

GLOBAL EXECUTIVE LEADERSHIP INVENTORY

Manfred F. R. Kets de Vries

FEEDBACK REPORT



Example LeaderOne

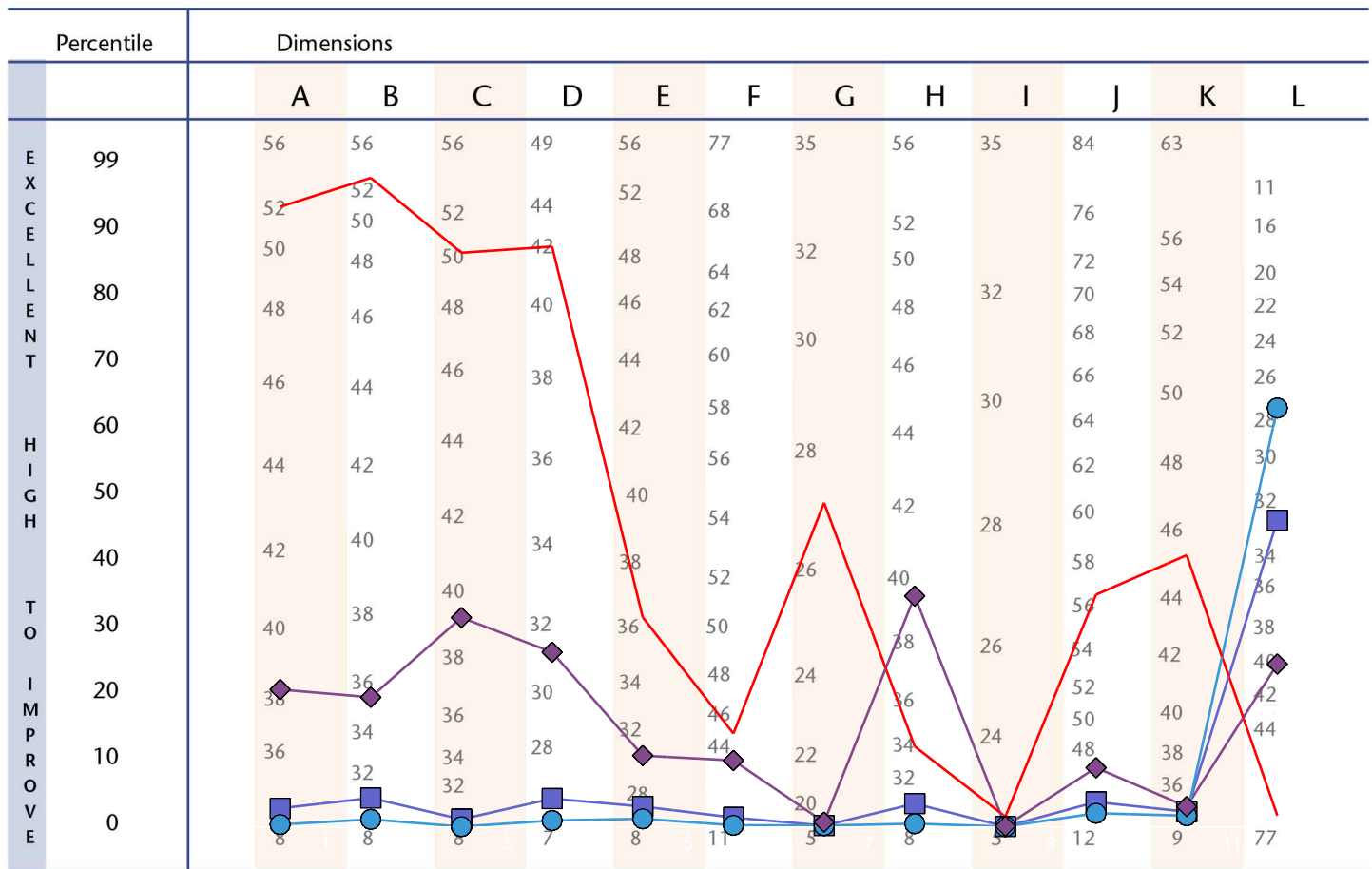
Example Organization
January 13, 2005

Table of Contents

Percentile Ranking Chart	1
Percentile Ranking Bar Chart	2
<i>Visioning, Empowering, Energizing</i>	2
<i>Designing and Aligning, Rewarding and Feedback, Team-Building</i>	3
<i>Outside Orientation, Global Mindset, Tenacity</i>	4
<i>Emotional Intelligence, Life Balance, Resilience to Stress</i>	5
Item Ranking	6
Top 10 Disparities	7
Dimension Grid	8
<i>Visioning</i>	8
<i>Empowering</i>	9
<i>Energizing</i>	10
<i>Designing and Aligning</i>	11
<i>Rewarding and Feedback</i>	12
<i>Team-Building</i>	13
<i>Outside Orientation</i>	14
<i>Global Mindset</i>	15
<i>Tenacity</i>	16
<i>Emotional Intelligence</i>	17
<i>Life Balance</i>	18
<i>Resilience to Stress</i>	19
Observers' Comments	20

Percentile Ranking Chart

This chart shows your percentile ranking on each dimension in comparison to more than 2,000 high-level executives. Each line represents the scores for yourself or for one category of Observers. There is also a line representing all Observers' average scores.

