



## Assessment Questions

### Coding of questions

Management	Mentor	I am respectful in my interactions with employees at all levels of the organization.
	Mentor	I would classify my communication style as coaching, not directing.
	Facilitator	I engage in constructive conflicts (no personal attacks nor passive aggressive behavior).
	Facilitator	I lead through service to the team more than I lead through authority over the team.
	Coordinator	I am committed to supporting team members in accomplishing their company goals even if it is not listed in my job description.
	Coordinator	I focus on being trustworthy and collaborating with all departments effectively.
	Monitor	Carefully review reports and communication to detect errors.
	Monitor	I work to systematically remove waste through problem solving techniques.
	Director	Clearly communicates to each person in my area of responsibility the deliverables expected
	Director	I am able to help provide vision to teams without trying to fix their problems.
	Director	I have a "can do" attitude, overcoming obstacles to produce desired results by asking for help.
	Producer	Effective at managing my time & stress to optimize my performance.
	Producer	I work to contribute to the success of the team by actively supporting and participating in others' projects.
	Innovator	I initiate action where it is needed, resisting the urge to stay status-quo.
	Innovator	I offer innovative ideas and think outside the box to solve problems and reach solutions.
	Broker	Able to effectively present & promote ideas.
	Broker	I feel I am effective in living with change and flexible in dealing with those changes.
Team	Team	Have the ability to mobilize people & resources to get company goals accomplished.
	Coordinator	I am committed to supporting team members in accomplishing their company goals even if it is not listed in my job description.
	Director	I have a "can do" attitude, overcoming obstacles to produce desired results by asking for help.
	Director	
Culture	Culture	I allow my teams to make mistakes and treat those mistakes as a learning opportunity.
	Culture	I work to break down "us versus them" mentality between departments.
	Mentor	I would classify my communication style as coaching, not directing.
	Facilitator	I lead through service to the team more than I lead through authority over the team.



## Cultural values

PDI	I involve all concerned people in the decision making.
PDI	It is more important to get work accomplished even if I do not follow the office policies and procedures exactly.
PDI	I rarely follow through as delegated; I am likely to suggest solutions for problems even if not specifically asked/told.
Indiv	I prefer that the team gets rewarded and recognition goes to the group (even when I am not recognized as an individual)
Indiv	I give feedback through group communication instead of confronting with the individual
Indiv	I think promotion and hiring should be done based on personal relationship rather than on skill and competence.
Relationship	I consider that work takes precedence over family life
Relationship	I prefer individual incentives that improve my earnings, my recognition and my advancement instead of group incentives.
Relationship	My accomplishing tasks always prevail over personal relationships.
UAI	I expect my leaders to know all (most of) the answers.
UAI	I am most comfortable with well-defined rules and practices.
UAI	I do not encourage risk taking. Success comes from everyone holding to the rules.

## Ethics

Service	I consider humility a weakness and harmful in business.
Service	Doing good is only about right action, my attitude does not matter.
Vision	I motivate people through pressure tactics even if they become anxious
Vision	I use "Fear of being fired"/threat as an acceptable way to controlling others behavior
Truth	Being deceptive is acceptable in achieving my goals.
Truth	I am truthful person