

Campbell™ Leadership Index (CLI®)

CONFIDENTIAL RESULTS FOR
Morteza Anvari

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

Please Note: Insufficient numbers of raters were obtained for certain rater categories. One rater was excluded to protect confidentiality.

Scored August 5, 2015
1 Superior, 3 Peers, 6 Subordinates, 0 Others
Survey Version: B.L.4.1196.12

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VANGENT 



An assessment of
leadership characteristics

Enhanced Version

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CampbellTM Leadership Index (CLI[®])

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Interpretive Comments

Overall, your observer scores on the Campbell Leadership Index (CLI®) are extremely positive compared to those of other leaders. Most of the ratings you received from your observers fall into the very high range. On the Overall Index, your observers gave you a score of 69.

In general, you rated yourself less favorably than you were rated by your observers. Even though your self-ratings are high, you do not give yourself enough credit for your strengths. You need to acknowledge and use your strengths as a leader to reach your full potential.

Leadership Strengths

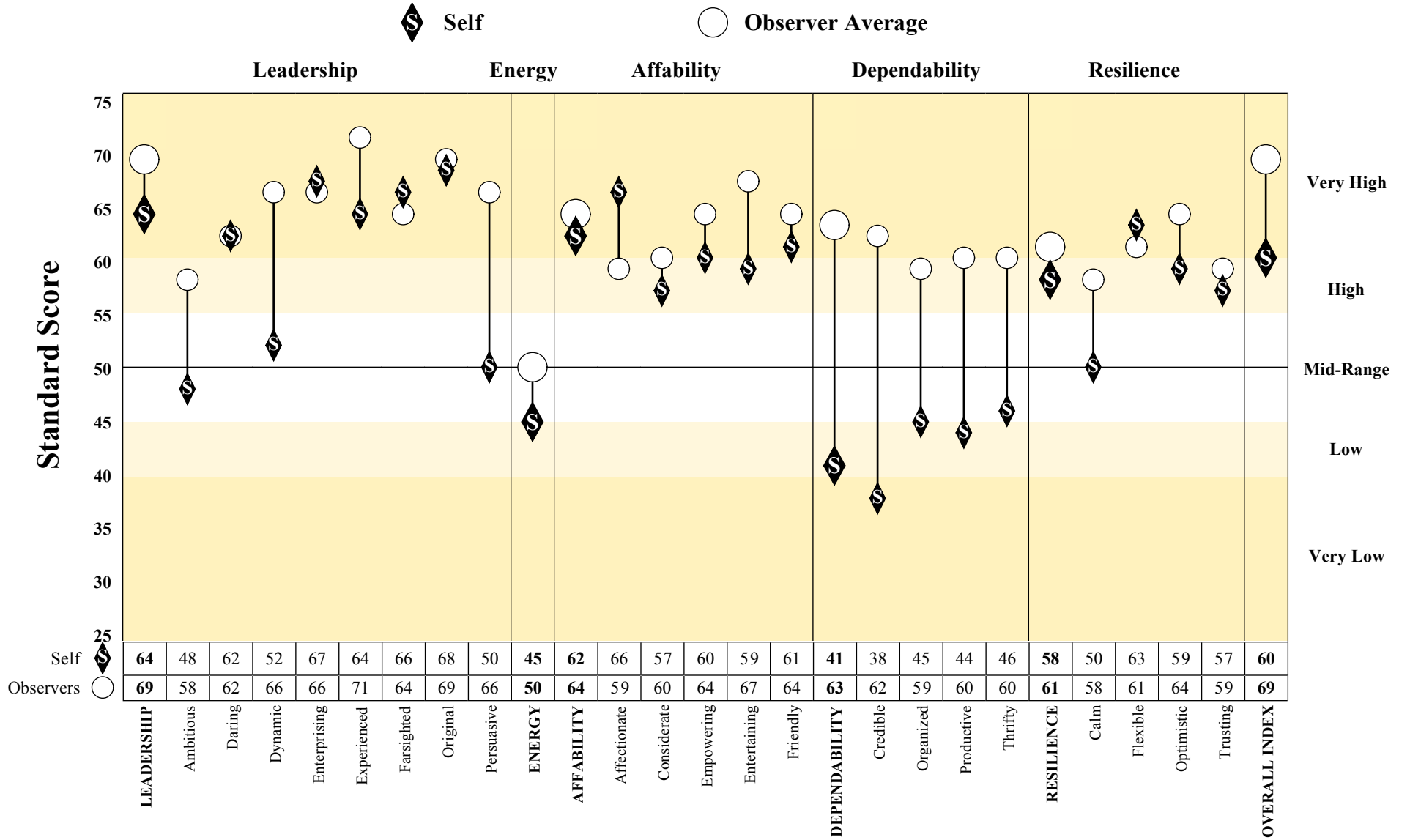
In terms of your leadership strengths, your CLI profile suggests that you:

- Are experienced and well-informed. Your experience enables you to offer long-term, big-picture views.
- Are an innovative thinker who offers unique perspectives and new ideas. Through your leadership, you champion new approaches and initiatives.
- Are good at amusing others with witty stories and jokes. Your humor brings a welcome sense of levity to the work setting.
- Create a sense of excitement and energy in those around you. You display a positive, poised image and can readily motivate others with your enthusiasm.
- Are enterprising, dealing skillfully with complex issues and unexpected challenges. Furthermore, you are seen as a leader with savvy, one who can identify new business ventures and turn them into reality.

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 Morteza Anvari

(10 Observers)



<p style="text-align: center;">Unacknowledged Assets</p> <p>Credible Thrifty Productive Organized Ambitious</p>	<p style="text-align: center;">Confirmed Assets</p> <p>Experienced Original Entertaining Enterprising Farsighted Friendly Empowering Optimistic Daring Flexible Considerate Affectionate Trusting</p>
<p style="text-align: center;">Confirmed Vulnerabilities</p>	<p style="text-align: center;">Unacknowledged Vulnerabilities</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. <i>Items in italics are negatively weighted.</i> Responses considered favorable are outlined.

Percent Favorable (%Fav)
The percentage 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
Self					1		100
All Obs					3	7	100
Superior						1	100
Peer					1	2	100
Subord					2	4	100
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self			1				0
All Obs				3	3	4	70
Superior						1	100
Peer				1	2		67
Subord				2	1	3	67
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self						1	100
All Obs				3	3	4	70
Superior						1	100
Peer				1	2		67
Subord				2	1	3	67
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs		1		3	4	2	60
Superior		1					0
Peer				2	1		33
Subord				1	3	2	83
Other							

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
Self						1	100
All Obs			1	1	2	5	78
Superior				1			0
Peer			1		1	1	67
Subord					1	4	100
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self						1	100
All Obs			2	2	4	2	60
Superior					1		100
Peer			1	1	1		33
Subord			1	1	2	2	67
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self						1	100
All Obs	1			1	5	3	80
Superior					1		100
Peer					2	1	100
Subord	1			1	2	2	67
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs		7	1	2			70
Superior		1					100
Peer		1	1	1			33
Subord		5		1			83
Other							

Dynamic Scale

28. Dynamic - Inspires others through energy and enthusiasm.

37. Enthusiastic - Has an eager, spontaneous approach.

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

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self			1				0
All Obs					3	7	100
Superior					1		100
Peer					1	2	100
Subord					2	4	100
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	5	4	90
Superior					1		100
Peer					2	1	100
Subord				1	2	3	83
Other							

Enterprising Scale

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

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

56. Impressive - One whose achievements stand out.

79. Resourceful - Deals skillfully with unexpected challenges.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	2	7	90
Superior					1		100
Peer					1	2	100
Subord				1	1	4	83
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	3	6	90
Superior					1		100
Peer					2	1	100
Subord				1	1	4	83
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	5	4	90
Superior					1		100
Peer					2	1	100
Subord				1	2	3	83
Other							

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

Experienced Scale

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

67. Naive - Foolishly simple and unsophisticated.

82. Savvy - Experienced and well-informed.

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

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

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

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

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

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	2	7	90
Superior						1	100
Peer					1	2	100
Subord				1	1	4	83
Other							

Farsighted Scale

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

47. Forward-looking - Focuses on the future.

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self						1	100
All Obs			1		4	5	90
Superior					1		100
Peer					2	1	100
Subord			1		1	4	83
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self						1	100
All Obs			1		4	5	90
Superior					1		100
Peer					2	1	100
Subord			1		1	4	83
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self						1	100
All Obs				1	4	5	90
Superior					1		100
Peer					2	1	100
Subord				1	1	4	83
Other							

Original Scale

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

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

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

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				3	7		100
Superior					1		100
Peer				2	1		100
Subord				1	5		100
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	3	6	90
Superior				1			0
Peer					1	2	100
Subord					2	4	100
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs			2		3	5	80
Superior					1		100
Peer					2	1	100
Subord			2			4	67
Other							

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

Persuasive Scale

17. Convincing - Capable of influencing others.

45. Fluent - Persuasive and articulate with words.

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

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs				2	5	3	80
Superior				1			0
Peer				1	1	1	67
Subord					4	2	100
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs					4	6	100
Superior					1		100
Peer					2	1	100
Subord					1	5	100
Other							