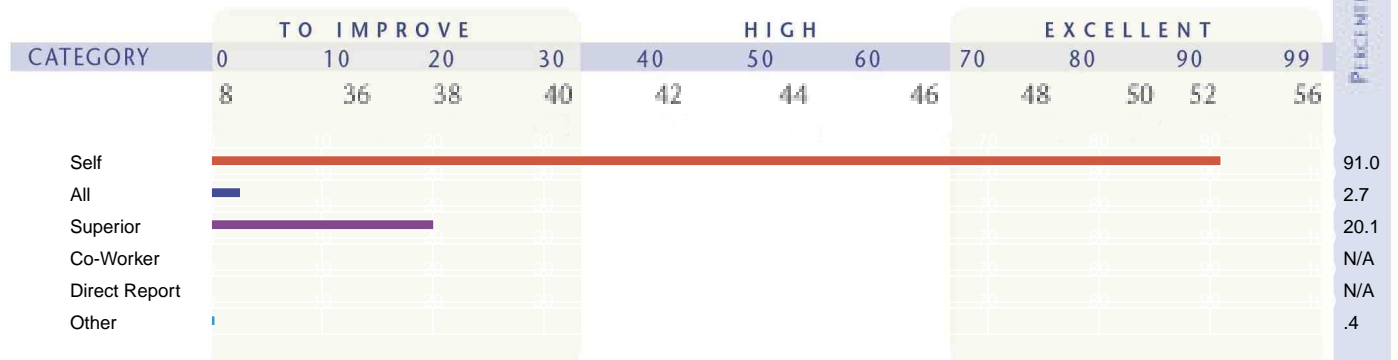


KEY	— SELF ■ ALL OBSERVERS ◆ SUPERIOR ▼ CO-WORKER ▲ DIRECT REPORT ● OTHER					
	A VISIONING	B EMPOWERING	C ENERGIZING	D DESIGNING AND ALIGNING	E REWARDING AND FEEDBACK	F TEAM-BUILDING
	G OUTSIDE ORIENTATION	H GLOBAL MINDSET	I TENACITY	J EMOTIONAL INTELLIGENCE	K LIFE BALANCE	L RESILIENCE TO STRESS

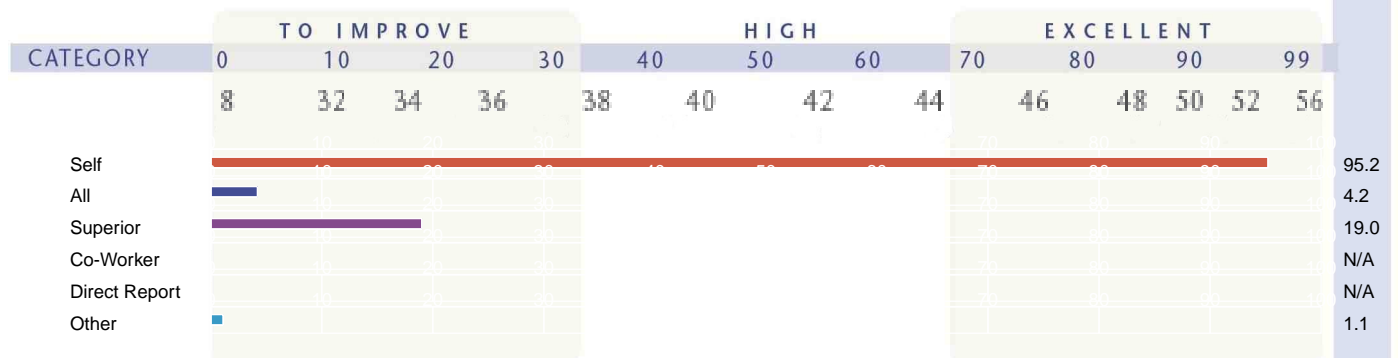
Percentile Ranking Bar Chart

This bar chart is another way of visualizing the information in the Percentile Rankings Chart. It also shows your percentile ranking on each dimension in comparison to more than 2,000 high-level executives. Each bar on the chart represents the scores for yourself or for one category of observers. There is also a bar representing all Observers' average scores.

