	5	73
Superior							
Peer							
Subord			1	2	2	2	57
Other					1	3	100

22. Daring - Willing to try new experiences.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs				2	3	6	82
Superior							
Peer							
Subord				2	2	3	71
Other					1	3	100

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs			1	1	4	5	82
Superior							
Peer							
Subord			1	1	3	2	71
Other					1	3	100

15. Conservative - Cautious about changing the status quo.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs		3	5	2	1		73
Superior							
Peer							
Subord		1	3	2	1		57
Other		2	2				100

**Dynamic Scale**

28. Dynamic - Inspires others through energy and enthusiasm.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs					3	8	100
Superior							
Peer							
Subord					2	5	100
Other					1	3	100

37. Enthusiastic - Has an eager, spontaneous approach.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs				1	3	7	91
Superior							
Peer							
Subord				1	3	3	86
Other						4	100

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs				1	5	5	91
Superior							
Peer							
Subord				1	3	3	86
Other					2	2	100

**Enterprising Scale**

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs					5	6	100
Superior							
Peer							
Subord					5	2	100
Other						4	100

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs				1	3	7	91
Superior							
Peer							
Subord					3	4	100
Other				1		3	75

56. Impressive - One whose achievements stand out.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs					2	9	100
Superior							
Peer							
Subord						7	100
Other					2	2	100

79. Resourceful - Deals skillfully with unexpected challenges.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs					2	5	82
Superior							
Peer							
Subord				2	4	1	71
Other					1	3	100

**Experienced Scale**

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

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

67. Naive - Foolishly simple and unsophisticated.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs		5	5		1		91
Superior							
Peer							
Subord		3	4				100
Other		2	1		1		75

82. Savvy - Experienced and well-informed.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs				1	5	5	91
Superior							
Peer							
Subord					5	2	100
Other				1		3	75

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs		9	2				100
Superior							
Peer							
Subord		5	2				100
Other		4					100



***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	2	8	91
Superior							
Peer							
Subord				1	1	5	86
Other					1	3	100

***Farsighted Scale***

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs						10	100
Superior							
Peer							
Subord						7	100
Other						3	100

47. Forward-looking - Focuses on the future.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs					3	8	100
Superior							
Peer							
Subord					2	5	100
Other					1	3	100

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs						7	91
Superior							
Peer							
Subord					5	2	100
Other					2	1	75

***Original Scale***

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs					3	8	100
Superior							
Peer							
Subord					2	5	100
Other					1	3	100

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs					4	7	100
Superior							
Peer							
Subord					2	5	100
Other					2	2	100

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

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

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You						1	
All Obs					1	5	91
Superior							
Peer							
Subord					4	3	100
Other					1	2	75

**Persuasive Scale**

17. Convincing - Capable of influencing others.

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

45. Fluent - Persuasive and articulate with words.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				1	6	4	91
Superior							
Peer							
Subord					5	2	100
Other				1	1	2	75

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs					5	6	100
Superior							
Peer							
Subord					3	4	100
Other					2	2	100

**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					4	7	100
Superior							
Peer							
Subord					4	3	100
Other						4	100

7. Athletic - Engages in vigorous activities.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	1	1	1	2	3	3	55
Superior							
Peer							
Subord	1			1	2	3	71
Other		1	1	1	1		25

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs					8	3	100
Superior							
Peer							
Subord					7		100
Other					1	3	100

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		1	1	3	5	1	55
Superior							
Peer							
Subord				1	5	1	86
Other		1	1	2			0

57. Inactive - Physically quiet, shows little energy.

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

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You		1					
All Obs	5	3	1				89
Superior							
Peer							
Subord	4	2					100
Other	1	1	1				67

**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		2	2	3	1	3	36
Superior							
Peer							
Subord		2	2	2	1		14
Other				1		3	75

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs		1	7	2	1		73
Superior							
Peer							
Subord			4	2	1		57
Other		1	3				100

32. Emotional - Shows feelings openly.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs				3	5	3	73
Superior							
Peer							
Subord				1	3	3	86
Other				2	2		50