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

Energy Scale

1. Active - Is energetic and lively.

7. Athletic - Engages in vigorous activities.

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

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				3	2	5	70
Superior				1			0
Peer				2		1	33
Subord					2	4	100
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs			4	3		1	13
Superior				1			0
Peer			3				0
Subord			1	2		1	25
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				2	3	5	80
Superior				1			0
Peer					1	2	100
Subord				1	2	3	83
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	1	7	78
Superior				1			0
Peer						3	100
Subord				1		4	80
Other							

Energy Scale (Continued)

57. *Inactive - Physically quiet, shows little energy.*

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

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs	2	2		4			50
Superior				1			0
Peer	2			1			67
Subord		2		2			50
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.*

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

32. *Emotional - Shows feelings openly.*

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs			1		3	6	90
Superior					1		100
Peer			1		1	1	67
Subord					1	5	100
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self		1					100
All Obs	5	4	1				90
Superior		1					100
Peer	2	1					100
Subord	3	2	1				83
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs		2	4	3	1		10
Superior			1				0
Peer		1	1	1			0
Subord		1	2	2	1		17
Other							

Considerate Scale

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self						1	100
All Obs			1	1	4	4	80
Superior					1		100
Peer			1		1	1	67
Subord				1	2	3	83
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	5	3	89
Superior					1		100
Peer					2		100
Subord				1	3	2	83
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	4	5	90
Superior					1		100
Peer					2	1	100
Subord				1	2	3	83
Other							

58. *Insensitive - Unaware of the feelings of others.*

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self		1					100
All Obs	4	4	2				80
Superior	1						100
Peer	1	1	1				67
Subord	2	3	1				83
Other							

81. *Sarcastic - Makes cutting remarks belittling others.*

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self			1				0
All Obs	6	3		1			90
Superior	1						100
Peer	2	1					100
Subord	3	2		1			83
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self		1					100
All Obs	5	4			1		90
Superior		1					100
Peer	2	1					100
Subord	3	2			1		83
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs			1	2	3	4	70
Superior					1		100
Peer			1		1	1	67
Subord				2	1	3	67
Other							

Empowering Scale

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	5	4	90
Superior					1		100
Peer				1	1	1	67
Subord					3	3	100
Other							

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

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

91. Supportive - Helps others be successful and confident.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	2	7	90
Superior					1		100
Peer					1	2	100
Subord				1	1	4	83
Other							

Entertaining Scale

36. Entertaining - Good at amusing others.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	4	5	90
Superior					1		100
Peer				1	2		67
Subord					1	5	100
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				2	5	3	80
Superior					1		100
Peer				1	2		67
Subord				1	2	3	83
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				2	3	5	80
Superior				1			0
Peer				1	2		67
Subord					1	5	100
Other							

60. *Introverted - Prefers being alone.*

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self						1	0
All Obs	4	6					100
Superior	1						100
Peer	1	2					100
Subord	3	3					100
Other							

100. Witty - Clever and amusing with words.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs					5	5	100
Superior					1		100
Peer					3		100
Subord					1	5	100
Other							

Friendly Scale

11. Cheerful - Smiles and laughs easily.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs			1		2	7	90
Superior					1		100
Peer			1		1	1	67
Subord						6	100
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs					1	9	100
Superior					1		100
Peer					1	2	100
Subord						6	100
Other							

64. Likeable - Easy to feel friendly toward.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs						10	100
Superior					1		100
Peer						3	100
Subord						6	100
Other							

73. Private - Difficult for others to know.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self		1					100
All Obs	4	4	1	1			80
Superior		1					100
Peer	1	1		1			67
Subord	3	2	1				83
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self		1					100
All Obs	6	4					100
Superior		1					100
Peer	2	1					100
Subord	4	2					100
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
Self					1		100
All Obs				2	2	6	80
Superior				1			0
Peer				1		2	67
Subord					2	4	100
Other							

20. Credible - Worthy of trust, believable.

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

23. Deceptive - Conceals the truth for selfish reasons.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self			1				0
All Obs	7	2		1			90
Superior	1						100
Peer	2	1					100
Subord	4	1		1			83
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs					1	9	100
Superior						1	100
Peer						3	100
Subord					1	5	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
Self			1				0
All Obs	7	2			1		90
Superior	1						100
Peer	2	1					100
Subord	4	1			1		83
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	2	6	89
Superior					1		100
Peer						2	100
Subord				1	1	4	83
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
Self				1			0
All Obs	6	2		1	1		80
Superior	1						100
Peer	2	1					100
Subord	3	1		1	1		67
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self		1					100
All Obs	8	1	1				90
Superior	1						100
Peer	3						100
Subord	4	1	1				83
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs		1			4	5	90
Superior					1		100
Peer					1	2	100
Subord		1			2	3	83
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	1	8	90
Superior						1	100
Peer					1	2	100
Subord				1		5	83
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs			1		2	6	89
Superior					1		100
Peer						2	100
Subord			1		1	4	83
Other							

