



STRENGTHS · PROFILE

Strengths Profile

Technical Manual and Statistical Properties

STRENGTHS · PROFILE

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Technical Manual and Statistical Properties for Strengths Profile

What is Strengths Profile?

Many of us will be accustomed to thinking that strengths are “the things that we are good at.” More accurately, though, we can think of strengths as “the things that we are good at and that give us energy when we are using them.”

The Strengths Profile is an online assessment that offers deep insights as it assesses strengths across the three areas of performance, energy and use.



Performance

How well you perform when using these strengths



Energy

How energised you are by using these strengths



Use

How often you use these strengths

This results in individuals and teams becoming more aware of their passions and abilities, and allows them to explore whether they are using them effectively.

There are 60 strengths to give you a more detailed analysis, resulting in a unique Profile that feels like a true representation of who you and your people are.

You and your team may recognise some of your strengths, but you’re also likely to discover much more hidden talent. Strengths Profile helps you and your team to understand what you love to do, what drains you and what to avoid, using our Model of Development.

The three areas are used to divide results into four quadrants – realised strengths, unrealised strengths, learned behaviours and weaknesses. Each quadrant is given action advice, which helps team members see exactly where they are now and where you can support their future development.

Model of Development

Use wisely

Get your team members to use their realised strengths wisely by dialling them up or down depending on the task and context

Use more

Find opportunities to bring the unrealised strengths out more in your team members in order to unlock their potential

Use when needed

Ensure your team members use their learned behaviours only when needed in order to keep them engaged and energised

Use less

Use the weaknesses of your team members less to avoid any impact they have on their performance

Technical Manual and Statistical Properties for Strengths Profile

Identifying the Strengths within Strengths Profile

We've been strengthspotting for many years, collating our observations and refining the descriptions and definitions that we have for particular attributes. We are always looking to add new strengths to our database of over 220 different strengths, which we then research and investigate further. This is an ongoing process because, as is explained in *Average to A+*, strengths are evolved adaptations. They are ways of us learning how to deal with our environment, and because environments are always changing over time, strengths are evolving over time too.

Having examined this wider set of strengths, we were able to identify those strengths which gave the broadest and most representative basis for assessing strengths in the general population. Ultimately these were the 60 strengths that we decided to include in Strengths Profile.

These decisions were taken primarily by a conceptual mapping conducted by Dr. Alex Linley and the Capp team. In this conceptual mapping, we were looking to establish which strengths clustered together from our experience of working with people who had those strengths, and which strengths could be subsumed under other strengths in a hierarchical fashion. We also made reference to the five strengths families in which the 60 strengths can be grouped at a higher order level. Our conceptual approach to selecting the strengths to include in Strengths Profile was adopted because we were driven by strengths theory, and the question of which strengths most extensively but parsimoniously represented what we had observed in the general population over the course of our 100+ collective years of experience in working with strengths across assessment and development contexts.

Strengths Profile Item Development and Validation

Items were developed based on our observations of how the strengths were described by people who exemplified that strength in their lives. Item developers were all strengths experts with substantial experience of working in the strengths field. Items were reviewed collectively, and amendments made by agreement and consensus. Final items were subject to data collection and analysis as reported below, with the indicators for each attribute being selected for final inclusion on the basis of their conceptual and statistical properties.

The reliability data for Strengths Profile are reported below for internal consistency reliability and test-retest reliability. Validity studies have been conducted to date with measures of personality, social desirability, and organisational citizenship behaviours, all of which are reported below. Numerous other validity studies are ongoing.

Who Developed Strengths Profile?

Strengths Profile was developed by Capp and our team under the leadership of Dr Alex Linley, including Chartered Psychologists and Chartered Occupational Psychologists, and our resident strengths and positive psychology experts. Across the team we had more than 100 years of experience in working with strengths, all of which fed into the design and development of Strengths Profile.

Development of the Strengths Profile Strengths Families

We also clustered the strengths on a conceptual basis into “strengths families.” These strengths families were developed conceptually to allow the clustering of strengths in five groupings that capture the broad range of human activity and interaction, namely; Being, Communicating, Motivating, Relating and Thinking. There are 14 strengths of Being, 8 strengths of Communicating, 13 strengths of Motivating, 11 strengths of Relating, and 14 strengths of Thinking.

- The 14 strengths of Being are: Authenticity, Centred, Courage, Curiosity, Gratitude, Humility, Legacy, Mission, Moral Compass, Personal Responsibility, Pride, Self-awareness, Service, and Unconditionality.
- The 8 strengths of Communicating are: Counterpoint, Explainer, Feedback, Humour, Listener, Narrator, Spotlight, and Writer.
- The 13 strengths of Motivating are: Action, Adventure, Bounceback, Catalyst, Change Agent, Competitive, Drive, Growth, Improver, Persistence, Resilience, Self-belief, and Work Ethic.
- The 11 strengths of Relating are: Compassion, Connector, Emotional Awareness, Empathic, Enabler, Equality, Esteem Builder, Personalisation, Persuasion, Rapport Builder, and Relationship Deepener.
- The 14 strengths of Thinking are: Adaptable, Adherence, Creativity, Detail, Incubator, Innovation, Judgement, Optimism, Organiser, Planner, Prevention, Resolver, Strategic Awareness, and Time Optimiser.

The Strengths Profiles

Individual Profiles



INTRODUCTORY

This reveals an individual's top seven realised and unrealised strengths, top four learned behaviours and top three weaknesses. It gives a description and practical advice for each item, depending where it falls within the quadrant. Ideal for self-awareness and discovery.



EXPERT

This reveals all 60 strengths with descriptions and practical advice for each, depending where it falls within the quadrant. It also reveals the five Strengths Families of Being, Communicating, Motivating, Relating and Thinking to help you discover the patterns that exist within your strengths. Ideal for deeper insights, coaching and team development.

Group Profiles



TEAM

Using individuals' Expert Profiles, the Team Profile has that same unique and holistic feel to it. Identifying all your team's strengths according to their realised and unrealised strengths, learned behaviours and weaknesses, you can foster a culture of working on the right things at the right time. Please note, you will need to purchase an Expert Profile for each team member, in addition to the Team Profile.



MANAGER INSIGHTS

With each team member's top two realised and unrealised strengths revealed, you can focus your development conversations for each person in one simple Profile. Offering tips and development advice on these four strengths, use the Profile to maximise enthusiasm and productivity in your 1-2-1s and for focused conversations. The Profile also offers general advice for managing learned behaviours and weaknesses in your people.

Capp have also developed toolkits to support the application of Strengths Profile by practitioners.

Chapter 1. Strengths Profile Reliability Data

The initial item pool was tested on a pilot sample of over 100 working adults in order to test for comprehensibility and item internal consistency reliability for each strength. These results are reported in Table 1 below. With a single exception (Incubator = .68), all Cronbach's alphas exceeded 0.70, even though only three items were included. This is impressive, since typically lower numbers of items mitigate against internal consistency reliabilities exceeding the standard criterion for "good" internal consistency reliability of $> .70$. The mean Cronbach's alpha across the 60 Strengths Profile attribute item groupings was $= .82$.

Test-retest reliabilities were calculated on a sample of 132 adults, and for each individual item (energy, performance, use), for each attribute (the 60 strengths), were statistically significant at $p < .001$. For single item test-retest correlations, this is impressive. Taking the three items for energy, performance and use as a whole for each attribute, the test-retest correlations range from $r = .634$ to $r = .802$, all statistically significant at $p < .001$. An average of 62.9% for each attribute remained consistent in its Strengths Profile category over the test-retest period of 1 week (see Table 1). Given that a move of a single point in the strengths ratings can shift a response into a different category, and that there are three ratings made for each attribute, this level of stability indicates that Strengths Profile is a stable and reliable assessment tool, but is also capable of detecting dynamic changes, as it is explicitly designed to do.

Table 1. Strengths Profile Reliability Data

Strength	Item Development Alpha	Energy Item Test-retest	Performance Item Test-retest	Use Item Test-retest	Subscale Test-retest	% Category Consistency Test-retest
1. Action	.84	.409***	.566***	.529***	.677***	57.1
2. Adaptable	.89	.434***	.305***	.519***	.663***	63.2
3. Adherence	.80	.447***	.511***	.527***	.689***	64.7
4. Adventure	.79	.470***	.567**	.641***	.717***	56.4
5. Authenticity	.81	.557***	.615***	.565***	.737***	61.7
6. Bounceback	.90	.438***	.691***	.618***	.740***	61.7
7. Catalyst	.87	.552***	.659***	.593***	.756***	54.1
8. Centred	.80	.503***	.624***	.663***	.758***	57.9
9. Change Agent	.82	.607***	.718***	.647***	.771***	63.9
10. Compassion	.82	.470***	.459***	.660***	.684***	56.4
11. Competitive	.85	.563***	.632***	.709***	.802***	49.6
12. Connector	.86	.555***	.624***	.607***	.751***	57.1
13. Counterpoint	.77	.485***	.459***	.609***	.688***	59.4

Table 1. Strengths Profile Reliability Data

Strength	Item Development Alpha	Energy Item Test-retest	Performance Item Test-retest	Use Item Test-retest	Subscale Test-retest	% Category Consistency Test-retest
14. Courage	.85	.437***	.574***	.488***	.676***	56.4
15. Creativity	.88	.443***	.594***	.703***	.793***	59.4
16. Curiosity	.85	.495***	.509***	.603***	.684***	66.9
17. Detail	.84	.510***	.476***	.547***	.659***	75.2
18. Drive	.84	.492***	.682***	.587***	.756***	59.4
19. Emotional Awareness	.79	.563***	.660***	.668***	.741***	63.2
20. Empathic	.85	.331***	.620***	.660***	.747***	63.9
21. Enabler	.77	.608***	.494***	.523***	.719***	61.7
22. Equality	.82	.547***	.604***	.551***	.762***	75.2
23. Esteem Builder	.81	.539***	.578***	.616***	.772***	60.9
24. Explainer	.89	.555***	.597***	.531***	.706***	59.4
25. Feedback	.83	.522***	.423***	.485***	.687***	60.9
26. Gratitude	.87	.559***	.532***	.535***	.721***	66.9

Table 1. Strengths Profile Reliability Data

Strength	Item Development Alpha	Energy Item Test-retest	Performance Item Test-retest	Use Item Test-retest	Subscale Test-retest	% Category Consistency Test-retest
27. Growth	.77	.570***	.607***	.589***	.715***	62.4
28. Humility	.76	.478***	.495***	.506***	.683***	66.9
29. Humour	.86	.393***	.685***	.592***	.703***	63.2
30. Improver	.86	.472***	.592***	.602***	.684***	64.7
31. Incubator	.68	.643***	.596***	.510***	.691***	70.7
32. Innovation	.80	.625***	.565***	.603***	.746***	66.2
33. Judgement	.79	.466***	.540***	.621***	.719***	59.4
34. Legacy	.87	.481***	.513***	.556***	.678***	61.7
35. Listener	.76	.556***	.603***	.580***	.746***	69.9
36. Mission	.74	.564***	.500***	.477***	.678***	59.4
37. Moral Compass	.82	.456***	.509***	.499***	.634***	61.7
38. Narrator	.84	.624***	.667***	.627***	.793***	66.9
39. Optimism	.87	.578***	.534***	.631***	.716***	63.2

Table 1. Strengths Profile Reliability Data

Strength	Item Development Alpha	Energy Item Test-retest	Performance Item Test-retest	Use Item Test-retest	Subscale Test-retest	% Category Consistency Test-retest
40. Organiser	.75	.554***	.699***	.617***	.753***	71.4
41. Persistence	.79	.470***	.624***	.611***	.752***	56.4
42. Personal Responsibility	.87	.506***	.380***	.565***	.646***	65.4
43. Personalisation	.78	.502***	.482***	.723***	.757***	65.4
44. Persuasion	.74	.510***	.534***	.513***	.719***	51.9
45. Planner	.90	.489***	.551***	.564***	.705***	63.9
46. Prevention	.89	.470***	.352***	.543***	.658***	60.2
47. Pride	.75	.445***	.391***	.605***	.689***	63.9
48. Rapport Builder	.81	.655***	.465***	.726***	.780***	66.9
49. Relationship Deepener	.79	.485***	.325***	.659***	.743***	69.2
50. Resilience	.89	.579***	.394***	.645***	.744***	65.4
51. Resolver	.73	.498***	.344***	.580***	.642***	58.6
52. Self-awareness	.84	.553***	.535***	.517***	.723***	67.7

Table 1. Strengths Profile Reliability Data

Strength	Item Development Alpha	Energy Item Test-retest	Performance Item Test-retest	Use Item Test-retest	Subscale Test-retest	% Category Consistency Test-retest
53. Self-belief	.83	.367***	.679***	.481***	.720***	57.9
54. Service	.82	.439***	.445***	.627***	.710***	63.9
55. Spotlight	.84	.728***	.467***	.561***	.790***	67.7
56. Strategic Awareness	.80	.520***	.358***	.628***	.727***	66.9
57. Time Optimiser	.81	.560***	.239***	.645***	.749***	54.9
58. Unconditionality	.77	.653***	.302***	.578***	.764***	71.4
59. Work Ethic	.80	.547***	.105***	.675***	.759***	66.9
60. Writer	.81	.724***	.627***	.740***	.658***	71.4

Table 1 Note. N = 100-107 for item development alpha data. N = 132 for test-retest data. *** Correlation is significant at the $p < 0.001$ level.

