

Reliability: Alpha Coefficients

Dimensions

CARING	.87
TEAMWORK	.79
COLLABORATOR	.87
INTERPERSONAL INTELLIGENCE	.84
MENTOR	.87
BALANCE	.62
COMPOSED	.69
LEARNER	.75
SELFLESS	.75
COURAGE	.79
INTEGRITY	.79
COMMUNITY	.80
SUSTAINABLE PRODUCTIVITY	.76
SYSTEMS THINKING	.71
ACHIEVE RESULTS	.82
DECISIVE	.84
PURPOSE-VISION	.87
STRATEGIC	.80
CONSERVE	.61
BELONG	.80
PLEASE	.83
PASSIVE	.75
DISTANCE	.87
CRITICAL	.83
ARROGANCE	.90
AUTOCRAT	.90
AMBITION	.74
DRIVEN	.80
PERFECT	.80

NOTE: All statistics in this section are based on about 6,000 managers and 60,000 feedback providers unless specifically noted.

All correlations are significant at the .001 level.

Inner Circle Summary Dimensions

RELATING	.95
SELF AWARE	.81
AUTHENTICITY	.80
SYSTEM AWARE	.88
ACHIEVING	.92
CONTROLLING	.87
PROTECTING	.91
COMPLYING	.88

Correlations: All Dimensions

	CONSERVATIVE	PLEASING	BELONGING	PASSIVE	ARROGANCE	CRITICAL	DISTANT	PERFECT	DRIVEN	AMBITION	AUTOCRATIC	ACHIEVE RESULTS	DECISIVE	PURPOSE-VISION	COURAGE-AUTHENTIC
CONSERVATIVE	1	.16	.39	.13	-.03	-.02	.11	.05	.07	.06	.04	-.09	-.01	-.09	-.16
PLEASING	.16	1	.54	.39	.39	.31	.24	.20	.23	.37	.35	-.27	-.35	-.28	-.31
BELONGING	.39	.54	1	.61	.21	.16	.30	.03	.24	.26	.23	-.44	-.49	-.38	-.51
PASSIVE	.13	.39	.61	1	.34	.30	.47	-.17	-.01	.17	.29	-.69	-.72	-.60	-.57
ARROGANCE	-.03	.39	.21	.34	1	.77	.63	.19	.24	.61	.80	-.30	-.31	-.47	-.15
CRITICAL	-.02	.31	.16	.30	.77	1	.64	.24	.27	.53	.79	-.26	-.24	-.45	-.10
DISTANT	.11	.24	.30	.47	.63	.64	1	.10	.17	.41	.61	-.39	-.35	-.53	-.28
PERFECT	.05	.20	.03	-.17	.19	.24	.10	1	.54	.34	.27	.36	.25	.18	.22
DRIVEN	.07	.23	.24	-.01	.24	.27	.17	.54	1	.40	.31	.17	.07	.04	.10
AMBITION	.06	.37	.26	.17	.61	.53	.41	.34	.40	1	.66	-.09	-.15	-.26	-.05
AUTOCRATIC	.04	.35	.23	.29	.80	.79	.61	.27	.31	.66	1	-.28	-.28	-.49	-.16
ACHIEVE RESULTS	-.09	-.27	-.44	-.69	-.30	-.26	-.39	.36	.17	-.09	-.28	1	.77	.75	.63
DECISIVE	-.01	-.35	-.49	-.72	-.31	-.24	-.35	.25	.07	-.15	-.28	.77	1	.69	.64
PURPOSE-VISION	-.09	-.28	-.38	-.60	-.47	-.45	-.53	.18	.04	-.26	-.49	.75	.69	1	.59
COURAGE-AUTHENTIC	-.16	-.31	-.51	-.57	-.15	-.10	-.28	.22	.10	-.05	-.16	.63	.64	.59	1
INTEGRITY	.03	-.28	-.31	-.48	-.56	-.54	-.51	.12	-.03	-.38	-.55	.60	.54	.68	.47
CARING	-.05	-.13	-.18	-.38	-.58	-.60	-.69	.00	-.06	-.39	-.61	.45	.38	.66	.36
TEAMWORK	-.06	-.26	-.29	-.48	-.60	-.59	-.59	.04	-.09	-.35	-.67	.62	.59	.79	.47
INTERPERSONAL INTELLIGENCE	-.04	-.31	-.33	-.52	-.59	-.57	-.57	.07	-.04	-.38	-.63	.64	.63	.75	.57
MENTORING	-.09	-.27	-.35	-.53	-.46	-.47	-.54	.11	-.01	-.27	-.53	.67	.61	.81	.55
BALANCE	-.02	-.14	-.15	-.20	-.22	-.26	-.31	-.12	-.31	-.19	-.29	.21	.25	.35	.22
COMPOSED	.00	-.28	-.20	-.36	-.57	-.60	-.50	-.04	-.15	-.40	-.62	.46	.48	.61	.34
PERSONAL LEARNER	-.06	-.26	-.34	-.50	-.48	-.45	-.47	.15	-.03	-.34	-.52	.66	.61	.74	.54
SELFLESS	-.09	-.22	-.15	-.16	-.41	-.34	-.28	-.03	-.11	-.40	-.43	.27	.24	.35	.23
COLLABORATOR	.00	-.24	-.24	-.43	-.61	-.62	-.58	.02	-.09	-.43	-.69	.56	.54	.71	.44
COMMUNITY CONCERN	-.06	-.19	-.27	-.44	-.43	-.42	-.44	.11	.00	-.31	-.46	.58	.52	.74	.47
SUSTAINABLE PRODUCTIVITY	.01	-.26	-.34	-.55	-.46	-.43	-.43	.17	-.06	-.30	-.50	.68	.67	.69	.50
SYSTEM THINKING	-.07	-.25	-.35	-.53	-.32	-.29	-.32	.23	.05	-.17	-.32	.72	.68	.66	.53
STRATEGIC FOCUS	-.01	-.30	-.40	-.60	-.40	-.34	-.40	.21	.02	-.25	-.41	.75	.74	.71	.60