### Considerate Scale

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs		1	2	3	2	3	45
Superior							
Peer							
Subord		1	1	3	1	1	29
Other			1		1	2	75

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs			1	7	2	1	27
Superior							
Peer							
Subord				6	1		14
Other			1	1	1	1	50

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs			1	3	4	3	64
Superior							
Peer							
Subord			1	3	2	1	43
Other					2	2	100

58. Insensitive - Unaware of the feelings of others.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs		2	3	1	1	4	45
Superior							
Peer							
Subord		1	1	1	1	3	29
Other		1	2			1	75

81. Sarcastic - Makes cutting remarks belittling others.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs		2	1	3	2	1	27
Superior							
Peer							
Subord		1		2	1	1	14
Other		1	1	1			50

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs		4	2		2	3	55
Superior							
Peer							
Subord		1	2		1	3	43
Other		3		1			75

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs		3	2	3	1	2	27
Superior							
Peer							
Subord		3	1	1	1	1	29
Other			1	2		1	25

**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		6	2	2	36
Superior							
Peer							
Subord				4	1	2	43
Other		1		2	1		25

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		1	1	4	3	2	45
Superior							
Peer							
Subord		1		4	2		29
Other			1		3		75

91. Supportive - Helps others be successful and confident.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				6	1	4	45
Superior							
Peer							
Subord				5	2		29
Other			1	1	2		75

**Entertaining Scale**

36. Entertaining - Good at amusing others.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs			1	3	4	3	64
Superior							
Peer							
Subord			1	3	2	1	43
Other					2	2	100

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs			2	2	3	4	64
Superior							
Peer							
Subord			2	2	2	1	43
Other					1	3	100

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				5	4	2	55
Superior							
Peer							
Subord				4	3		43
Other			1	1	2		75

60. Introverted - Prefers being alone.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		3	3	3	2		55
Superior							
Peer							
Subord		1	1	3	2		29
Other		2	2				100

100. Witty - Clever and amusing with words.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs			1	2	4	4	73
Superior							
Peer							
Subord				2	4	1	71
Other			1		3		75

**Friendly Scale**

11. Cheerful - Smiles and laughs easily.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				3	4	4	73
Superior							
Peer							
Subord				3	3	1	57
Other					1	3	100

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				4	5	2	64
Superior							
Peer							
Subord				4	2	1	43
Other					3	1	100

64. Likeable - Easy to feel friendly toward.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				2	2	5	64
Superior							
Peer							
Subord				2	2	2	43
Other					3	1	100

73. Private - Difficult for others to know.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs					3	3	55
Superior							
Peer							
Subord					2	1	43
Other					1	2	75

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		4	4	1	1	1	73
Superior							
Peer							
Subord		1	3	1	1	1	57
Other		3	1				100

**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				2	6	2	80
Superior							
Peer							
Subord				2	4		67
Other					2	2	100

20. Credible - Worthy of trust, believable.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				3	4	4	73
Superior							
Peer							
Subord				2	3	2	71
Other				1	1	2	75

23. Deceptive - Conceals the truth for selfish reasons.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				4	3	1	70
Superior							
Peer							
Subord				2	1	1	50
Other				2	2		100

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs					8	3	100
Superior							
Peer							
Subord					6	1	100
Other					2	2	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	6	2		2			80
Superior							
Peer							
Subord	2	2		2			67
Other	4						100

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You	1						
All Obs			1	2	3	5	73
Superior							
Peer							
Subord			1	2	2	2	57
Other					1	3	100

**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		3	3	4	1		27
Superior							
Peer							
Subord		3	2	2			43
Other			1	2	1		0

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You	1						
All Obs	5	3	1	1	1		73
Superior							
Peer							
Subord	3	2		1	1		71
Other	2	1	1				75

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You	1						
All Obs		2	5	2	2		18
Superior							
Peer							
Subord		1	2	2	2		29
Other		1	3				0

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You	1						
All Obs		2	5	1	3		27
Superior							
Peer							
Subord		1	3	1	2		29
Other		1	2		1		25

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You	1						
All Obs		1	1	3	5	1	55
Superior							
Peer							
Subord			1	2	3	1	57
Other		1		1	2		50