Chapter 2. Strengths – Energy Rating Intercorrelations

For the current study examining intercorrelations between the energy ratings for each of the 60 strengths, Strengths Profile was completed by 6,783 people (2579 men, 3367 women, 837 undisclosed), with a mean age of 44.43 years (SD = 11.1 years). Participants were typically married (45%) or single (21%) and from a White, British background (74%). Participants were primarily employed (82%), 3.4% were self-employed, and 1.4% were students, while 12% did not indicate their occupational status.

The statistical significance levels in Table 2 should be interpreted with caution, given that the sample size of 6,783 provides huge statistical power. Instead, one should pay attention to the actual correlation values, which can themselves be interpreted as effect sizes. Cohen (1992) describes effect sizes of 0.1-0.23 as small, of 0.24-0.36 as medium, and 0.37 or above as large. For the current results, only six correlations (from a 60x60 intercorrelation matrix) demonstrate large effect sizes, and the vast majority, as can be observed above, demonstrate small effect sizes or lower.

The highest observed intercorrelations (above $r = .50$) were between Creativity and Innovation (.550), Creativity and Improver (.527), and Adventure and Courage (.506). Correlations above $r = 0.40$ included those between Improver and Innovation (.468) and Enabler and Esteem Builder (.417). Other correlations that Cohen (1992) would consider as having a large effect size (above $r = .37$), or being at the higher end of a medium effect size ($r = 0.24 - 0.36$) were those between Emotional Awareness and Listener (.383), Compassion and Emotional Awareness (.360), Courage and Spotlight (.352), Growth and Self-awareness (.334), Courage and Rapport Builder (.331), Empathic and Unconditionality (.324), and Emotional Awareness and Unconditionality (.313). In every case, the positive associations are clearly interpretable and meaningful at a conceptual and statistical level.

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Action	Adaptable	Adherence	Adventure	Authenticity	Bounceback	Catalyst	Centred	Change Agent	Compassion
1. Action	-									
2. Adaptable	.102**	-								
3. Adherence	.035**	.076**	-							
4. Adventure	.117**	.125**	-.157**	-						
5. Authenticity	.076**	.093**	-.008	.172**	-					
6. Bounceback	.140**	.135**	.051**	.176**	.121**	-				
7. Catalyst	.133**	.219**	-.031*	.229**	.113**	.134**	-			
8. Centred	.089**	.146**	-.009	.223**	.173**	.251**	.118**	-		
9. Change Agent	.137**	.201**	-.121**	.354**	.107**	.155**	.294**	.145**	-	
10. Compassion	.068**	.092**	.107**	.025*	.103**	.095**	.120**	.078**	.046**	-
11. Competitive	.102**	.068**	.037**	.191**	.175**	.152**	.090**	.108**	.133**	-.016
12. Connector	.122**	.107**	-.022	.212**	.097**	.148**	.317**	.113**	.194**	.217**
13. Counterpoint	.055**	.119**	-.150**	.204**	.239**	.071**	.149**	.160**	.217**	.057**
14. Courage	.096**	.068**	-.144**	.506**	.169**	.139**	.141**	.232**	.221**	.013
15. Creativity	.127**	.238**	-.106**	.198**	.118**	.162**	.233**	.114**	.327**	.021

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Action	Adaptable	Adherence	Adventure	Authenticity	Bounceback	Catalyst	Centred	Change Agent	Compassion
16. Curiosity	.062**	.128**	0.017	.113**	.055**	.086**	.113**	.080**	.164**	.041**
17. Detail	0.000	.092**	.271**	-.088**	.042**	-0.008	-.049**	-0.001	-.034**	0.020
18. Drive	.175**	.208**	.070**	.134**	.113**	.220**	.180**	.129**	.195**	.097**
19. Emotional Awareness	.038**	.083**	0.022	.075**	.079**	.084**	.152**	.115**	.076**	.360**
20. Empathic	.027*	.105**	.068**	.101**	.060**	.101**	.134**	.137**	.131**	.210**
21. Enabler	.140**	.187**	-.066**	.171**	.089**	.166**	.331**	.148**	.243**	.172**
22. Equality	.026*	.124**	.134**	.026*	.172**	.060**	.127**	.086**	.079**	.236**
23. Esteem Builder	.112**	.134**	-.057**	.124**	.073**	.149**	.234**	.125**	.170**	.266**
24. Explainer	.078**	.158**	.072**	.042**	.037**	.082**	.125**	.108**	.114**	.135**
25. Feedback	.085**	.154**	0.009	.190**	.151**	.122**	.211**	.177**	.167**	.184**
26. Gratitude	.059**	.036**	.084**	0.015	.072**	.159**	.077**	.106**	.037**	.188**
27. Growth	.070**	.135**	.037**	.177**	.112**	.169**	.150**	.132**	.201**	.086**
28. Humility	.099**	.116**	.049**	.091**	.095**	.089**	.184**	.078**	.136**	.204**
29. Humour	.050**	0.004	-0.013	.111**	.135**	.085**	.104**	.064**	.088**	.167**
30. Improver	.138**	.245**	-.060**	.143**	.120**	.186**	.202**	.116**	.285**	.041**

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Action	Adaptable	Adherence	Adventure	Authenticity	Bounceback	Catalyst	Centred	Change Agent	Compassion
31. Incubator	-.053**	.123**	.053**	.084**	.138**	.059**	.038**	.144**	.106**	.116**
32. Innovation	.090**	.204**	-.102**	.149**	.099**	.151**	.210**	.104**	.261**	0.021
33. Judgement	.279**	.117**	-.091**	.195**	.151**	.105**	.141**	.162**	.184**	0.021
34. Legacy	.060**	.140**	.024*	.101**	.100**	.145**	.196**	.080**	.194**	.130**
35. Listener	.041**	.089**	.122**	.084**	.059**	.077**	.157**	.101**	.103**	.296**
36. Mission	.092**	.050**	0.012	.075**	.103**	.153**	.074**	.110**	.109**	.129**
37. Moral Compass	.102**	.120**	.027*	.079**	.287**	.110**	.070**	.161**	.096**	.128**
38. Narrator	.055**	.032**	-.074**	.152**	.121**	.047**	.133**	.083**	.099**	.071**
39. Optimism	.113**	.115**	-0.006	.195**	.074**	.227**	.156**	.216**	.218**	.158**
40. Organiser	.133**	.289**	.235**	-.041**	0.021	.103**	.099**	.038**	.065**	.061**
41. Persistence	.137**	.173**	.079**	.170**	.194**	.259**	.166**	.194**	.177**	.127**
42. Personal Responsibility	.167**	.192**	.047**	.197**	.176**	.166**	.152**	.190**	.207**	.119**
43. Personalisation	.059**	.100**	0.013	.090**	.083**	.075**	.151**	.105**	.113**	.208**
44. Persuasion	.091**	.139**	-.103**	.217**	.258**	.134**	.183**	.214**	.174**	.057**
45. Planner	.045**	.173**	.315**	-.070**	.029*	.123**	.068**	.076**	0.013	.097**