Correlations: All Dimensions (continued)

	INTEGRITY	CARING	TEAMWORK	INTERPERSONAL INTELLIGENCE	MENTORING	BALANCE	COMPOSED	PERSONAL LEARNER	SELFLESS	COLLABORATOR	COMMUNITY CONCERN	SUSTAINABLE PRODUCTIVITY	SYSTEM THINKING	STRATEGIC FOCUS
CONSERVATIVE	.03	-.05	-.06	-.04	-.09	-.02	.00	-.06	-.09	.00	-.06	.01	-.07	-.01
PLEASING	-.28	-.13	-.26	-.31	-.27	-.14	-.28	-.26	-.22	-.24	-.19	-.26	-.25	-.30
BELONGING	-.31	-.18	-.29	-.33	-.35	-.15	-.20	-.34	-.15	-.24	-.27	-.34	-.35	-.40
PASSIVE	-.48	-.38	-.48	-.52	-.53	-.20	-.36	-.50	-.16	-.43	-.44	-.55	-.53	-.60
ARROGANCE	-.56	-.58	-.60	-.59	-.46	-.22	-.57	-.48	-.41	-.61	-.43	-.46	-.32	-.40
CRITICAL	-.54	-.60	-.59	-.57	-.47	-.26	-.60	-.45	-.34	-.62	-.42	-.43	-.29	-.34
DISTANT	-.51	-.69	-.59	-.57	-.54	-.31	-.50	-.47	-.28	-.58	-.44	-.43	-.32	-.40
PERFECT	.12	.00	.04	.07	.11	-.12	-.04	.15	-.03	.02	.11	.17	.23	.21
DRIVEN	-.03	-.06	-.09	-.04	-.01	-.31	-.15	-.03	-.11	-.09	.00	-.06	.05	.02
AMBITION	-.38	-.39	-.35	-.38	-.27	-.19	-.40	-.34	-.40	-.43	-.31	-.30	-.17	-.25
AUTOCRATIC	-.55	-.61	-.67	-.63	-.53	-.29	-.62	-.52	-.43	-.69	-.46	-.50	-.32	-.41
ACHIEVE RESULTS	.60	.45	.62	.64	.67	.21	.46	.66	.27	.56	.58	.68	.72	.75
DECISIVE	.54	.38	.59	.63	.61	.25	.48	.61	.24	.54	.52	.67	.68	.74
PURPOSE-VISION	.68	.66	.79	.75	.81	.35	.61	.74	.35	.71	.74	.69	.66	.71
COURAGE-AUTHENTIC	.47	.36	.47	.57	.55	.22	.34	.54	.23	.44	.47	.50	.53	.60
INTEGRITY	1	.63	.68	.68	.63	.30	.58	.67	.41	.66	.63	.64	.56	.62
CARING	.63	1	.69	.67	.66	.38	.61	.62	.38	.70	.64	.52	.41	.47
TEAMWORK	.68	.69	1	.79	.81	.34	.65	.70	.42	.79	.62	.68	.60	.66
INTERPERSONAL INTELLIGENCE	.68	.67	.79	1	.76	.34	.70	.78	.44	.82	.64	.68	.61	.70
MENTORING	.63	.66	.81	.76	1	.36	.59	.71	.35	.71	.64	.66	.62	.66
BALANCE	.30	.38	.34	.34	.36	1	.32	.36	.14	.33	.37	.33	.25	.29
COMPOSED	.58	.61	.65	.70	.59	.32	1	.60	.37	.71	.56	.54	.46	.52
PERSONAL LEARNER	.67	.62	.70	.78	.71	.36	.60	1	.43	.73	.68	.70	.63	.74
SELFLESS	.41	.38	.42	.44	.35	.14	.37	.43	1	.43	.39	.39	.33	.33
COLLABORATOR	.66	.70	.79	.82	.71	.33	.71	.73	.43	1	.64	.68	.57	.67
COMMUNITY CONCERN	.63	.64	.62	.64	.64	.37	.56	.68	.39	.64	1	.64	.57	.59
SUSTAINABLE PRODUCTIVITY	.64	.52	.68	.68	.66	.33	.54	.70	.39	.68	.64	1	.69	.72
SYSTEM THINKING	.56	.41	.60	.61	.62	.25	.46	.63	.33	.57	.57	.69	1	.70
STRATEGIC FOCUS	.62	.47	.66	.70	.66	.29	.52	.74	.33	.67	.59	.72	.70	1