VISIONING



EMPOWERING



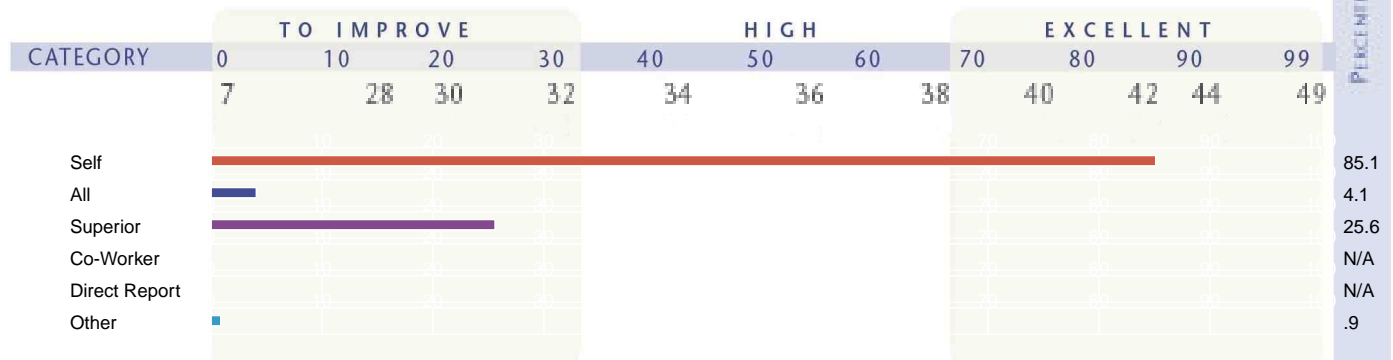
ENERGIZING



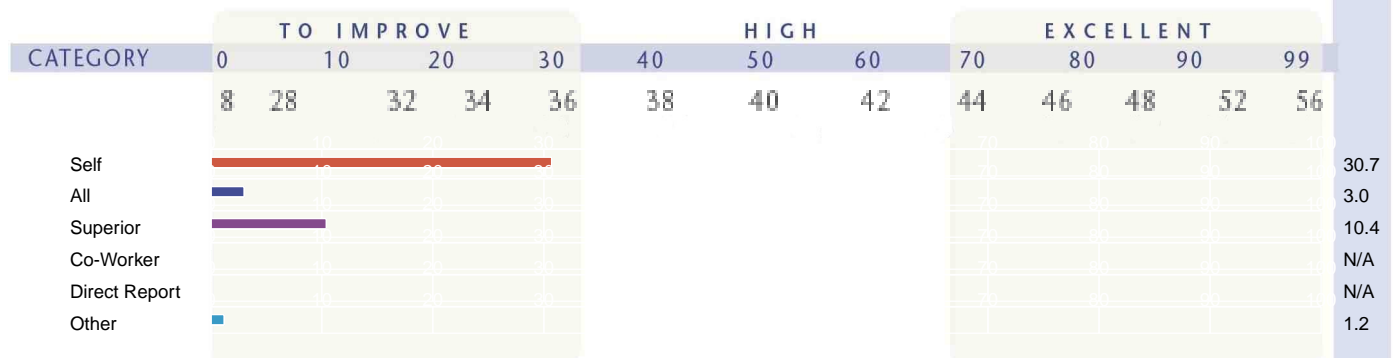
Percentile Ranking Bar Chart (Continued)

This bar chart is another way of visualizing the information in the Percentile Rankings Chart. It also shows your percentile ranking on each dimension in comparison to more than 2,000 high-level executives. Each bar on the chart represents the scores for yourself or for one category of observers. There is also a bar representing all Observers' average scores.

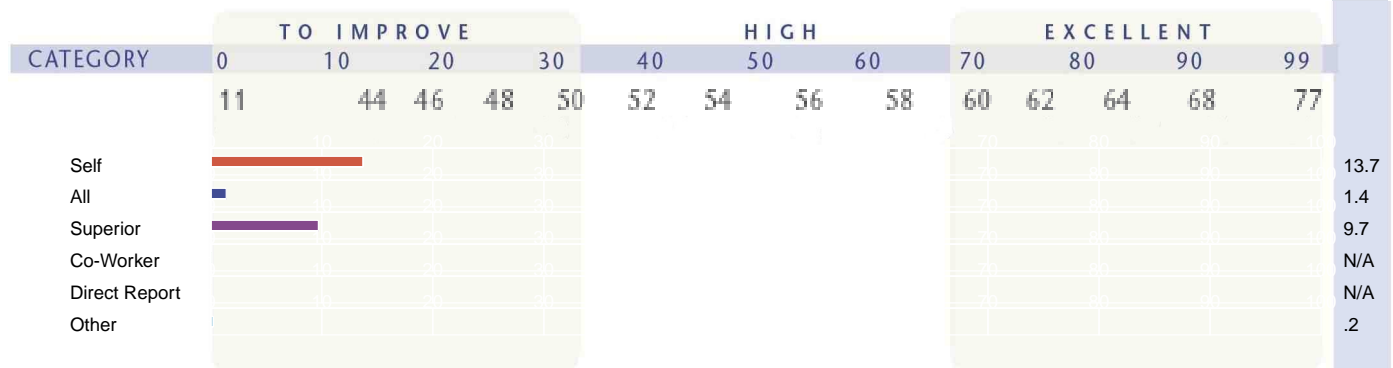
DESIGNING AND ALIGNING



REWARDING AND FEEDBACK



TEAM BUILDING



Percentile Ranking Bar Chart (Continued)

This bar chart is another way of visualizing the information in the Percentile Rankings Chart. It also shows your percentile ranking on each dimension in comparison to more than 2,000 high-level executives. Each bar on the chart represents the scores for yourself or for one category of observers. There is also a bar representing all Observers' average scores.