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Action	Adaptable	Adherence	Adventure	Authenticity	Bounceback	Catalyst	Centred	Change Agent	Compassion
46. Prevention	.124**	.200**	.035**	.086**	.127**	.136**	.131**	.144**	.140**	.026*
47. Pride	.139**	.187**	.112**	.093**	.122**	.230**	.127**	.162**	.154**	.066**
48. Rapport Builder	.087**	.069**	-.053**	.403**	.146**	.159**	.231**	.149**	.191**	.162**
49. Relationship Deepener	.082**	.082**	.080**	.077**	.108**	.155**	.178**	.086**	.105**	.265**
50. Resilience	.106**	.128**	.025*	.203**	.136**	.399**	.109**	.261**	.154**	.101**
51. Resolver	.124**	.188**	.032**	.145**	.102**	.181**	.105**	.197**	.165**	.057**
52. Self-awareness	0.009	.083**	.038**	.135**	.117**	.107**	.070**	.172**	.107**	.171**
53. Self-belief	.127**	.151**	-.047**	.304**	.235**	.235**	.196**	.338**	.203**	.055**
54. Service	.095**	.087**	.173**	0.007	0.017	.079**	.150**	.044**	.056**	.323**
55. Spotlight	.128**	.075**	-.107**	.333**	.210**	.112**	.214**	.171**	.218**	.052**
56. Strategic Awareness	0.017	.082**	-0.007	.111**	.108**	.045**	.126**	.097**	.144**	.079**
57. Time Optimiser	.208**	.158**	.027*	.129**	.070**	.160**	.105**	.151**	.151**	.029*
58. Unconditionality	0.022	.069**	.073**	.051**	.095**	.088**	.076**	.140**	.089**	.248**
59. Work Ethic	.065**	.145**	.120**	.121**	.066**	.096**	.090**	.107**	.128**	.095**
60. Writer	.027*	.063**	.024*	.059**	.081**	.066**	.064**	.080**	.037**	0.017

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Competitive	Connector	Counterpoint	Courage	Creativity	Curiosity	Detail	Drive	Emotional Awareness	Empathic
1. Action										
2. Adaptable										
3. Adherence										
4. Adventure										
5. Authenticity										
6. Bounceback										
7. Catalyst										
8. Centred										
9. Change Agent										
10. Compassion										
11. Competitive	-									
12. Connector	.050**	-								
13. Counterpoint	.096**	.149**	-							
14. Courage	.224**	.160**	.176**	-						
15. Creativity	.144**	.146**	.237**	.126**	-					

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Competitive	Connector	Counterpoint	Courage	Creativity	Curiosity	Detail	Drive	Emotional Awareness	Empathic
16. Curiosity	0.008	.082**	.127**	.048**	.202**	-				
17. Detail	.054**	-.090**	-.030*	-.080**	-0.016	.110**	-			
18. Drive	.184**	.139**	.060**	.092**	.157**	.152**	.038**	-		
19. Emotional Awareness	-.067**	.278**	.111**	.068**	-0.006	.054**	-.039**	.088**	-	
20. Empathic	-.040**	.198**	.134**	.051**	.051**	.127**	0.004	.098**	.334**	-
21. Enabler	.079**	.260**	.145**	.132**	.207**	.095**	-.046**	.210**	.188**	.155**
22. Equality	-.045**	.116**	.085**	0.000	.043**	.104**	.106**	.093**	.262**	.255**
23. Esteem Builder	0.004	.300**	.155**	.098**	.165**	.082**	-.095**	.122**	.305**	.191**
24. Explainer	-.024*	.121**	.122**	0.016	.176**	.129**	.094**	.084**	.141**	.166**
25. Feedback	.110**	.208**	.132**	.138**	.102**	.049**	0.007	.142**	.222**	.159**
26. Gratitude	-.045**	.166**	.028*	-0.011	0.014	.078**	-0.012	.153**	.204**	.165**
27. Growth	.115**	.174**	.097**	.111**	.164**	.206**	-0.006	.333**	.149**	.132**
28. Humility	-0.017	.172**	.075**	.048**	.087**	.039**	0.004	.105**	.186**	.194**
29. Humour	.119**	.217**	.133**	.109**	.095**	0.016	-.043**	.041**	.146**	.049**
30. Improver	.126**	.107**	.200**	.088**	.527**	.176**	.060**	.142**	0.019	.068**

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Competitive	Connector	Counterpoint	Courage	Creativity	Curiosity	Detail	Drive	Emotional Awareness	Empathic
31. Incubator	0.006	.039**	.145**	.047**	.108**	.206**	.091**	.118**	.166**	.203**
32. Innovation	.127**	.110**	.230**	.098**	.550**	.192**	-0.009	.104**	-0.016	.046**
33. Judgement	.139**	.076**	.140**	.176**	.161**	.027*	-.033**	.096**	0.004	-0.006
34. Legacy	.052**	.154**	.130**	.056**	.256**	.158**	0.009	.174**	.080**	.127**
35. Listener	-.055**	.214**	.065**	.038**	0.006	.109**	.037**	.132**	.383**	.349**
36. Mission	0.019	.160**	.082**	.045**	.122**	.118**	-.038**	.201**	.147**	.115**
37. Moral Compass	.075**	.062**	.180**	.059**	.091**	.093**	.052**	.114**	.124**	.117**
38. Narrator	.074**	.208**	.177**	.167**	.127**	.074**	-.065**	.055**	.123**	.054**
39. Optimism	.047**	.220**	.116**	.141**	.117**	.106**	-.047**	.219**	.212**	.206**
40. Organiser	-0.008	.051**	0.021	-.061**	.120**	.097**	.170**	.203**	0.021	.047**
41. Persistence	.196**	.108**	.101**	.128**	.173**	.134**	.078**	.271**	.062**	.086**
42. Personal Responsibility	.160**	.094**	.102**	.145**	.128**	.098**	.066**	.230**	.094**	.110**
43. Personalisation	-0.008	.182**	.109**	.067**	.070**	.054**	-0.008	.068**	.284**	.236**
44. Persuasion	.207**	.139**	.294**	.217**	.183**	.080**	0.001	.070**	.044**	.038**
45. Planner	0.021	.048**	0.002	-.055**	.058**	.152**	.185**	.187**	.062**	.118**