Correlations: Inner Circle Summary Dimensions

	RELATING	SELF-AWARENESS	AUTHENTICITY	SYS-AWARENESS	ACHIEVING	CONTROLLING	PROTECTING	COMPLYING	Reactive-Creative Scale
RELATING	1	0.87	0.72	0.80	0.76	-0.64	-0.75	-0.44	0.93
SELF-AWARENESS	0.87	1	0.66	0.73	0.66	-0.74	-0.74	-0.36	0.90
AUTHENTICITY	0.72	0.66	1	0.78	0.86	-0.23	-0.38	-0.72	0.77
SYS-AWARENESS	0.80	0.73	0.78	1	0.88	-0.40	-0.51	-0.61	0.82
ACHIEVING	0.76	0.66	0.86	0.88	1	-0.24	-0.41	-0.75	0.81
CONTROLLING	-0.64	-0.74	-0.23	-0.40	-0.24	1	0.83	0.09	-0.76
PROTECTING	-0.75	-0.74	-0.38	-0.51	-0.41	0.83	1	0.23	-0.85
COMPLYING	-0.44	-0.36	-0.72	-0.61	-0.75	0.09	0.23	1	-0.67
Reactive-Creative Scale	0.93	0.90	0.77	0.82	0.81	-0.76	-0.85	-0.67	1

Correlations: Complying

	CONSERVATIVE	PLEASING	BELONGING	PASSIVE	AUTHENTICITY	ACHIEVING
CONSERVATIVE	1	0.16	0.39	0.13	-0.07	-0.07
PLEASING	0.16	1	0.54	0.39	-0.34	-0.33
BELONGING	0.39	0.54	1	0.61	-0.47	-0.48
PASSIVE	0.13	0.39	0.61	1	-0.61	-0.73
AUTHENTICITY	-0.07	-0.34	-0.47	-0.61	1	0.79
ACHIEVING	-0.07	-0.33	-0.48	-0.73	0.79	1

Correlations: Controlling

	PERFECT	DRIVEN	AMBITION	AUTOCRATIC	RELATING	ACHIEVING
PERFECT	1	0.54	0.34	0.27	0.06	0.28
DRIVEN	0.54	1	0.40	0.31	-0.06	0.10
AMBITION	0.34	0.40	1	0.66	-0.39	-0.19
AUTOCRATIC	0.27	0.31	0.66	1	-0.68	-0.40
RELATING	0.06	-0.06	-0.39	-0.68	1	0.80
ACHIEVING	0.28	0.10	-0.19	-0.40	0.80	1

Correlations: Protecting

	ARROGANCE	CRITICAL	DISTANCE	RELATING	ACHIEVING	SYS-AWARENESS	SELF-AWARENESS
ARROGANCE	1	0.77	0.63	-0.62	-0.41	-0.47	-0.63
CRITICAL	0.77	1	0.64	-0.63	-0.36	-0.45	-0.63
DISTANCE	0.63	0.64	1	-0.67	-0.48	-0.47	-0.59
RELATING	-0.62	-0.63	-0.67	1	0.80	0.80	0.90
ACHIEVING	-0.41	-0.36	-0.48	0.80	1	0.83	0.75
SYS-AWARENESS	-0.47	-0.45	-0.47	0.80	0.83	1	0.81
SELF-AWARENESS	-0.63	-0.63	-0.59	0.90	0.75	0.81	1