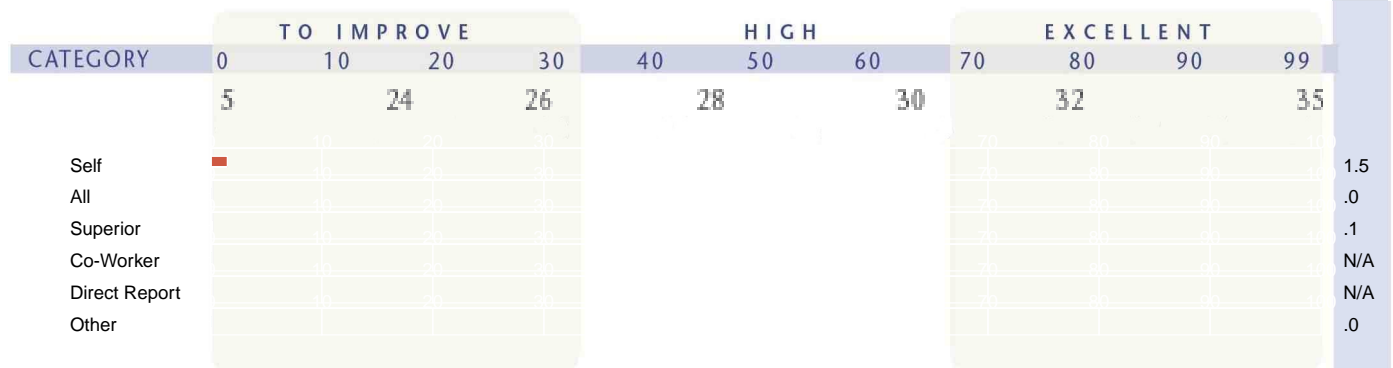
OUTSIDE ORIENTATION



GLOBAL MINDSET



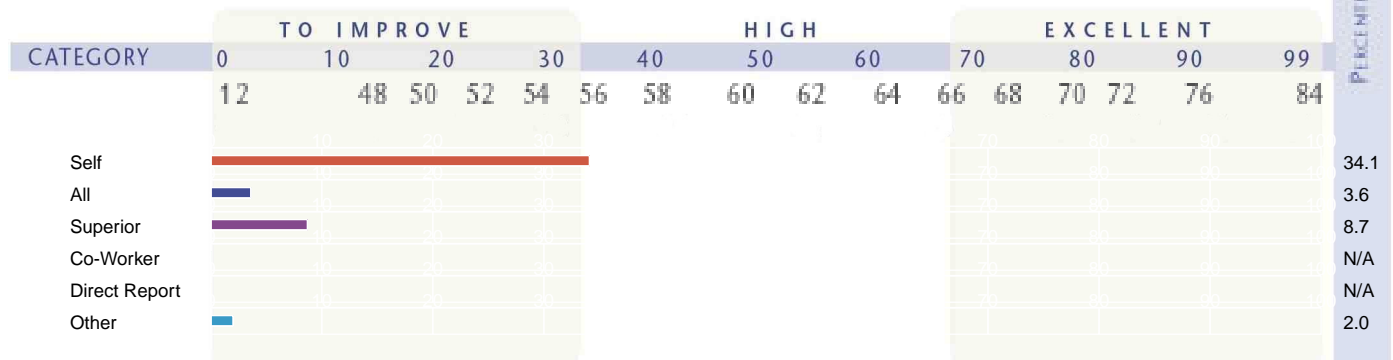
TENACITY



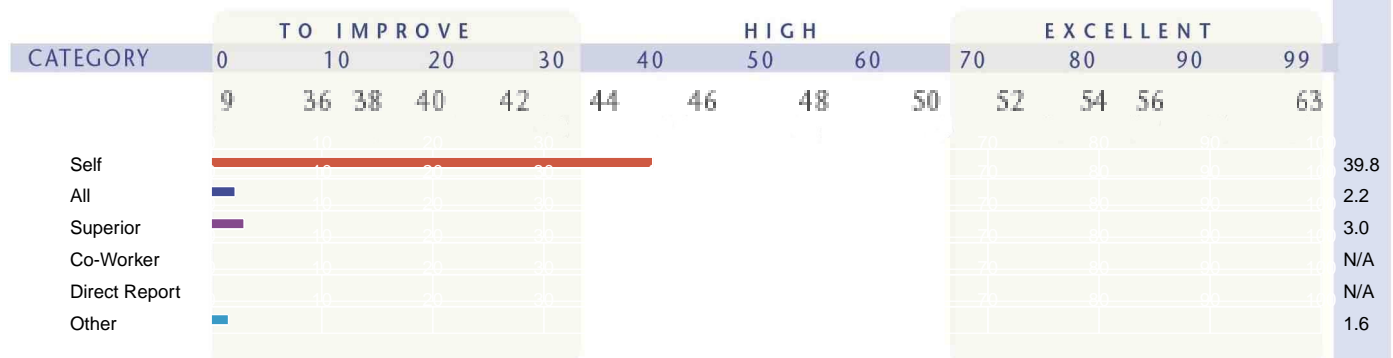
Percentile Ranking Bar Chart (Continued)

This bar chart is another way of visualizing the information in the Percentile Rankings Chart. It also shows your percentile ranking on each dimension in comparison to more than 2,000 high-level executives. Each bar on the chart represents the scores for yourself or for one category of observers. There is also a bar representing all Observers' average scores.

EMOTIONAL INTELLIGENCE



LIFE BALANCE



RESILIENCE TO STRESS



Item Ranking

Below are the items that received the ten highest and the ten lowest scores from your Observers.

10 HIGHEST AND LOWEST RANKED ITEMS

HIGHEST RANKED ITEMS		OBSERVERS' AVERAGE	SELF SCORE	DIMENSION
97	I worry about the health of one or more close family members.	1.6 *)	5	L
96	I am currently worried about my own health.	1.8 *)	6	L
92	The pressure at work has become excessively stressful.	1.8 *)	4	L
93	I feel that my career is not progressing the way I would like it to.	2.2 *)	7	L
95	I feel that I have little control over the things that happen to me.	2.4 *)	4	L
100	I feel that I have not been managing my career effectively.	2.6 *)	7	L
13	I tolerate mistakes made by employees who are taking the initiative.	5.2	7	B
94	I have too many responsibilities.	3.0 *)	5	L
3	I am actively involved in defining strategy.	4.8	7	A
69	I consider how my emotions can affect others.	4.8	6	J

LOWEST RANKED ITEMS

45	I look for a variety of personality types when forming a team.	1.2	3	F
65	I am prepared to stick to an unpopular decision if I feel it is right.	1.6	3	I
74	I analyze my mistakes in order to learn from them.	1.6	5	J
75	I engage in an ongoing process of self-reflection.	1.8	1	J
44	I make a great effort to earn the trust of other team members.	2.0	1	F
54	I encourage effective interaction with outside stakeholders.	2.2	5	G
37	I give ongoing constructive feedback to my people.	2.2	5	E
55	I ensure that we make positive contributions to our communities.	2.2	6	G
16	Once I have delegated a task, I let the person take full responsibility.	2.2	6	B
6	I consider how future events will affect our organization.	2.2	6	A

*) = The meaning of the value is reversed, so that 1 is the highest score, and 7 is the lowest

KEY	A VISIONING	B EMPOWERING	C ENERGIZING	D DESIGNING AND ALIGNING	E REWARDING AND FEEDBACK	F TEAM-BUILDING
	G OUTSIDE ORIENTATION	H GLOBAL MINDSET	I TENACITY	J EMOTIONAL INTELLIGENCE	K LIFE BALANCE	L RESILIENCE TO STRESS

Top 10 Disparities

Below are the ten items for which there was the greatest disparity between your Self and Observer scores.

OBSERVERS' AVERAGE VS. SELF SCORE

	MOST DISPARATE ITEMS	OBSERVER'S AVERAGE	SELF SCORE	DIFFERENCE	DIMENSION
93	I feel that my career is not progressing the way I would like it to.	2.2 *)	7	4.8	L
49	I look for solutions to problems that are satisfactory to most parties.	2.2	7	4.8	F
14	I encourage people to share information within the organization.	2.2	7	4.8	B
100	I feel that I have not been managing my career effectively.	2.6 *)	7	4.4	L
53	I ensure that customers, suppliers, and stakeholders are treated fairly.	2.8	7	4.2	G
96	I am currently worried about my own health.	1.8 *)	6	4.2	L
83	I seek ideas/learning opportunities outside of my field of expertise.	3.0	7	4	K
35	I spend time mentoring others in our organization.	3.0	7	4	E
7	I am open to new ways of doing things.	3.0	7	4	A
1	I actively encourage new business opportunities.	3.0	7	4	A

KEY	A VISIONING	B EMPOWERING	C ENERGIZING	D DESIGNING AND ALIGNING	E REWARDING AND FEEDBACK	F TEAM-BUILDING
	G OUTSIDE ORIENTATION	H GLOBAL MINDSET	I TENACITY	J EMOTIONAL INTELLIGENCE	K LIFE BALANCE	L RESILIENCE TO STRESS

Dimension Grid

This chart shows your Self scores and the scores from each Observer for each item related to the dimension of Visioning. The grid allows you to compare your Self scores for specific behaviors to those of each of your Observers, as well as to quickly see on which questions you scored the lowest and the highest. Your Observers are identified only by numbers, to preserve their anonymity with the exception of your Superior. This does not apply for the Superior since this is most of the time only one person and therefore identifiable. At the bottom of the chart, however, you are able to see the average scores of each Observer category.

A - VISIONING

Item	Self	1	2	3	4	5	Observers' Total	Observers' Average
1. I actively encourage new business opportunities.	7	4	4	1	4	2	15	3.0
2. I often challenge the status quo.	6	5	5	1	7	4	22	4.4
3. I am actively involved in defining strategy.	7	6	7	1	5	5	24	4.8
4. When making decisions, I always consider the whole situation.	6	7	4	1	6	6	24	4.8
5. I find ways to simplify complex situations for my employees.	7	4	5	1	3	7	20	4.0
6. I consider how future events will affect our organization.	6	5	1	1	2	2	11	2.2
7. I am open to new ways of doing things.	7	4	4	1	1	5	15	3.0
8. I inspire my people to look beyond existing limitations.	6	5	5	1	5	6	22	4.4
Totals	52	40	35	8	33	37	153	31
Average	7	5	4	1	4	5		

Total Self: 52 Average of Observers Total: 30.6 Range: 8 - 56

Average by Observer Category

Superior	37.5
Co-Worker	N/A
Direct Report	N/A
Other	26

Dimension Grid

This chart shows your Self scores and the scores from each Observer for each item related to the dimension of Empowering. The grid allows you to compare your Self scores for specific behaviors to those of each of your Observers, as well as to quickly see on which questions you scored the lowest and the highest. Your Observers are identified only by numbers, to preserve their anonymity with the exception of your Superior. This does not apply for the Superior since this is most of the time only one person and therefore identifiable. At the bottom of the chart, however, you are able to see the average scores of each Observer category.

B - EMPOWERING

Item	Self	1	2	3	4	5	Observers' Total	Observers' Average
9. I make sure that all employees have a clear idea of where we are going.	7	6	4	1	6	4	21	4.2
10. I try to involve my employees in decision making.	6	7	5	1	4	3	20	4.0
11. I encourage my people to make their own decisions.	7	5	5	1	5	4	20	4.0
12. I do everything in my power to create commitment to the organization.	7	6	4	1	7	5	23	4.6
13. I tolerate mistakes made by employees who are taking the initiative.	7	7	7	1	4	7	26	5.2
14. I encourage people to share information within the organization.	7	4	1	1	4	1	11	2.2
15. I try to minimize secrecy within our organization.	6	2	2	1	6	2	13	2.6
16. Once I have delegated a task, I let the person take full responsibility.	6	1	3	1	2	4	11	2.2
Totals	53	38	31	8	38	30	145	29
Average	7	5	4	1	5	4		

Total Self: 53 Average of Observers Total: 29.0 Range: 8 - 56

Average by Observer Category

Superior	34.5
Co-Worker	N/A
Direct Report	N/A
Other	25.3

Dimension Grid

This chart shows your Self scores and the scores from each Observer for each item related to the dimension of Energizing. The grid allows you to compare your Self scores for specific behaviors to those of each of your Observers, as well as to quickly see on which questions you scored the lowest and the highest. Your Observers are identified only by numbers, to preserve their anonymity with the exception of your Superior. This does not apply for the Superior since this is most of the time only one person and therefore identifiable. At the bottom of the chart, however, you are able to see the average scores of each Observer category.