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Competitive	Connector	Counterpoint	Courage	Creativity	Curiosity	Detail	Drive	Emotional Awareness	Empathic
46. Prevention	.108**	.051**	.152**	.070**	.212**	.105**	.151**	.111**	.026*	.092**
47. Pride	.137**	.080**	.073**	.059**	.166**	.149**	.144**	.269**	.053**	.080**
48. Rapport Builder	.137**	.380**	.144**	.331**	.103**	.065**	-.088**	.116**	.200**	.135**
49. Relationship Deepener	.045**	.309**	.065**	.071**	.037**	.076**	-.028*	.180**	.290**	.191**
50. Resilience	.109**	.126**	.091**	.184**	.108**	.079**	0.004	.198**	.106**	.121**
51. Resolver	.116**	.055**	.160**	.133**	.232**	.142**	.112**	.123**	0.012	.074**
52. Self-awareness	-0.001	.147**	.105**	.105**	.045**	.107**	0.001	.150**	.286**	.218**
53. Self-belief	.217**	.165**	.202**	.272**	.208**	.097**	-.028*	.180**	.069**	.077**
54. Service	-.030*	.198**	0.020	-.033**	.055**	.086**	.070**	.070**	.245**	.192**
55. Spotlight	.188**	.261**	.240**	.352**	.170**	.025*	-.094**	.099**	.071**	.037**
56. Strategic Awareness	0.017	.123**	.156**	.071**	.098**	.218**	.036**	.080**	.121**	.164**
57. Time Optimiser	.095**	.085**	.095**	.108**	.135**	.068**	.038**	.151**	.045**	.052**
58. Unconditionality	-.079**	.186**	.069**	.029*	-0.001	.079**	.029*	.103**	.313**	.324**
59. Work Ethic	.139**	.030*	.057**	.122**	.079**	.093**	.121**	.146**	.038**	.099**
60. Writer	.030*	.078**	.127**	.056**	.111**	.183**	.149**	.068**	.073**	.068**

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Enabler	Equality	Esteem Builder	Explainer	Feedback	Gratitude	Growth	Humility	Humour	Improver
16. Curiosity										
17. Detail										
18. Drive										
19. Emotional Awareness										
20. Empathic										
21. Enabler	-									
22. Equality	.140**	-								
23. Esteem Builder	.417**	.181**	-							
24. Explainer	.160**	.161**	.189**	-						
25. Feedback	.295**	.161**	.284**	.138**	-					
26. Gratitude	.122**	.159**	.166**	.103**	.087**	-				
27. Growth	.208**	.094**	.181**	.063**	.188**	.195**	-			
28. Humility	.226**	.222**	.233**	.152**	.181**	.139**	.042**	-		
29. Humour	.069**	.053**	.104**	.080**	.113**	.102**	.051**	.075**	-	
30. Improver	.202**	.066**	.155**	.197**	.102**	.041**	.133**	.098**	.041**	-

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Enabler	Equality	Esteem Builder	Explainer	Feedback	Gratitude	Growth	Humility	Humour	Improver
31. Incubator	.059**	.195**	.069**	.115**	.122**	.137**	.227**	.064**	0.003	.107**
32. Innovation	.200**	0.010	.146**	.155**	.069**	.027*	.137**	.058**	.087**	.468**
33. Judgement	.121**	0.015	.074**	.073**	.121**	0.001	.046**	.094**	.097**	.154**
34. Legacy	.212**	.156**	.206**	.133**	.086**	.149**	.146**	.157**	.049**	.241**
35. Listener	.181**	.251**	.219**	.157**	.197**	.198**	.172**	.241**	.095**	.027*
36. Mission	.155**	.133**	.191**	.077**	.094**	.288**	.274**	.070**	.065**	.117**
37. Moral Compass	.095**	.204**	.083**	.118**	.140**	.107**	.107**	.126**	.061**	.114**
38. Narrator	.125**	.060**	.152**	.110**	.096**	.083**	.073**	.053**	.268**	.084**
39. Optimism	.201**	.136**	.209**	.134**	.179**	.317**	.242**	.172**	.120**	.122**
40. Organiser	.092**	.113**	.080**	.153**	.040**	.083**	.095**	.075**	-.028*	.163**
41. Persistence	.128**	.094**	.095**	.079**	.137**	.089**	.183**	.096**	.051**	.166**
42. Personal Responsibility	.148**	.132**	.087**	.099**	.175**	.058**	.159**	.155**	.052**	.151**
43. Personalisation	.217**	.205**	.234**	.182**	.221**	.118**	.087**	.186**	.063**	.070**
44. Persuasion	.164**	.060**	.131**	.099**	.157**	-.030*	.069**	.041**	.136**	.182**
45. Planner	.060**	.180**	.055**	.137**	.062**	.125**	.119**	.089**	-0.020	.097**

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Enabler	Equality	Esteem Builder	Explainer	Feedback	Gratitude	Growth	Humility	Humour	Improver
46. Prevention	.129**	.102**	.076**	.150**	.076**	0.020	0.013	.111**	-0.008	.253**
47. Pride	.154**	.130**	.103**	.119**	.127**	.086**	.197**	.113**	0.019	.200**
48. Rapport Builder	.177**	.064**	.173**	.039**	.214**	.126**	.180**	.101**	.253**	.059**
49. Relationship Deepener	.161**	.151**	.204**	.106**	.159**	.232**	.189**	.165**	.190**	.059**
50. Resilience	.146**	.101**	.118**	.079**	.141**	.155**	.208**	.120**	.055**	.121**
51. Resolver	.125**	.073**	.078**	.131**	.073**	-.028*	.040**	.077**	0.014	.257**
52. Self-awareness	.109**	.172**	.146**	.091**	.172**	.218**	.334**	.067**	.062**	.037**
53. Self-belief	.171**	.047**	.149**	.088**	.178**	.065**	.186**	.075**	.129**	.194**
54. Service	.155**	.206**	.240**	.160**	.129**	.166**	.062**	.235**	.091**	.062**
55. Spotlight	.177**	.029*	.144**	.063**	.177**	.025*	.118**	.057**	.258**	.144**
56. Strategic Awareness	.067**	.167**	.063**	.076**	.076**	.114**	.115**	.078**	.082**	.087**
57. Time Optimiser	.092**	0.017	.085**	.085**	.052**	.042**	.079**	.082**	.032**	.143**
58. Unconditionality	.104**	.248**	.179**	.125**	.141**	.194**	.094**	.212**	.102**	0.011
59. Work Ethic	.079**	.096**	.043**	.054**	.094**	-0.010	.091**	.106**	-0.004	.087**
60. Writer	.064**	.098**	.048**	.108**	.073**	.066**	.125**	0.008	.094**	.094**

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Incubator	Innovation	Judgement	Legacy	Listener	Mission	Moral Compass	Narrator	Optimism	Organiser
31. Incubator	-									
32. Innovation	.099**	-								
33. Judgement	-0.019	.151**	-							
34. Legacy	.121**	.261**	.048**	-						
35. Listener	.184**	-0.020	-0.010	.084**	-					
36. Mission	.176**	.115**	0.007	.237**	.106**	-				
37. Moral Compass	.190**	.054**	.154**	.106**	.115**	.133**	-			
38. Narrator	.054**	.124**	.096**	.098**	.065**	.102**	.082**	-		
39. Optimism	.148**	.095**	.113**	.113**	.232**	.173**	.129**	.092**	-	
40. Organiser	.047**	.106**	.034**	.112**	.041**	.075**	.056**	-0.012	.044**	-
41. Persistence	.136**	.139**	.114**	.155**	.124**	.111**	.141**	.036**	.171**	.103**
42. Personal Responsibility	.124**	.091**	.177**	.124**	.136**	.076**	.214**	.047**	.172**	.120**
43. Personalisation	.111**	.035**	.087**	.094**	.232**	.098**	.161**	.075**	.168**	.036**
44. Persuasion	.086**	.183**	.196**	.102**	-0.005	.045**	.156**	.186**	.060**	0.019
45. Planner	.159**	.041**	-.066**	.147**	.125**	.107**	.094**	-0.007	.087**	.321**

