

Column 1

Column 2

Column 3

○ Workaholic, overloaded, excessively busy and active	○ Avoids conflict and controversy (often at the expense of performance)	○ Indecisive
○ Unrealistically high standards for subordinates and coworkers	○ Unable to handle tough decisions, ignores critical issues	○ Avoids risks
○ Individual performance-oriented (vs. team-oriented)	○ Unable to handle pressure effectively	○ Resists change
○ Overly task-oriented	○ Needy (especially needs attention)	○ Strict enforcement of policies and procedures
○ Overly critical	○ Overly sensitive to criticism and rejection	○ Personally avoids experimentation, trying or embracing new ideas
○ Overly controlling	○ Overly people-oriented	○ May possess entitlement attitude
○ Reluctant to delegate	○ Sometimes office clown, joker or social planner	
○ Unhealthy perfectionism		

Total column 1:

Total column 2:

Total Column 3:

Notes:

