

**Table 5**

Self-Reflection on Leadership in Health Information Management (HIM): Response of Almost Always to Always (Average Response > 4)

<b>Statement about Functioning as Leader</b>	<b>Average Response</b>
I take responsibility for my own functioning at work.	4.84
I am present and accounted for during meetings.	4.67
I take actions at work based on values and principles.	4.47
I am aware of my impact on co-workers.	4.33
I collaborate effectively with team members.	4.33
I make decisions based on facts and principles.	4.21
I focus on the strengths of those reporting to me.	4.19
When I disagree with those who report to me, I do not attack them.	4.05
I encourage independence in those reporting to me.	4.05
I seek long term positive and enduring change.	4.07
I see a range of options for solving problems.	4.07

*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.