Reactive Factor Structure

Principle Axis, Pattern Matrix	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Critical: Put people down	.84					.56				-.57			.60	
Critical: Hurt people's feelings	.75					.58				-.47			.67	
Critical: Sarcastic/cynical	.64					.51				-.53			.43	.40
Belonging: Try too hard to conform		.79												
Belonging: Please by going along		.71												
Belonging: Work too hard for acceptance		.71		-.53										
Belonging: adopt other POV -not disappoint		.52		-.42										
Driven: Drive excessively hard			.85									-.47		
Driven: Workaholic			.80											
Driven: Push too hard			.79									-.44		
Pleasing: Need to be accepted				-.84										
Pleasing: Need to be admired				-.75			.44							
Pleasing: Need other's Approval		.49		-.73										
Pleasing: Worry about approval				-.66										
Conservative: Follow conventional ways					.70									
Conservative: Conform to rules					.65									
Distance: Remain standoffish	.54					.87				-.45			.47	
Distance: Emotionally distant	.43					.82								
Distance: Hard to get to know	.41					.75								
Distance: Aloof	.51					.73				-.53			.41	
Perfect: Average is not good enough							.75							
Perfect: Expect extremely high standards							.60							
Ambition: Must constantly move up								.67						
Ambition: Excessively ambitious								.67				-.43		
Ambition: Believe winning is what matters	.41							.65					.45	
Ambition: Aggressive								.51					.49	.50
Belonging: Overly conservative									-.76		.42			
Conservative: Conservative					.41				-.66					
Arrogance: Too big of an ego	.62					.55		.58		-.81			.63	
Arrogance: Arrogant	.62					.57		.41		-.79			.59	.48
Arrogance: Self-centered	.61					.57		.52		-.76			.61	
Passive: Wishy-washy in decisions		.41									.67			
Passive: Lack drive							-.41				.66			
Passive: Passive		.46									.63			
Belonging: Play too safe		.47							-.51		.59			
Passive: Lack passion						.56					.58			
Driven: Try too hard to be the best			.42									-.72		
Perfect: Need to perform flawlessly			.46									-.68		
Autocratic: Tend to control	.56					.48		.50		-.50			.83	
Autocratic: Dictate rather than influence	.59					.50		.46		-.51			.78	
Autocratic: Domineering	.58					.53		.50		-.56			.74	.56
Autocratic: Have to get my own way	.56					.51		.50		-.58			.71	
Autocratic: Results over people	.64					.52		.53		-.46			.66	
Critical: Critical														.49

Note: Loadings below .4 are deleted to make it easier to read

Creative Factor Structure

Principle Axis, Pattern Matrix	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Mentor: People developer/builder	.71			-.62				.60					.51	.54		-.57	.62	-.53				.57
Teamwork: Share leadership	.71			-.53				.51					.51			-.54		-.51				
Teamwork: Promote high levels of teamwork	.68			-.58				.57					.55	.57		-.61	-.60	.54			.60	
Mentor: Help people learn, change, improve	.65			-.63				.59					.54	.53		-.61	.62	-.50			.54	
Decisive: Efficient decision maker		.78		-.54					.51		-.59			.56	-.50							
Decisive: Make timely decisions		.69													-.50							
Community: impact of decisions on community			.92	-.53										.51							.54	
Community vision beyond org. to world			.72	-.58				.54													.57	
Community: Balance community welfare w/profit			.70																		.60	
Purpose&Vision: communicate compelling vision				-.92										.54		-.52						
Purpose&Vision: Inspire others with vision	.56		.53	-.78				.53					.51	.57		-.56						
Purpose&Vision: Good role model for vision	.51			-.64	.54			.55	.59		-.51			.57		-.57		-.52			.59	
Achieve Results: Strive for continuous improve				-.55							-.52			.52	-.51							
Purpose&Vision: deep sense of purpose				-.55																		
Integrity: Behavior consistent with values					.85				.52							-.54						
Integrity: Hold to values					.71				.50							-.55						
Balance: Find enough time for reflection						.89																
Balance: Balance work and personal						.60																
Learner: Search for meaning							.60															
Caring: Form warm/caring relationships	.51							.88					.53			-.52						
Caring: Connect deeply								.80								-.52		-.51			.53	
Caring: Compassionate								.71					.51			-.52		-.52				
Composed: Composed under pressure									.78							-.51						
Composed: Calming influence									.56	.72			.56			-.61		-.58			.51	
Selfless: We did it ourselves											.61											
Selfless: Uninterested in credit											.58											
Systems Thinking: Redesign to solve multiple problems												-.86			.58							
Systems Thinking: Evolve systems to get results				-.55								-.65			.65							
Systems Thinking: Reduce activities -waste resources												-.59	.51		.50							
Sustainable Balance short term & long term health												-.56	.74		.58		-.55					
Sustainable: Balance bottom line w/other org. goals				-.50								-.52	.71		.57							
Sustainable: Allocate resources -not use up people												-.53	.61		.51			.51				
Inter. Intel.: Listen openly to criticism and ask														.77			-.61		-.55			
Strategic Focus: See integration of all parts				-.51								-.56		.86		-.54						
Strategic Focus: Anticipate future consequences												-.54		.68		-.56						
Strategic Focus: Focus quickly on key issues		.56		-.54								-.53		.62	-.54	-.54						.51
Achieve Results: Pursue result with drive																-.80						
Achieve Results: Proficient at achieving results		.55												.56		-.59	-.52					
Achieve Results: Quick to seize opportunities		.52														-.57						
Inter. Intel.: In conflict -restate others opinions								.52					.52			-.83		-.51				
Inter. Intel.: Take responsibility for my part								.51					.61			-.64		-.52				
Learner: Learn from mistakes									.51				.52	.56		-.58						
Learner: Investigate deeper realities													.56			-.58						
Learner: Examine assumptions behind action				-.57												-.54						
Mentor: Help with development plans					-.51												.73					
Mentor: Provide feedback on prof. growth					-.57												.68					
Collaborate: Create common ground	.54				-.52			.56	.57				.60	.54		-.66					.51	
Collaborate: Work for common ground								.57	.55				.62	.58		-.67					.55	
Collaborate: Negotiate for best of both								.53	.52				.53	.56		-.60						
Inter. Intel.: Directly address issues																-.51					.73	
Inter. Intel.: Highly skilled in conflict					-.55			.51	.59				.52	.54		-.66		-.59	.69			
Community: Ethic of service to the world								.56													.72	
Community: Role of org. as corp. citizen																					.66	
Teamwork: Create positive climate		.62			-.54			.62	.57				.59	.52		-.61		-.65				.78
Courage: Speak directly on controversial																						.78
Courage: Courageous in meetings																						.68
Courage: Surface issues -others reluctant																			.60			.65
Decisive: Make tough decisions			.60		-.55									.55								.62