C - ENERGIZING

Item	Self	1	2	3	4	5	Observers' Total	Observers' Average
17. My leadership style is action-oriented.	6	5	5	1	1	1	13	2.6
18. I make people aware that I am available to them.	7	4	2	1	4	5	16	3.2
19. I convey my ideas in a clear and understandable way.	6	6	4	1	3	1	15	3.0
20. I show my enthusiasm for projects.	7	7	5	1	2	2	17	3.4
21. I see myself as an important source of motivation for my people.	5	5	5	1	4	2	17	3.4
22. I mobilize people to get things done.	7	4	5	1	6	4	20	4.0
23. I try to be a role model for my people.	5	6	4	1	1	5	17	3.4
24. I try to interact with people at all levels of the organization.	7	3	7	1	2	4	17	3.4
Totals	50	40	37	8	23	24	132	26
Average	6	5	5	1	3	3		

Total Self: 50 Average of Observers Total: 26.4 Range: 8 - 56

Average by Observer Category

Superior	38.5
Co-Worker	N/A
Direct Report	N/A
Other	18.3

Dimension Grid

This chart shows your Self scores and the scores from each Observer for each item related to the dimension of Designing and Aligning. The grid allows you to compare your Self scores for specific behaviors to those of each of your Observers, as well as to quickly see on which questions you scored the lowest and the highest. Your Observers are identified only by numbers, to preserve their anonymity with the exception of your Superior. This does not apply for the Superior since this is most of the time only one person and therefore identifiable. At the bottom of the chart, however, you are able to see the average scores of each Observer category.

D - DESIGNING AND ALIGNING

Item	Self	1	2	3	4	5	Observers' Total	Observers' Average
25. I set clear performance standards and goals for my people.	6	2	6	1	3	6	18	3.6
26. I work to develop systems that reflect our corporate values.	7	5	1	1	5	7	19	3.8
27. I make sure that performance standards are adhered to.	6	5	3	1	1	2	12	2.4
28. I make sure that our management systems facilitate effective behavior.	6	5	5	1	1	1	13	2.6
29. I make people accountable for their commitments and deadlines.	6	7	4	1	5	5	22	4.4
30. I emphasize corporate values that serve to unite our people.	7	6	5	1	2	5	19	3.8
31. I ensure that people respect the basic values of our corporate culture.	4	2	5	1	5	4	17	3.4
Totals	42	32	29	7	22	30	120	24
Average	6	5	4	1	3	4		

Total Self: 42 Average of Observers Total: 24.0 Range: 7 - 49

Average by Observer Category

Superior	30.5
Co-Worker	N/A
Direct Report	N/A
Other	19.7

Dimension Grid

This chart shows your Self scores and the scores from each Observer for each item related to the dimension of Rewarding and Feedback. The grid allows you to compare your Self scores for specific behaviors to those of each of your Observers, as well as to quickly see on which questions you scored the lowest and the highest. Your Observers are identified only by numbers, to preserve their anonymity with the exception of your Superior. This does not apply for the Superior since this is most of the time only one person and therefore identifiable. At the bottom of the chart, however, you are able to see the average scores of each Observer category.

E - REWARDING AND FEEDBACK

Item	Self	1	2	3	4	5	Observers' Total	Observers' Average
32. I use various types of incentives to compensate my people.	5	1	4	1	4	5	15	3.0
33. I try to make sure that employee compensation is fair.	1	3	1	1	1	6	12	2.4
34. I make sure that performance reviews summarize ongoing feedback.	3	5	2	1	2	7	17	3.4
35. I spend time mentoring others in our organization.	7	4	3	1	3	4	15	3.0
36. I make sure that outstanding performance is rewarded appropriately.	6	7	2	1	2	5	17	3.4
37. I give ongoing constructive feedback to my people.	5	4	4	1	1	1	11	2.2
38. I make sure that people's achievements are recognized.	4	6	7	1	5	2	21	4.2
39. I give feedback with respect.	5	1	5	1	4	5	16	3.2
Totals	36	31	28	8	22	35	124	25
Average	5	4	4	1	3	4		

Total Self: 36 Average of Observers Total: 24.8 Range: 8 - 56

Average by Observer Category

Superior	29.5
Co-Worker	N/A
Direct Report	N/A
Other	21.7

Dimension Grid

This chart shows your Self scores and the scores from each Observer for each item related to the dimension of Team-Building. The grid allows you to compare your Self scores for specific behaviors to those of each of your Observers, as well as to quickly see on which questions you scored the lowest and the highest. Your Observers are identified only by numbers, to preserve their anonymity with the exception of your Superior. This does not apply for the Superior since this is most of the time only one person and therefore identifiable. At the bottom of the chart, however, you are able to see the average scores of each Observer category.

F - TEAM-BUILDING

Item	Self	1	2	3	4	5	Observers' Total	Observers' Average
40. I try to resolve conflict in a way that strengthens the team.	4	4	1	1	2	4	12	2.4
41. I encourage team members to build collaborative relationships.	4	5	5	1	5	5	21	4.2
42. I put the interest of the team before my own personal goals.	5	7	4	1	5	4	21	4.2
43. I build on team members' individual strengths.	6	6	7	1	1	1	16	3.2
44. I make a great effort to earn the trust of other team members.	1	1	1	1	2	5	10	2.0
45. I look for a variety of personality types when forming a team.	3	1	2	1	1	1	6	1.2
46. I make a serious effort to ensure that everyone stands behind our decisions.	4	6	3	1	2	5	17	3.4
47. I make sure that all group members feel they contribute to decision making.	5	2	5	1	3	4	15	3.0
48. I welcome differences in opinion.	3	2	4	1	5	7	19	3.8
49. I look for solutions to problems that are satisfactory to most parties.	7	4	4	1	1	1	11	2.2
50. I try to include people from different cultures and genders in my teams.	2	7	2	1	2	5	17	3.4
Totals	44	45	38	11	29	42	165	33
Average	4	4	3	1	3	4		

