Much has been written in recent years about the leadership traits of effective managers. As a result, most experienced managers—and most employees—understand why some managers succeed so well in their roles while others flounder and fail. Yet little has been written about the traits of successful employees—traits that can make or break workplace harmony.

Do people like working with you? Can you work with others to get things done efficiently? How do you contribute to the quality of work life in your office or shop?

Answer the 30 questions that follow, and you’ll be able to tell just how effective you are when it comes to working with other people. And better yet, you’ll be able to learn how to improve your relationships with your fellow employees.

Score each answer with a “3,” “2,” “1” or “0”:

- If your answer is “always,” give yourself 3 points.
- If your answer is “usually,” give yourself 2 points.
- If your answer is “occasionally” or “sometimes,” give yourself 1 point.
- If your answer is “rarely” or “never,” give yourself a score of “0.”

Now, on to the questions. No one will see your answers, so be absolutely honest with yourself:

1. I am ready and willing to share information with others.
   \[\begin{array}{cccc}
   3 & 2 & 1 & 0
   \end{array}\]

2. I offer advice without appearing dominating or controlling.
   \[\begin{array}{cccc}
   3 & 2 & 1 & 0
   \end{array}\]

3. My work habits are a model for others.
   \[\begin{array}{cccc}
   3 & 2 & 1 & 0
   \end{array}\]

4. I’m a well-rounded individual, and I exhibit a variety of interests when I talk with fellow employees.
   \[\begin{array}{cccc}
   3 & 2 & 1 & 0
   \end{array}\]

5. I compliment my coworkers on their work and accomplishments.
   \[\begin{array}{cccc}
   3 & 2 & 1 & 0
   \end{array}\]

6. When I feel I must criticize, I do so in private.
   \[\begin{array}{cccc}
   3 & 2 & 1 & 0
   \end{array}\]

7. I remain even-tempered, even in the most frustrating situations.
   \[\begin{array}{cccc}
   3 & 2 & 1 & 0
   \end{array}\]

8. People trust me.
   \[\begin{array}{cccc}
   3 & 2 & 1 & 0
   \end{array}\]

9. I am honest but fair when I speak about my views.
   \[\begin{array}{cccc}
   3 & 2 & 1 & 0
   \end{array}\]

10. I am predictable and consistent in my actions and my comments.
    \[\begin{array}{cccc}
    3 & 2 & 1 & 0
    \end{array}\]

11. When I speak about the boss, I speak about his actions, not his personality.
    \[\begin{array}{cccc}
    3 & 2 & 1 & 0
    \end{array}\]

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12. I look for ways to make the workplace a more harmonious place.
   3 2 1 0

13. I accept new employees and try to make them feel at home.
   3 2 1 0

14. Although I'm efficient, I make others feel welcome when they stop to chat.
   3 2 1 0

15. I am optimistic.
   3 2 1 0

16. Whenever I see the opportunity, I do simple favors for coworkers.
   3 2 1 0

17. I remember people when they are feeling ill or having personal problems.
   3 2 1 0

18. I greet people warmly when I see them first thing in the morning.
   3 2 1 0

19. I'm interested in the needs of coworkers, without appearing to interfere in their lives or work.
   3 2 1 0

20. Even when I dislike an individual, I remain cordial.
   3 2 1 0

21. People around me notice my smile.
   3 2 1 0

22. I often suggest ideas at work.
   3 2 1 0

23. I'm willing to help coworkers do a better job and “look good,” without taking credit for my help.
   3 2 1 0

24. I express gratitude to others when they help me.
   3 2 1 0

25. When somebody wants to express an opinion to me, I’m a good listener.
   3 2 1 0

26. I make a sincere effort to understand—and follow—workplace policies.
   3 2 1 0

27. I’m willing to share tools, supplies, equipment and other resources.
   3 2 1 0

26. When I must call a problem to the attention of a coworker, I’m polite.
   3 2 1 0

29. I remember birthdays, anniversaries and other special occasions in the lives of my coworkers.
   3 2 1 0

30. I'm enthusiastic.
   3 2 1 0

Now, add up your individual scores. If your total is between 76 and 90, great! People probably enjoy working with you, and you can almost certainly give a few pointers to others about workplace relationships. If your total score is between 61 and 75, you’re doing well. Brush up on your people skills whenever you can, and you’ll improve your already effective workplace relationships. If your score is between 45 and 60, resolve to watch how your skilled coworkers manage their relationships with others—and resolve to model your own efforts after them. If your score is below 45, don’t despair! “People skills,” like other skills, can be learned with practice. Make an honest attempt to start now!

However skilled you are at workplace relationship-building, you’ll find that you can always improve communication and harmony with your coworkers. And once you begin to work toward this goal, you’ll find yourself becoming ever more satisfied with your job—and with the people around you.

About the Author
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