Note: Loadings below .5 are deleted to make it easier to read

Correlations to Leadership Effectiveness Measure

Dimensions

CARING	.65
TEAMWORK	.89
COLLABORATOR	.82
INTERPERSONAL INTELLIGENCE	.84
MENTOR	.82
BALANCE	.37
COMPOSED	.75
LEARNER	.80
SELFLESS	.49
COURAGE	.62
INTEGRITY	.74
COMMUNITY	.69
SUSTAINABLE PRODUCTIVITY	.82
SYSTEMS THINKING	.75
ACHIEVE RESULTS	.79
DECISIVE	.80
PURPOSE-VISION	.91
STRATEGIC	.83
CONSERVE	-.03
BELONG	-.42
PLEASE	-.32
PASSIVE	-.66
DISTANCE	-.55
CRITICAL	-.49
ARROGANCE	-.50
AUTOCRAT	-.47
AMBITION	-.19
DRIVEN	-.03
PERFECT	.05
Leadership Effectiveness	1

Leadership Effectiveness

I am satisfied with the quality of leadership that this leader provides.
 This leader is the kind of leader that others should aspire to become.
 This leader is an example of an ideal leader.
 This leader's leadership helps this organization to thrive.
 Overall, this leader provides very effective leadership.

Scale Alpha 0.9

Inner Circle Summary Dimensions

RELATING	.85
SELF AWARE	.76
AUTHENTICITY	.78
SYSTEM AWARE	.84
ACHIEVING	.91
CONTROLLING	-.41
PROTECTING	-.56
COMPLYING	-.63
Reactive-Creative Scale	-.63
Leadership Effectiveness	.84
	1

Manager Edition Reliability: Alpha Coe cients

Outer Circle Dimensions

Vision	0.91
Strategy	0.88
Caring	0.86
Integrity	0.87
Composure	0.84
Courage	0.84
Balance	0.82
Mentoring	0.71
Teamwork	0.89
Decisions	0.86
Results	0.84
Interpersonal	0.85
Autocratic	0.83
Belonging	0.89
Perfectionist	0.83
Distant	0.81
Ambitious	0.88
Pleasing	0.78
Passive	0.84
Critical	0.82
Arrogant	0.89
	0.89

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All correlations are significant at the .001 level.