**Productive Scale**

24. Dependable - Performs as promised.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs			1		8	2	91
Superior							
Peer							
Subord					5	2	100
Other			1		3		75

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs			1	2	7	1	73
Superior							
Peer							
Subord				2	4	1	71
Other			1		3		75

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs	1	7	1	2			73
Superior							
Peer							
Subord	1	4	1	1			71
Other		3		1			75

75. Productive - Gets a lot done.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs				1	6	4	91
Superior							
Peer							
Subord				1	3	3	86
Other					3	1	100

76. Prudent - Plans for the unexpected.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		1	2	5	3		27
Superior							
Peer							
Subord		1	2	3	1		14
Other				2	2		50

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		6		4			60
Superior							
Peer							
Subord		2		4			33
Other		4					100

**Thrifty Scale**

40. Extravagant - Spends money and other resources freely.

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

49. Frugal - Careful with money.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		1	4	1	4		40
Superior							
Peer							
Subord		1	4	1	1		14
Other					3		100

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs			4	1	6		55
Superior							
Peer							
Subord			4	1	2		29
Other					4		100

**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	5	2	2	1		9
Superior							
Peer							
Subord	1	4	1		1		14
Other		1	1	2			0

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs	2	4	2	2	1		9
Superior							
Peer							
Subord	1	2	2	2			0
Other	1	2			1		25

87. Serene - Calm and unruffled.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs	1	4	3	2		1	9
Superior							
Peer							
Subord	1	2	3			1	14
Other		2		2			0

### *Flexible Scale*

2. Adaptable - Easily adjusts to changing conditions.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		2		5	4		36
Superior							
Peer							
Subord		2		4	1		14
Other				1	3		75

44. Flexible - Handles change and ambiguity well.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You					1		
All Obs		3	3	1	3	1	36
Superior							
Peer							
Subord		3	3		1		14
Other				1	2	1	75

51. Headstrong - Difficult to reason with, opinionated.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs		2		4	1	4	18
Superior							
Peer							
Subord				3	1	3	0
Other		2		1		1	50

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs		1	4	4	2		9
Superior							
Peer							
Subord			3	2	2		0
Other		1	1	2			25

### *Optimistic Scale*

25. Discouraged – Feels gloomy and unhappy.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You		1					
All Obs	2	5	4				64
Superior							
Peer							
Subord	1	2	4				43
Other	1	3					100

66. Moody - Shows sudden changes of emotion.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs	1	2	1	2	1	4	27
Superior							
Peer							
Subord			1	2		4	0
Other	1	2			1		75

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs			3	2	2	3	50
Superior							
Peer							
Subord			3	1	2	1	43
Other				1		2	67

78. Resilient - Recovers quickly from failures or adversity.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs				1	8	2	91
Superior							
Peer							
Subord				1	6		86
Other					2	2	100



***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	1	1	1	5		3	18
Superior							
Peer							
Subord				4		3	0
Other	1	1	1	1			50

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs		1	3	2	4	1	45
Superior							
Peer							
Subord		1	3	2	1		14
Other					3	1	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	2	3	2	2		36
Superior							
Peer							
Subord	1		2	2	2		14
Other	1	2	1				75

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs	1	2	2	6			27
Superior							
Peer							
Subord			1	6			0
Other	1	2	1				75

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs	1	5		4		1	55
Superior							
Peer							
Subord		2		4		1	29
Other	1	3					100

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
You				1			
All Obs		1	1	2	3	4	64
Superior							
Peer							
Subord		1	1	2	2	1	43
Other					1	3	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 <sup>1</sup>	Completion <sup>2</sup>	Response Pattern <sup>3</sup>	How Well Your Observers Say They Know You
Self	Valid	Valid	Valid	
Observer 1	Valid	Valid	Valid	Very well
Observer 2	Valid	Valid	Valid	Reasonably well
Observer 3	Valid	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	Very well
Observer 8	Valid	Valid	Valid	Casually
Observer 9	Valid	Valid	Valid	Very well
Observer 10	Valid	Valid	Valid	Reasonably well
Observer 11	Valid	Valid	Valid	Reasonably well
Percent Valid:	100%	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.