

1 = strongly disagree 2 = disagree 3 = uncertain 4 = agree 5 = strongly agree

Group 6

- A. Occasionally I intentionally forget suggested projects. 1 2 3 4 5
- B. While away from work, I still find myself thinking about work-related topics, often sitting down to write out my ideas at length, even if it disrupts family activities. 1 2 3 4 5
- C. I have few intimate or meaningful relationships within my church or organization and find myself avoiding such relationships. 1 2 3 4 5
- D. I am willing to bend rules and press the envelope of acceptable behavior in order to accomplish my goals. 1 2 3 4 5
- E. I often feel responsible for problems I did not create. 1 2 3 4 5

Group 7

- A. Sometimes I give others the silent treatment as an expression of my anger. 1 2 3 4 5
- B. I like to plan the details of my vacations so I don't waste time or miss anything important. 1 2 3 4 5
- C. I insist on absolute loyalty from those who work for me and prohibit staff from criticizing me in any way. 1 2 3 4 5
- D. Deep down I find myself feeling jealous of the success and achievements of associates or organizations in my area or field of expertise. 1 2 3 4 5
- E. I find it difficult to sleep because I worry about someone else's problems or behavior. 1 2 3 4 5

Group 8

- A. I find myself telling others that nothing is bothering me when in reality I am seething inside. 1 2 3 4 5
- B. I often explode in anger after being out off while driving or after being irritated by other petty issues. 1 2 3 4 5
- C. I often worry that there is a significant fraction within my organization that would like to see me leave. 1 2 3 4 5
- D. I am often unaware of or unconcerned about the financial pressures my goals and projects place on those I lead, my family, or the organization I serve. 1 2 3 4 5
- E. I find myself frequently overcommitted and feel my life is out of control. 1 2 3 4 5

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Group 9

- A. I tend to be generally pessimistic and feel negative about my future. 1 2 3 4 5
- B. I am meticulous with my personal appearance, keeping shoes shined, clothes perfectly pressed, hair carefully cut and groomed, and fingernails clipped. 1 2 3 4 5
- C. I have probed people for what they know or for special information they may have relating to certain leaders in my organization. 1 2 3 4 5
- D. Success or failure in a project has a direct bearing on my self-image and sense of personal worth. 1 2 3 4 5
- E. I find it extremely difficult to say no to people even when I know that saying yes will result in difficulty for me or my family. 1 2 3 4 5

Group 10

- A. Others have expressed to me that I make them feel uncomfortable. 1 2 3 4 5
- B. I frequently comment about the long hours I keep and my heavy workload but am secretly proud of my "work ethic." 1 2 3 4 5
- C. Those I work with often complain about my lack of a healthy sense of humor. 1 2 3 4 5
- D. I am highly conscious of how colleagues and those to whom I am accountable regard my accomplishments. 1 2 3 4 5
- E. I constantly feel a sense of guilt but have difficulty identifying its source. 1 2 3 4 5

Group 11

- A. Strategic planning and goal setting are difficult for me, and I resist such exercises. 1 2 3 4 5
- B. When another person makes sloppy errors or pays little attention to detail, I become annoyed and judge him or her. 1 2 3 4 5
- C. I routinely refer to those I lead as "my people" or "my organization," yet bristle when the same designation is spoken by an associate. 1 2 3 4 5
- D. I need to be recognized or "on top" when meeting with a group of fellow leaders or associates. 1 2 3 4 5
- E. I feel like I never measure up to those around me and have self-deprecating thoughts. 1 2 3 4 5