Inner Circle Dimensions

Relating	0.94
Being	0.89
Achieving	0.96
Controlling	0.89
Protecting	0.92
Complying	0.87

Leadership Effectiveness 0.96

Manager Edition Correlations: All Dimensions

	PLEASING	BELONGING	PASSIVE	ARROGANT	CRITICAL	DISTANCE	PERFECTIONIST	AMBITIOUS	AUTOCRATIC	RESULTS	DECISIONS	VISION	COURAGE	INTEGRITY	CARING	TEAMWORK	INTERPERSONAL	MENTORING	BALANCE	COMPOSURE	STRATEGY	RELATING	BEING	ACHIEVING	CONTROLLING	PROTECTING	COMPLYING	CREATING	REACTING	LEADERSHIP EFFECTIVENESS
PLEASING	1	.51	.30	.45	.35	.25	.55	.48	.44	-.16	-.34	-.23	-.23	-.36	-.12	-.30	-.33	-.22	-.27	-.45	-.26	-.25	-.43	-.26	.48	.38	.57	-.34	.57	-.33
BELONGING	.51	1	.65	.08	.03	.28	.26	.19	.14	-.47	-.52	-.43	-.59	-.35	-.10	-.25	-.25	-.28	-.10	-.23	-.43	-.23	-.43	-.48	.16	.17	.87	-.42	.43	-.38
PASSIVE	.30	.65	1	.17	.14	.41	-.08	-.05	.11	-.80	-.77	-.65	-.69	-.56	-.27	-.49	-.45	-.51	-.09	-.39	-.64	-.45	-.59	-.76	.08	.29	.90	-.66	.45	-.66
ARROGANT	.45	.08	.17	1	.84	.62	.47	.64	.85	-.21	-.23	-.30	.00	-.58	-.62	-.62	-.65	-.48	-.30	-.58	-.23	-.62	-.45	-.26	.83	.89	.22	-.49	.85	-.50
CRITICAL	.35	.03	.14	.84	1	.64	.44	.58	.86	-.20	-.17	-.32	.04	-.57	-.67	-.65	-.65	-.50	-.36	-.63	-.22	-.65	-.47	-.25	.83	.90	.16	-.50	.83	-.49
DISTANCE	.25	.28	.41	.62	.64	1	.33	.40	.64	-.39	-.34	-.43	-.26	-.54	-.74	-.65	-.60	-.57	-.33	-.48	-.31	-.68	-.51	-.40	.61	.87	.40	-.58	.79	-.55
PERFECTIONIST	.55	.26	-.08	.47	.44	.33	1	.71	.58	.19	.02	.00	.10	-.18	-.23	-.23	-.23	-.12	-.36	-.32	.05	-.22	-.21	.07	.65	.46	.16	-.12	.55	-.11
AMBITIOUS	.48	.19	-.05	.64	.58	.40	.71	1	.71	.09	.01	-.07	.10	-.35	-.40	-.33	-.38	-.24	-.28	-.34	.01	-.36	-.25	.00	.82	.59	.14	-.22	.68	-.19
AUTOCRATIC	.44	.14	.11	.85	.86	.64	.58	.71	1	-.15	-.17	-.30	.02	-.56	-.67	-.65	-.66	-.51	-.40	-.61	-.21	-.66	-.48	-.23	.97	.86	.20	-.49	.89	-.47
RESULTS	-.16	-.47	-.80	-.21	-.20	-.39	.19	.09	-.15	1	.83	.80	.69	.70	.42	.65	.62	.66	.18	.50	.79	.61	.69	.91	-.10	-.31	-.68	.81	-.39	.79
DECISIONS	-.34	-.52	-.77	-.23	-.17	-.34	.02	.01	-.17	.83	1	.74	.72	.66	.34	.64	.61	.63	.28	.58	.78	.58	.74	.88	-.14	-.28	-.72	.80	-.41	.80
VISION	-.23	-.43	-.65	-.30	-.32	-.43	.00	-.07	-.30	.80	.74	1	.69	.75	.56	.77	.69	.77	.29	.62	.89	.72	.78	.93	-.25	-.40	-.59	.90	-.47	.87
COURAGE	-.23	-.59	-.69	.00	.04	-.26	.10	.10	.02	.69	.72	.69	1	.51	.28	.48	.46	.53	.18	.36	.67	.46	.70	.73	.04	-.10	-.68	.69	-.24	.62
