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## Questionnaire

	<i>Statement</i>					
		1 = not very like my or strongly disagree				
		3 = neutral				
		5 = very much true of me or strongly agree				
1	I feel easy with people.	1	2	3	4	5
2	Overlooking details is wasteful and dangerous.	1	2	3	4	5
3	Training others is an investment into the future.	1	2	3	4	5
4	People can always be replaced, others may wait to take over.	1	2	3	4	5
5	All problems can be broken down into manageable tasks.	1	2	3	4	5
6	I believe sometimes you have to 'go it alone'.	1	2	3	4	5
7	I believe you must take care of details; they cannot be ignored.	1	2	3	4	5
8	I do not need others to motivate me.	1	2	3	4	5
9	Many people put forward unworkable or worthless suggestions.	1	2	3	4	5
10	I see the wider issues; the details don't interest me.	1	2	3	4	5
11	Organizations have become impersonal.	1	2	3	4	5
12	If you record everything, others can learn by your mistakes.	1	2	3	4	5
13	I enjoyed a busy life once, now I just want a peaceful one.	1	2	3	4	5
14	I am active outside work (gardening, sports etc.).	1	2	3	4	5
15	I can work with a range of people of varying experience.	1	2	3	4	5
16	People matter more than tasks.	1	2	3	4	5
17	My judgment is usually good.	1	2	3	4	5

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18	Most of what I learnt, that I feel was valuable, I learnt by experience, not by teaching.	1	2	3	4	5
19	I take the lead when I have to.	1	2	3	4	5
20	I see how to make connections others don't appreciate.	1	2	3	4	5
21	I find long conversations with people generally boring.	1	2	3	4	5
22	The more information you have, the better equipped you are.	1	2	3	4	5
23	I don't believe people have to like me to do what I ask.	1	2	3	4	5
24	I expect to be rewarded for work well done.	1	2	3	4	5
25	I stand my ground if I think I am right.	1	2	3	4	5
26	I do things my way.	1	2	3	4	5
27	I have had failures; but they have taught me something.	1	2	3	4	5
28	I like outdoor activities.	1	2	3	4	5
29	I do not reject ideas just because they seem unworkable; I think them through.	1	2	3	4	5
30	I am generally optimistic.	1	2	3	4	5
31	I enjoy a quiet night at home or a quiet evening socially.	1	2	3	4	5
32	The team vision is important to the organization.	1	2	3	4	5
33	The overall vision of the team is very important.	1	2	3	4	5
34	I leave airy-fairy thinking to others.	1	2	3	4	5
35	All ideas have merit, though they have to be worked on.	1	2	3	4	5

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36 There comes a point, when you have to make a decision, even if all the facts are not in..	1	2	3	4	5
37 I believe if you want to get something different out of a situation you have to put something different into it.	1	2	3	4	5
38 I can draw on a lot of specialist experts with whom I have associations.	1	2	3	4	5
39 I recognize the complexity in problems..	1	2	3	4	5
40 Sometimes my ideas solve long-standing or seemingly insoluble problems.	1	2	3	4	5
41 Formal education and qualifications are important..	1	2	3	4	5
42 I don't mind to be thought of as a little old fashioned.	1	2	3	4	5
43 I examine the detail of problems..	1	2	3	4	5
44 Rules are made for everyone's benefit.	1	2	3	4	5
45 I find people seek to confide in me.	1	2	3	4	5
46 When I have a task to do, I address myself fully to it.	1	2	3	4	5
47 I have a high level of curiosity.	1	2	3	4	5
48 I am excited by new ideas.	1	2	3	4	5
49 I take time to make up my mind..	1	2	3	4	5
50 I won't get the best out of others if they don't believe in what I ask them to do.	1	2	3	4	5
51 I work to live, I don't live to work.	1	2	3	4	5
52 A logical approach is the right way forward.	1	2	3	4	5
53 I believe in being straight with people.	1	2	3	4	5

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54 I like working with others.	1	2	3	4	5
55 I like to get to know people better.	1	2	3	4	5
56 I don't believe in kidding people along.	1	2	3	4	5
57 Truthfulness and honesty between people is very important.	1	2	3	4	5
58 I believe a wide association outside the team is vital to my information flow.	1	2	3	4	5
59 I see pitfalls as they approach.	1	2	3	4	5
60 I often come up with original and radical ideas.	1	2	3	4	5
61 I don't see my present position as permanent.	1	2	3	4	5
62 I don't suffer fools gladly.	1	2	3	4	5
63 The whole team must be in consensus about its objectives.	1	2	3	4	5
64 I believe in an honest day's work in an honest day's pay.	1	2	3	4	5
65 I do not often feel under stress.	1	2	3	4	5
66 I believe people must be forced to face problems.	1	2	3	4	5
67 I think it is good that the team reassesses itself every now and then.	1	2	3	4	5
68 I examine ideas that might be useful in the future, even though they have no obvious use at the moment.	1	2	3	4	5
69 I pull the team back on track, if it wanders.	1	2	3	4	5
70 I enjoy 'lateral thinking' exercises.	1	2	3	4	5
71 I believe that honesty is the best policy everywhere.	1	2	3	4	5
72 I take time to make my mind up, but I usually get it right.	1	2	3	4	5

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73	I like work that stretches the mind.	1	2	3	4	5
74	If the overall task is explained to me I can plan the way forward, step by step.	1	2	3	4	5
75	I do not often find myself in argument with others.	1	2	3	4	5
76	I believe each problem must be approached on its own merit..	1	2	3	4	5
77	I make up my own rules.	1	2	3	4	5
78	I excite others with my ideas.	1	2	3	4	5
79	I believe people function best if they are given clear instructions and orders.	1	2	3	4	5
80	Others sometimes find me absent-minded.	1	2	3	4	5
81	You have to be happy with your work to do it well.	1	2	3	4	5
82	People find it hard to talk with me about personal things.	1	2	3	4	5
83	I hate to be bored.	1	2	3	4	5
84	If I have a goal, I strive to meet it.	1	2	3	4	5
85	I think the team is important to my work.	1	2	3	4	5
86	I prefer light-heartedness to seriousness.	1	2	3	4	5
87	I like to have many alternatives before I make up my mind.	1	2	3	4	5
88	I believe it's who you know, not what you know.	1	2	3	4	5
89	I am cautious.	1	2	3	4	5
90	I am impatient.	1	2	3	4	5

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91	I don't take my work home with me.	1	2	3	4	5
92	I am quiet in company, prefer others to do the talking..	1	2	3	4	5
93	I like work that stretches the mind.	1	2	3	4	5
94	I don't like confrontation.	1	2	3	4	5
95	I think you have to say what needs to be said; no shirking from the facts.	1	2	3	4	5
96	I am enthusiastic.	1	2	3	4	5
97	I think a broad range of knowledge rather than a depth of knowledge is important.	1	2	3	4	5
98	I do not feel I have achieved all I will achieve in my life.	1	2	3	4	5
99	I like to be a key man in group decisions.	1	2	3	4	5
100	I believe in thinking independently.	1	2	3	4	5

### Scoring

Combine your scores from the preceding pages and add them up at the bottom of each column.

Confessor	Librarian	Coach	Worker	Peace-maker	Referee	Challenger	Explorer	Pragmatist	Visionary
1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70
71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100

Which are your three most dominant traits?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_