

**Table 6**

Self-Reflection on Leadership in HIM: Often to Almost Always (Average Response of 3–4)

<b>Statement about Functioning as Leader</b>	<b>Average Response</b>
I recognize the difference between feelings and intellectual principles.	3.93
I recognize my contributions to problems in the workplace.	3.93
I set realistic expectations for myself.	3.74
I challenge others to solve problems for which they are responsible, or in which they have stake, by asking relevant and probing questions to stimulate their thinking.	3.81
I tolerate the stresses of the workplace world calmly.	3.58
I am aware of triangles and work to de-triangle myself.	3.55
I state my position on “hot” topics clearly, regardless of the position of others, i.e., direct reports, superiors, customers, or colleagues.	3.40
When supervisors criticize my positions, I am not defensive.	3.37
When I am anxious, I do not withdraw or distance from others.	3.24

*Notes:* *N* for each question varied from 40 to 43 respondents. Scale: 0 = never; 1 = rarely; 2 = sometimes; 3 = often; 4 = almost always; 5 = always.