INTEGRITY	-.36	-.35	-.56	-.58	-.57	-.54	-.18	-.35	-.56	.70	.66	.75	.51	1	.68	.82	.82	.75	.40	.73	.68	.81	.86	.75	-.54	-.63	-.53	.88	-.69	.84
CARING	-.12	-.10	-.27	-.62	-.67	-.74	-.23	-.40	-.67	.42	.34	.56	.28	.68	1	.79	.73	.73	.42	.58	.39	.86	.61	.47	-.64	-.76	-.22	.71	-.69	.65
TEAMWORK	-.30	-.25	-.49	-.62	-.65	-.65	-.23	-.33	-.65	.65	.64	.77	.48	.82	.79	1	.86	.87	.45	.78	.66	.92	.81	.73	-.60	-.72	-.44	.90	-.72	.89
INTERPERSONAL	-.33	-.25	-.45	-.65	-.65	-.60	-.23	-.38	-.66	.62	.61	.69	.46	.82	.73	.86	1	.78	.42	.76	.61	.89	.80	.68	-.63	-.70	-.43	.86	-.72	.82
MENTORING	-.22	-.28	-.51	-.48	-.50	-.57	-.12	-.24	-.51	.66	.63	.77	.53	.75	.73	.87	.78	1	.41	.65	.66	.92	.76	.74	-.47	-.58	-.46	.87	-.61	.82
BALANCE	-.27	-.10	-.09	-.30	-.36	-.33	-.36	-.28	-.40	.18	.28	.29	.18	.40	.42	.45	.42	.41	1	.44	.25	.46	.57	.28	-.40	-.36	-.14	.45	-.39	.37
COMPOSURE	-.45	-.23	-.39	-.58	-.63	-.48	-.32	-.34	-.61	.50	.58	.62	.36	.73	.58	.78	.76	.65	.44	1	.59	.72	.83	.61	-.57	-.62	-.40	.78	-.66	.76
STRATEGY	-.26	-.43	-.64	-.23	-.22	-.31	.05	.01	-.21	.79	.78	.89	.67	.68	.39	.66	.61	.66	.25	.59	1	.60	.73	.94	-.16	-.29	-.60	.84	-.38	.81
RELATING	-.25	-.23	-.45	-.62	-.65	-.68	-.22	-.36	-.66	.61	.58	.72	.46	.81	.86	.92	.89	.92	.46	.72	.60	1	.79	.69	-.62	-.73	-.40	.88	-.73	.83
BEING	-.43	-.43	-.59	-.45	-.47	-.51	-.21	-.25	-.48	.69	.74	.78	.70	.86	.61	.81	.80	.76	.57	.83	.73	.79	1	.79	-.45	-.54	-.60	.92	-.62	.85
ACHIEVING	-.26	-.48	-.76	-.26	-.25	-.40	.07	.00	-.23	.91	.88	.93	.73	.75	.47	.73	.68	.74	.28	.61	.94	.69	.79	1	-.19	-.35	-.69	.91	-.45	.87
CONTROLLING	.48	.16	.08	.83	.83	.61	.65	.82	.97	-.10	-.14	-.25	.04	-.54	-.64	-.60	-.63	-.47	-.40	-.57	-.16	-.62	-.45	-.19	1	.84	.20	-.45	.88	-.43
PROTECTING	.38	.17	.29	.89	.90	.87	.46	.59	.86	-.31	-.28	-.40	-.10	-.63	-.76	-.72	-.70	-.58	-.36	-.62	-.29	-.73	-.54	-.35	.84	1	.30	-.59	.92	-.58
COMPLYING	.57	.87	.90	.22	.16	.40	.16	.14	.20	-.68	-.72	-.59	-.68	-.53	-.22	-.44	-.43	-.46	-.14	-.40	-.60	-.40	-.60	-.69	.20	.30	1	-.62	.54	-.60
CREATING	-.34	-.42	-.66	-.49	-.50	-.58	-.12	-.22	-.49	.81	.80	.90	.69	.88	.71	.90	.86	.87	.45	.78	.84	.88	.92	.91	-.45	-.59	-.62	1	-.65	.94
REACTING	.57	.43	.45	.85	.83	.79	.55	.68	.89	-.39	-.41	-.47	-.24	-.69	-.69	-.72	-.72	-.61	-.39	-.66	-.38	-.73	-.62	-.45	.88	.92	.54	-.65	1	-.63
LEADERSHIP EFFECTIVENESS	-.33	-.38	-.66	-.50	-.49	-.55	-.11	-.19	-.47	.79	.80	.87	.62	.84	.65	.89	.82	.82	.37	.76	.81	.83	.85	.87	-.43	-.58	-.60	.94	-.63	1