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Incubator	Innovation	Judgement	Legacy	Listener	Mission	Moral Compass	Narrator	Optimism	Organiser
46. Prevention	.091**	.193**	.146**	.141**	.037**	.046**	.111**	.026*	.063**	.153**
47. Pride	.108**	.144**	.076**	.175**	.079**	.140**	.160**	0.013	.122**	.228**
48. Rapport Builder	.055**	.085**	.111**	.076**	.176**	.108**	.062**	.213**	.209**	-0.017
49. Relationship Deepener	.096**	.037**	.063**	.141**	.256**	.184**	.124**	.112**	.197**	.087**
50. Resilience	.139**	.082**	.103**	.107**	.123**	.122**	.109**	.040**	.283**	.049**
51. Resolver	.066**	.239**	.161**	.149**	.036**	.030*	.124**	.052**	.071**	.116**
52. Self-awareness	.317**	0.023	0.005	.070**	.239**	.204**	.163**	.100**	.243**	.025*
53. Self-belief	.103**	.187**	.235**	.127**	.059**	.088**	.154**	.158**	.200**	.059**
54. Service	.078**	.040**	-.026*	.157**	.262**	.118**	.072**	.059**	.155**	.108**
55. Spotlight	0.006	.149**	.192**	.077**	.037**	.072**	.076**	.301**	.135**	0.004
56. Strategic Awareness	.237**	.094**	.069**	.137**	.135**	.146**	.128**	.068**	.106**	-0.005
57. Time Optimiser	0.016	.132**	.183**	.086**	.046**	.074**	.064**	.056**	.113**	.156**
58. Unconditionality	.146**	-0.014	.024*	.104**	.324**	.119**	.143**	.040**	.217**	0.023
59. Work Ethic	.133**	.060**	.069**	.069**	.102**	-0.011	.064**	0.001	.105**	.071**
60. Writer	.185**	.128**	.042**	.098**	.055**	.119**	.098**	.164**	.070**	.071**

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Persistence	Personal Responsibility	Personalisation	Persuasion	Planner	Prevention	Pride	Rapport Builder	Relationship Deepener	Resilience
31. Incubator										
32. Innovation										
33. Judgement										
34. Legacy										
35. Listener										
36. Mission										
37. Moral Compass										
38. Narrator										
39. Optimism										
40. Organiser										
41. Persistence	-									
42. Personal Responsibility	.276**	-								
43. Personalisation	.094**	.130**	-							
44. Persuasion	.144**	.147**	.095**	-						
45. Planner	.153**	.116**	.058**	0.017	-					

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Persistence	Personal Responsibility	Personalisation	Persuasion	Planner	Prevention	Pride	Rapport Builder	Relationship Deepener	Resilience
46. Prevention	.165**	.175**	.085**	.175**	.167**	-				
47. Pride	.237**	.255**	.090**	.128**	.239**	.187**	-			
48. Rapport Builder	.132**	.120**	.139**	.133**	-0.005	0.005	.045**	-		
49. Relationship Deepener	.158**	.131**	.177**	.073**	.122**	.061**	.149**	.255**	-	
50. Resilience	.273**	.191**	.113**	.099**	.091**	.119**	.153**	.175**	.129**	-
51. Resolver	.243**	.209**	.070**	.190**	.131**	.261**	.223**	.056**	.058**	.175**
52. Self-awareness	.098**	.124**	.156**	.043**	.076**	0.019	.088**	.166**	.191**	.207**
53. Self-belief	.237**	.231**	.096**	.294**	.083**	.151**	.209**	.227**	.118**	.218**
54. Service	.104**	.118**	.157**	-0.009	.148**	.056**	.108**	.100**	.220**	.077**
55. Spotlight	.089**	.128**	.089**	.264**	-0.018	.053**	.082**	.388**	.126**	.101**
56. Strategic Awareness	.095**	.101**	.095**	.128**	.054**	.081**	.067**	.126**	.099**	.099**
57. Time Optimiser	.179**	.174**	.088**	.120**	.071**	.140**	.199**	.067**	.065**	.155**
58. Unconditionality	.100**	.118**	.235**	-0.016	.076**	.030*	.069**	.143**	.223**	.138**
59. Work Ethic	.220**	.219**	.076**	.083**	.105**	.103**	.200**	.070**	.046**	.165**
60. Writer	.061**	.051**	0.016	.119**	.140**	.078**	.118**	.076**	.066**	.055**

Table 2. Strengths – Energy Rating Intercorrelations

Strength - Energy Ratings	Resolver	Self-awareness	Self-belief	Service	Spotlight	Strategic Awareness	Time Optimiser	Unconditionality	Work Ethic	Writer
46. Prevention										
47. Pride										
48. Rapport Builder										
49. Relationship Deepener										
50. Resilience										
51. Resolver	-									
52. Self-awareness	0.015	-								
53. Self-belief	.181 **	.113 **	-							
54. Service	.073 **	.075 **	.048 **	-						
55. Spotlight	.087 **	.073 **	.290 **	.025 *	-					
56. Strategic Awareness	.086 **	.138 **	.088 **	.071 **	.090 **	-				
57. Time Optimiser	.199 **	.027 *	.159 **	.065 **	.106 **	0.020	-			
58. Unconditionality	.026 *	.187 **	.060 **	.200 **	0.009	.119 **	.030 *	-		
59. Work Ethic	.150 **	.074 **	.112 **	.114 **	.047 **	.061 **	.203 **	.061 **	-	
60. Writer	.080 **	.124 **	.101 **	.034 **	.126 **	.145 **	.048 **	0.023	.047 **	-

Table 2 Note. N = 6,783. Correlation values less than 0.023 are non-significant. Correlation values of 0.024-0.028 are significant at $p < .05$. Correlation values of 0.029-0.040 are significant at $p < .01$. Correlation values of 0.041 and above are significant at $p < .001$.

Overall, these intercorrelations and their effect sizes clearly indicate that the Strengths are conceptually and statistically independent, with only a handful of larger associations, which in any event are fully interpretable and meaningful. Notably, the shared variance between Creativity and Innovation is $r^2 = .30$, indicating 30% shared variance and 70% that is not shared, but independent to each of the attributes. By contrast, the shared variance between Emotional Awareness and Unconditionality, the smallest of the larger correlations reported above, is $r^2 = .097$, indicating 9.7% shared variance and 90.3% that is not shared, but independent to each of the attributes. Recognising that the shared variance declines substantially with each decline in the intercorrelation value, it is readily apparent that the shared variance between the other Strengths is extremely small, if not non-existent, further supporting the independence of each of the individual attributes.