Total Self: 44 Average of Observers Total: 33.0 Range: 11 - 77

Average by Observer Category

Superior	41.5
Co-Worker	N/A
Direct Report	N/A
Other	27.3

Dimension Grid

This chart shows your Self scores and the scores from each Observer for each item related to the dimension of Outside Orientation. The grid allows you to compare your Self scores for specific behaviors to those of each of your Observers, as well as to quickly see on which questions you scored the lowest and the highest. Your Observers are identified only by numbers, to preserve their anonymity with the exception of your Superior. This does not apply for the Superior since this is most of the time only one person and therefore identifiable. At the bottom of the chart, however, you are able to see the average scores of each Observer category.

G - OUTSIDE ORIENTATION

Item	Self	1	2	3	4	5	Observers' Total	Observers' Average
51. I stress the importance of knowing and meeting customers' requirements.	4	5	4	1	5	5	20	4.0
52. I make sure that customer satisfaction is the focus of our efforts.	5	1	5	1	4	5	16	3.2
53. I ensure that customers, suppliers, and stakeholders are treated fairly.	7	2	6	1	1	4	14	2.8
54. I encourage effective interaction with outside stakeholders.	5	3	1	1	5	1	11	2.2
55. I ensure that we make positive contributions to our communities.	6	2	2	1	1	5	11	2.2
Totals	27	13	18	5	16	20	72	14
Average	5	3	4	1	3	4		

Total Self: 27 Average of Observers Total: 14.4 Range: 5 - 35

Average by Observer Category

Superior	15.5
Co-Worker	N/A
Direct Report	N/A
Other	13.7

Dimension Grid

This chart shows your Self scores and the scores from each Observer for each item related to the dimension of Global Mindset. The grid allows you to compare your Self scores for specific behaviors to those of each of your Observers, as well as to quickly see on which questions you scored the lowest and the highest. Your Observers are identified only by numbers, to preserve their anonymity with the exception of your Superior. This does not apply for the Superior since this is most of the time only one person and therefore identifiable. At the bottom of the chart, however, you are able to see the average scores of each Observer category.

H - GLOBAL MINDSET

Item	Self	1	2	3	4	5	Observers' Total	Observers' Average
56. I keep myself informed about global developments that might affect us.	2	1	7	1	2	1	12	2.4
57. I am aware of how cultural differences affect the way people behave.	3	5	5	1	3	3	17	3.4
58. I am comfortable in situations where the culture is unfamiliar to me.	1	4	4	1	5	5	19	3.8
59. I enjoy working in multicultural teams.	4	7	6	1	1	4	19	3.8
60. I assume that no culture is better than another.	5	1	5	1	1	7	15	3.0
61. I enjoy learning and speaking foreign languages.	7	5	4	1	5	4	19	3.8
62. I make cross-cultural experiences into learning opportunities for myself.	5	4	5	1	4	5	19	3.8
63. I am good at adapting to the business practices of other cultures.	6	7	7	1	1	6	22	4.4
Totals	33	34	43	8	22	35	142	28
Average	4	4	5	1	3	4		

Total Self: 33 Average of Observers Total: 28.4 Range: 8 - 56

Average by Observer Category

Superior	38.5
Co-Worker	N/A
Direct Report	N/A
Other	21.7

Dimension Grid

This chart shows your Self scores and the scores from each Observer for each item related to the dimension of Tenacity. The grid allows you to compare your Self scores for specific behaviors to those of each of your Observers, as well as to quickly see on which questions you scored the lowest and the highest. Your Observers are identified only by numbers, to preserve their anonymity with the exception of your Superior. This does not apply for the Superior since this is most of the time only one person and therefore identifiable. At the bottom of the chart, however, you are able to see the average scores of each Observer category.

I - TENACITY

Item	Self	1	2	3	4	5	Observers' Total	Observers' Average
64. I have a set of principles that I defend.	4	4	1	1	2	7	15	3.0
65. I am prepared to stick to an unpopular decision if I feel it is right.	3	1	2	1	3	1	8	1.6
66. I am willing to take risks when I strongly believe in a certain action.	5	1	6	1	5	2	15	3.0
67. I am not easily discouraged.	3	3	4	1	7	3	18	3.6
68. When I believe it is necessary, I try to change the opinions of others.	4	3	5	1	5	2	16	3.2
Totals	19	12	18	5	22	15	72	14
Average	4	2	4	1	4	3		

Total Self: 19 Average of Observers Total: 14.4 Range: 5 - 35

Average by Observer Category

Superior	15
Co-Worker	N/A
Direct Report	N/A
Other	14

Dimension Grid

This chart shows your Self scores and the scores from each Observer for each item related to the dimension of Emotional Intelligence. The grid allows you to compare your Self scores for specific behaviors to those of each of your Observers, as well as to quickly see on which questions you scored the lowest and the highest. Your Observers are identified only by numbers, to preserve their anonymity with the exception of your Superior. This does not apply for the Superior since this is most of the time only one person and therefore identifiable. At the bottom of the chart, however, you are able to see the average scores of each Observer category.