a. Type = Other

N =198521

All correlations significant at .001

Manager Edition Reactive Factor Structure		Component								
		1	2	3	4	5	6	7	8	9
Principle Axis, Pattern Matrix										
Autocratic	I dictate rather than influence what others do.	0.78								
Autocratic	I tend to control others.	0.77								
Autocratic	I am domineering.	0.74						0.44	-0.52	
Critical	I hurt people's feelings.	0.61			0.42			0.55	-0.46	
Autocratic	I have to get my own way.	0.60							-0.55	
Autocratic	I pursue results at the expense of people.	0.56							-0.40	
Belonging	I try to please others by going along to get along.		0.79				-0.43			
Belonging	I adopt others' points of view so as not to disappoint them.		0.76							
Belonging	I try too hard to conform to the group's rules/norms.		0.69				-0.41			
Belonging	I play it too safe.		0.56					0.51		
Passive	I am wishy-washy in decision making.		0.52					0.52		
Perfectionist	I am a perfectionist.			0.84						
Perfectionist	I need to perform flawlessly.			0.82						
Perfectionist	I try to do everything perfectly well.			0.78						
Perfectionist	I try too hard to be the best at everything I take on.			0.72						
Perfectionist	I need to excel in every situation.			0.72		0.47				
Distant	I am emotionally distant.				0.84					
Distant	I remain standoffish.				0.83					
Distant	I am hard to get to know.				0.83					
Distant	I am aloof.				0.72					-0.45
Ambitious	I believe to feel good one must constantly move up.					0.79				
Ambitious	I believe winning is what really matters.	0.41				0.74				
Ambitious	I am excessively ambitious.					0.65				
Ambitious	I am aggressive.	0.49				0.53				
Pleasing	I need the approval of others.						-0.88			
Pleasing	I need to be accepted by others.						-0.87			
Pleasing	I worry about others' judgment.						-0.76			
Pleasing	I need to be admired by others.						-0.76			
Pleasing	I work too hard for others' acceptance.		0.46				-0.72			
Passive	I lack drive.							0.81		
Passive	I lack passion.							0.80		
Passive	I am passive.		0.51					0.63		
Critical	I am sarcastic and/or cynical.								0.82	
Critical	I am critical.								0.71	
Critical	I put people down.	0.56							0.60	-0.51
Arrogant	I have too big of an ego.	0.46								-0.83
Arrogant	I am self-centered.									-0.80
Arrogant	I am arrogant.	0.47							0.49	-0.80

Manager Edition Creative Factor Structure		Component								
		1	2	3	4	5	6	7	8	9
Principle Axis, Pattern Matrix										
Purpose	I provide strategic vision for [my part of] the organization.	0.78								
Strategy	I am a gifted strategist.	0.75								
Strategy	I establish a strategic direction that helps [my part of] the organization to thrive.	0.75								
Strategy	I provide strategic direction that is thoroughly thought through.	0.67								
Purpose	I communicate a compelling vision.	0.61								
Strategy	I have a firm grasp of the market place dynamics.	0.60								
Purpose	I articulate a vision that creates alignment within [my part of] the organization.	0.59								
Purpose	I inspire others with vision.	0.48								
Caring	I connect deeply with others.		0.82							
Caring	I form warm and caring relationships.		0.81							
Caring	I am compassionate.		0.73							
Integrity	I exhibit personal behavior consistent with my values.			0.85						
Integrity	I hold to my values during good and bad times.			0.77						
Integrity	I lead in a manner that is completely aligned with my values.			0.73						
Integrity	I am a good role model for the vision I espouse.			0.43						
Composure	I am composed under pressure.				0.83					
Composure	I handle stress and pressure very well.				0.76					
Composure	I am a calming influence in difficult situations.				0.66					
Courage	I surface the issues others are reluctant to talk about.					0.82				
Courage	I speak directly even on controversial issues.					0.80				
Courage	I am courageous in meetings.					0.71				
Decisions	I make the tough decisions when required.					0.40				
Balance	I balance work and personal life.						0.85			
Balance	I find enough time for personal reflection.						0.81			
Mentoring	I help direct reports create development plans.							-0.69		
Mentoring	I help people learn improve and change.							-0.67		
Mentoring	I am a people builder/developer.							-0.64		
Teamwork	I promote high levels of teamwork through my leadership style.							-0.60		
Mentoring	I provide feedback focused on professional growth.							-0.58		
Teamwork	I share leadership.							-0.50		
Teamwork	I create a positive climate that supports people doing their best.							-0.46		
Decisions	I am an efficient decision maker.								-0.60	
Results	I am quick to seize opportunities upon noticing them.								-0.59	
Decisions	I make decisions in a timely manner.								-0.54	
Results	I pursue results with drive and energy.								-0.53	
Results	I am proficient at achieving high quality results on key initiatives.								-0.38	
Results	I strive for continuous improvement.								-0.35	0.35
Interpersonal	I listen openly to criticism and ask questions to further understand.									0.65
Interpersonal	I learn from mistakes.									0.57
Interpersonal	I take responsibility for my part of relationship problems.									0.56
Interpersonal	In a conflict I accurately restate the opinions of others.									0.40