Chapter 3. Gender Differences

A dataset of 12,769 participants was analysed to assess for any differences in the 60 Strengths Profile strengths by gender. Strengths Profile was completed by 7,363 women and 5,406 men with a mean age of 39.36 years (SD = 10.70 years). Participants were typically from a White ethnic background (73%).

Means, standard deviations, mean differences and effect sizes were calculated for each Performance, Energy and Use dimension for each Strengths Profile strength split by gender. Mean difference was calculated by subtracting the female mean score from the male mean score, such that positive differences indicate a higher male score, and negative differences indicate a higher female score. Effect sizes were calculated using Cohen's d formula (Cohen, 1992) which is widely recognised as an indication of the size of the effect being investigated as it exists in the given population. Effect sizes for independent means are as follows (small = .20; medium = .50; large = .80). Results are shown in Table 3.

Across all 60 strengths, none of the mean differences for Performance, Use or Energy produced a medium or large effect size.

For the Performance data, 15 of 60 strengths dimensions showed a small effect size. These are for Competitive, Counterpoint, Creativity, Self-belief and Innovation, where men scored higher than women. For the strengths of Compassion, Emotional Awareness, Empathic, Gratitude, Listener, Organiser, Planner, Relationship Deepener, Self-awareness and Service; women scored higher than men in each case.

For the Use data, 17 of 60 strengths dimensions showed a small effect size. These are for Centred, Competitive, Creativity, Self-belief, Innovation and Resolver, where men scored higher than women in each case. For the strengths of Compassion, Emotional Awareness, Empathic, Esteem Builder, Gratitude, Listener, Organiser, Personalisation, Rapport Builder, Relationship Deepener and Service; women scored higher than men in each case.

For the Energy data, 10 of 60 strengths dimensions showed a small effect size. These are for Competitive, Courage, Innovation and Prevention, where men score higher than women in each case. For the strengths of Connector, Emotional Awareness, Esteem Builder, Gratitude, Organiser and Relationship Deepener; women scored higher than men in each case.

It is notable that Competitive is the *only* strength that demonstrates a small effect size for gender differences across the three dimensions of Performance, Use and Energy, with men scoring higher than women. In contrast, Emotional Awareness, Gratitude, Organiser and Relationship Deepener demonstrate small effect sizes for gender differences across three dimensions of Performance, Use and Energy, with women scoring higher than men.

These data indicate that differences between men and women on the 60 strengths are negligible and only produce small effect sizes for a minority of strengths and strengths dimensions, with no medium or large effect sizes for gender differences across any of the three dimensions of Performance, Use or Energy, or across any of the 60 strengths. (See Table 3)

Table 3. Means, Mean Differences and Effect Sizes for Strengths by Gender

Strength	Performance				Use				Energy			
	Male Mean	Female Mean	Mean difference	Effect Size	Male Mean	Female Mean	Mean difference	Effect Size	Male Mean	Female Mean	Mean difference	Effect Size
1. Action	5.28	5.14	0.1	0.10	5.00	4.87	0.1	0.10	5.34	5.47	-.13	-0.12
2. Adaptable	5.38	5.42	-	-0.03	5.26	5.41	-	-0.14	5.04	5.04	-.01	-0.01
3. Adherence	4.94	5.04	-	-0.07	4.92	5.00	-	-0.06	3.97	4.01	-.03	-0.02
4. Adventure	5.32	5.20	0.10	0.10	4.76	4.57	0.1	0.15	4.79	4.52	.27	0.18
5. Authenticity	5.81	5.89	-	-0.09	5.40	5.41	-	-0.01	5.28	5.15	.14	0.09
6. Bounceback	5.40	5.31	0.0	0.07	4.90	4.83	0.0	0.06	5.47	5.57	-.10	-0.08
7. Catalyst	5.31	5.29	0.0	0.02	4.66	4.49	0.1	0.14	5.23	5.22	.02	0.01
8. Centred	5.25	5.05	0.2	0.15	5.03	4.57	0.4	0.35	5.20	5.06	.14	0.10
9. Change Agent	5.40	5.30	0.1	0.09	5.04	4.84	0.2	0.17	5.43	5.36	.08	0.06
10. Compassion	5.60	5.91	-	-0.31	4.43	4.92	-	-0.38	5.27	5.31	-.04	-0.03
11. Competitive	5.00	4.46	0.5	0.37	4.81	4.16	0.6	0.42	4.81	4.07	.73	0.43
12. Connector	5.02	5.23	-	-0.16	4.51	4.60	-	-0.07	5.21	5.46	-.25	-0.21
13. Counterpoint	5.68	5.47	0.2	0.20	5.32	5.13	0.1	0.18	5.45	5.32	.13	0.12
14. Courage	4.96	4.82	0.1	0.11	4.32	4.30	0.0	0.01	4.30	3.94	.36	0.22
15. Creativity	5.60	5.37	0.2	0.22	4.87	4.63	0.2	0.20	5.83	5.70	.13	0.13
16. Curiosity	5.28	5.28	0.0	0.00	4.80	4.69	0.1	0.07	5.42	5.46	-.05	-0.04

Table 3. Means, Mean Differences and Effect Sizes for Strengths by Gender

Strength	Performance				Use				Energy			
	Male Mean	Female Mean	Mean difference	Effect Size	Male Mean	Female Mean	Mean difference	Effect Size	Male Mean	Female Mean	Mean difference	Effect Size
17. Detail	5.70	5.69	0.0	0.00	5.05	5.03	0.0	0.02	4.07	4.05	.03	0.02
18. Drive	5.62	5.60	0.0	0.02	5.36	5.36	0.0	0.00	5.45	5.51	-.06	-0.05
19. Emotional Awareness	5.34	5.73	-0.39	-0.33	5.00	5.48	-0.48	-0.43	4.86	5.12	-.25	-0.21
20. Empathic	5.31	5.82	-0.51	-0.44	4.90	5.46	-0.55	-0.47	4.93	4.98	-.05	-0.05
21. Enabler	4.97	4.90	0.0	0.06	5.07	5.25	-	-0.16	5.20	5.24	-.04	-0.04
22. Equality	5.86	5.92	-	-0.06	5.43	5.46	-	-0.02	5.04	5.09	-.05	-0.04
23. Esteem Builder	5.44	5.62	-	-0.17	4.79	5.05	-	-0.21	5.70	5.92	-.22	-0.22
24. Explainer	5.70	5.68	0.0	0.02	5.51	5.44	0.0	0.07	5.48	5.39	.09	0.08
25. Feedback	5.34	5.37	-	-0.03	5.03	5.08	-	-0.05	4.87	4.76	.12	0.09
26. Gratitude	5.44	5.74	-	-0.23	4.53	4.92	-	-0.27	5.32	5.64	-.33	-0.30
27. Growth	5.65	5.78	-	-0.13	4.86	5.01	-	-0.11	5.25	5.41	-.16	-0.13
28. Humility	6.07	6.13	-	-0.07	5.46	5.56	-	-0.10	5.54	5.50	.04	0.04
29. Humour	5.30	5.05	0.2	0.17	5.36	5.24	0.1	0.10	5.54	5.48	.06	0.05
30. Improver	5.75	5.65	0.1	0.11	5.15	4.99	0.1	0.16	5.85	5.78	.07	0.08
31. Incubator	5.64	5.71	-	-0.06	5.42	5.47	-	-0.04	4.95	4.69	.25	0.17
32. Innovation	5.56	5.34	0.2	0.20	4.39	3.97	0.4	0.30	5.90	5.68	.23	0.22