J - EMOTIONAL INTELLIGENCE

Item	Self	1	2	3	4	5	Observers' Total	Observers' Average
69. I consider how my emotions can affect others.	6	5	7	1	7	4	24	4.8
70. I can "read" other people's feelings quite well.	5	4	5	1	1	5	16	3.2
71. I understand why I feel the way I do in a particular situation.	4	5	7	1	4	7	24	4.8
72. I analyze my feelings before acting on them.	5	6	5	1	5	5	22	4.4
73. I make sure that my behavior is appropriate to the situation.	7	1	2	1	6	6	16	3.2
74. I analyze my mistakes in order to learn from them.	5	2	1	1	2	2	8	1.6
75. I engage in an ongoing process of self-reflection.	1	3	3	1	1	1	9	1.8
76. I give my full attention to people who are talking to me.	3	7	5	1	4	2	19	3.8
77. I make a great effort to help people feel at ease with me.	5	2	4	1	7	4	18	3.6
78. I actively show my respect for and interest in individuals.	5	5	2	1	2	3	13	2.6
79. I try to generate trust among the people I work with.	6	4	1	1	7	5	18	3.6
80. I get people to open up by being easily approachable.	4	1	3	1	5	4	14	2.8
Totals	56	45	45	12	51	48	201	40
Average	5	4	4	1	4	4		

Total Self: 56 Average of Observers Total: 40.2 Range: 12 - 84

Average by Observer Category

Superior	45
Co-Worker	N/A
Direct Report	N/A
Other	37

Dimension Grid

This chart shows your Self scores and the scores from each Observer for each item related to the dimension of Life Balance. The grid allows you to compare your Self scores for specific behaviors to those of each of your Observers, as well as to quickly see on which questions you scored the lowest and the highest. Your Observers are identified only by numbers, to preserve their anonymity with the exception of your Superior. This does not apply for the Superior since this is most of the time only one person and therefore identifiable. At the bottom of the chart, however, you are able to see the average scores of each Observer category.

K - LIFE BALANCE

Item	Self	1	2	3	4	5	Observers' Total	Observers' Average
81. I take the time to think about my life on a regular basis.	4	5	5	1	5	5	21	4.2
82. I look for opportunities to learn more about myself.	5	2	4	1	5	4	16	3.2
83. I seek ideas/learning opportunities outside of my field of expertise.	7	1	1	1	5	7	15	3.0
84. I am physically active (regular exercise).	6	6	2	1	5	1	15	3.0
85. I engage in non-work-related activities at least once a week.	4	2	6	1	5	5	19	3.8
86. I have a close friend with whom I can talk to about personal issues.	5	1	4	1	5	3	14	2.8
87. I frequently spend time with my spouse/partner/family members.	4	4	5	1	6	5	21	4.2
88. I have caring, trusting relationships with my spouse/partner/family.	5	7	3	1	6	4	21	4.2
89. I set priorities in both my private and my professional lives.	5	5	1	1	5	1	13	2.6
Totals	45	33	31	9	47	35	155	31
Average	5	4	3	1	5	4		

Total Self: 45 Average of Observers Total: 31.0 Range: 9 - 63

Average by Observer Category

Superior	32
Co-Worker	N/A
Direct Report	N/A
Other	30.3

Dimension Grid

This chart shows your Self scores and the scores from each Observer for each item related to the dimension of Resilience to Stress. The grid allows you to compare your Self scores for specific behaviors to those of each of your Observers, as well as to quickly see on which questions you scored the lowest and the highest. Your Observers are identified only by numbers, to preserve their anonymity with the exception of your Superior. This does not apply for the Superior since this is most of the time only one person and therefore identifiable. At the bottom of the chart, however, you are able to see the average scores of each Observer category.

L - RESILIENCE TO STRESS

Item	Self	1	2	3	4	5	Observers' Total	Observers' Average
90. My workload is too heavy.	6	6	6	1	5	5	23	4.6
91. I never seem to be able to complete all my work.	5	5	7	1	3	7	23	4.6
92. The pressure at work has become excessively stressful.	4	2	1	1	4	1	9	1.8
93. I feel that my career is not progressing the way I would like it to.	7	1	1	1	3	5	11	2.2
94. I have too many responsibilities.	5	3	5	1	3	3	15	3.0
95. I feel that I have little control over the things that happen to me.	4	2	3	1	1	5	12	2.4
96. I am currently worried about my own health.	6	1	2	1	1	4	9	1.8
97. I worry about the health of one or more close family members.	5	4	1	1	1	1	8	1.6
98. I am worried about my financial situation.	4	7	4	1	2	5	19	3.8
99. My relationship with one or more close family members is stressful.	4	7	5	1	2	6	21	4.2
100. I feel that I have not been managing my career effectively.	7	1	6	1	1	4	13	2.6
Totals	57	39	41	11	26	46	163	33
Average	5	4	4	1	2	4		

Total Self: 57 Average of Observers Total: 32.6 Range: 77 - 11

Average by Observer Category

Superior	40
Co-Worker	N/A
Direct Report	N/A
Other	27.7

ADDITIONAL COMMENTS

1234567890123456789012345678901234567890 1234567890123456789012345678901234567890 12345678901
234567890123456789012345678901234567890123456789012345678901234567890 12345678901234567890123
45678901234567890 12345678901234567890123456789012345678901234567890

1234567890123456789012345678901234567890 1234567890123456789012345678901234567890 12345678901
234567890123456789012345678901234567890123456789012345678901234567890 12345678901234567890123
45678901234567890 1234567890123456789012345678901234567890

1234567890123456789012345678901234567890 1234567890123456789012345678901234567890 12345678901
234567890123456789012345678901234567890123456789012345678901234567890 12345678901234567890123
45678901234567890 1234567890123456789012345678901234567890