Productive Scale

24. Dependable - Performs as promised.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	2	7	90
Superior					1		100
Peer					2	1	100
Subord				1		5	83
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs				1	4	5	90
Superior					1		100
Peer					2	1	100
Subord				1	2	3	83
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		0
All Obs	5	3	1	1			80
Superior		1					100
Peer	2		1				67
Subord	3	2		1			83
Other							

75. Productive - Gets a lot done.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs				1	3	6	90
Superior					1		100
Peer					2	1	100
Subord				1	1	4	83
Other							

76. Prudent - Plans for the unexpected.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs		1		1	4	4	80
Superior					1		100
Peer				1	1	1	67
Subord		1			2	3	83
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self		1					100
All Obs	7	2		1			90
Superior	1						100
Peer	2	1					100
Subord	4	1		1			83
Other							

Thrifty Scale

40. Extravagant - Spends money and other resources freely.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs	5	2	2				78
Superior		1					100
Peer	2	1					100
Subord	3		2				60
Other							

49. Frugal - Careful with money.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self			1				0
All Obs		2	1	1	1	5	60
Superior			1				0
Peer					1	2	100
Subord		2		1		3	50
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs		1			3	6	90
Superior					1		100
Peer					1	2	100
Subord		1			1	4	83
Other							

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

Calm Scale

8. Calm - Unhurried, unruffled.

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

87. Serene - Calm and unruffled.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs				2	6	2	80
Superior					1		100
Peer				1	1	1	67
Subord				1	4	1	83
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs				2	5	3	80
Superior					1		100
Peer					2	1	100
Subord				2	2	2	67
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs				3	1	3	60
Superior					1		100
Peer				1	1	1	67
Subord				2	1	1	50
Other							

Flexible Scale

2. Adaptable - Easily adjusts to changing conditions.

44. Flexible - Handles change and ambiguity well.

51. Headstrong - Difficult to reason with, opinionated.

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self						1	100
All Obs				1	3	6	90
Superior					1		100
Peer					2	1	100
Subord				1		5	83
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self						1	100
All Obs				1	5	4	90
Superior					1		100
Peer				1	1	1	67
Subord					3	3	100
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs	1	4	1	1	2		56
Superior		1					100
Peer		2	1				67
Subord	1	1		1	2		40
Other							

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self		1					100
All Obs	2	5	2		1		70
Superior		1					100
Peer	1	1	1				67
Subord	1	3	1		1		67
Other							

Optimistic Scale

25. Discouraged – Feels gloomy and unhappy.

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

66. Moody - Shows sudden changes of emotion.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self			1				0
All Obs	4	5		1			90
Superior	1						100
Peer	1	2					100
Subord	2	3		1			83
Other							

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

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

78. Resilient - Recovers quickly from failures or adversity.

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

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self		1					100
All Obs	5	4		1			90
Superior		1					100
Peer	2	1					100
Subord	3	2		1			83
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs					3	7	100
Superior					1		100
Peer					1	2	100
Subord					1	5	100
Other							

Trusting Scale

21. Cynical - Doubts the goodness of others.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self			1				0
All Obs	1	7	1	1			80
Superior		1					100
Peer	1		1	1			33
Subord		6					100
Other							

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

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self		1					100
All Obs	7	2		1			90
Superior	1						100
Peer	2	1					100
Subord	4	1		1			83
Other							

92. Suspicious - Inclined to distrust others.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self		1					100
All Obs	1	6	2	1			70
Superior		1					100
Peer		1	2				33
Subord	1	4		1			83
Other							

95. Trusting - Believes in the goodness of others.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs				1	5	4	90
Superior					1		100
Peer					2	1	100
Subord				1	3	2	83
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	
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	Very well
Observer 6	Valid	Valid	Valid	Reasonably well
Observer 7	Valid	Valid	Valid	Reasonably well
Observer 8	Valid	Valid	Valid	Reasonably well
Observer 9	Valid	Valid	Valid	Very well
Observer 10	Valid	Valid	Valid	Reasonably well
Observer 11	Valid	Valid	Valid	Very 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.