Table 3. Means, Mean Differences and Effect Sizes for Strengths by Gender

Strength	Performance				Use				Energy			
	Male Mean	Female Mean	Mean difference	Effect Size	Male Mean	Female Mean	Mean difference	Effect Size	Male Mean	Female Mean	Mean difference	Effect Size
33. Judgement	5.65	5.57	0.0	0.09	5.01	4.83	0.1	0.14	5.24	5.16	.09	0.07
34. Legacy	5.34	5.28	0.0	0.06	4.29	4.06	0.2	0.15	5.60	5.54	.06	0.06
35. Listener	5.16	5.43	-	-0.22	5.13	5.41	-	-0.25	4.89	5.08	-.19	-0.16
36. Mission	4.86	4.89	-	-0.03	4.90	5.02	-	-0.10	5.84	5.98	-.14	-0.14
37. Moral Compass	5.85	5.93	-	-0.08	5.66	5.74	-	-0.08	5.41	5.36	.05	0.04
38. Narrator	4.78	4.73	0.0	0.03	4.68	4.63	0.0	0.03	5.03	4.88	.14	0.11
39. Optimism	5.37	5.29	0.0	0.06	5.28	5.35	-	-0.06	5.37	5.49	-.12	-0.10
40. Organiser	4.99	5.43	-	-0.29	4.95	5.28	-	-0.24	5.26	5.53	-.26	-0.21
41. Persistence	4.80	4.85	-	-0.04	5.35	5.29	0.0	0.06	5.48	5.35	.13	0.10
42. Personal Responsibility	5.88	6.01	-0.13	-0.12	5.82	5.88	-0.06	-0.06	5.19	4.97	.23	0.17
43. Personalisation	5.50	5.70	-	-0.18	5.01	5.34	-	-0.28	4.80	4.83	-.04	-0.03
44. Persuasion	5.26	5.07	0.1	0.18	4.89	4.71	0.1	0.17	5.34	5.11	.23	0.17
45. Planner	4.99	5.33	-	-0.23	5.13	5.24	-	-0.09	4.87	4.96	-.09	-0.07
46. Prevention	5.41	5.35	0.0	0.06	5.09	5.03	0.0	0.06	5.29	5.00	.30	0.24
47. Pride	5.97	6.08	-	-0.12	5.28	5.27	0.0	0.01	5.80	5.89	-.08	-0.07
48. Rapport Builder	5.48	5.72	-	-0.19	4.70	4.98	-	-0.21	4.67	4.72	-.05	-0.03

Table 3. Means, Mean Differences and Effect Sizes for Strengths by Gender

Strength	Performance				Use				Energy			
	Male Mean	Female Mean	Mean difference	Effect Size	Male Mean	Female Mean	Mean difference	Effect Size	Male Mean	Female Mean	Mean difference	Effect Size
49. Relationship Deepener	5.56	5.82	-0.26	-0.22	4.93	5.23	-0.30	-0.23	5.38	5.65	-.26	-0.22
50. Resilience	5.28	5.21	0.0	0.05	5.17	5.11	0.0	0.06	4.78	4.66	.12	0.08
51. Resolver	5.76	5.71	0.0	0.05	5.33	5.03	0.3	0.29	5.80	5.61	.19	0.15
52. Self-awareness	5.30	5.57	-	-0.22	5.04	5.21	-	-0.14	4.44	4.54	-.10	-0.07
53. Self-belief	5.22	4.63	0.5	0.41	4.78	4.24	0.5	0.38	5.46	5.28	.17	0.13
54. Service	5.38	5.61	-	-0.21	5.09	5.45	-	-0.36	5.42	5.53	-.11	-0.10
55. Spotlight	5.21	5.09	0.1	0.09	5.08	4.88	0.20	0.17	5.11	4.91	.20	0.14
56. Strategic Awareness	5.29	5.35	-0.06	-0.06	5.56	5.36	0.20	0.18	5.34	5.14	.19	0.16
57. Time Optimiser	4.14	4.29	-	-0.10	4.79	4.98	-	-0.14	5.50	5.68	-.18	-0.12
58. Unconditionality	5.66	5.83	-	-0.15	5.18	5.25	-	-0.06	4.90	5.08	-.17	-0.15
59. Work Ethic	6.04	6.21	-	-0.18	5.14	5.19	-	-0.04	3.97	3.67	.30	0.17
60. Writer	5.36	5.42	-	-0.04	4.92	4.86	0.0	0.04	4.73	4.71	.02	0.02

Table 3 Note. N = 12,769.

Chapter 4. Validity with Personality Measures

Mini-IPIP

The Mini-IPIP is a 20-item short form of the 50-item International Personality Item Pool. Goldberg (1999) originally developed a five-factor model measuring the big five personality dimensions within trait psychology. This short measure assesses an individual's extraversion, agreeableness, conscientiousness, neuroticism and openness to experience.

Donnellan, Oswald, Baird and Lucas (2006) created the 20 item inventory as they felt a "slightly longer measure of the Big Five would be more practically useful than the [ten-item] TIPI" (p. 193). The authors aimed to produce scales that are "efficient predictors of meaningful outcomes in psychological research." Donnellan et al. suggested that to shorten the 50 item IPIP-FFM, would be best due to its wide public availability and free cost. The resulting 20 item Mini-IPIP assesses the personality factors of extraversion, agreeableness, conscientiousness, neuroticism and openness with 20 items, 4 per factor. There are 11 items that are negatively worded and 9 positively worded.

The Mini-IPIP has acceptable alpha scores all above .60 for the five personality dimensions. When correlating the Mini-IPIP scales, research found that they tapped nearly the same Big Five facet content as the original 50 item International Personality Item Pool. Test-retest correlations of the Mini-IPIP demonstrated high correlations in the short term (.62 to .87) and longer term (.68 to .86).

In the current study, the Mini-IPIP was completed by 264 people (117 men, 144 women), with a mean age of 43.27 years (SD = 11.71 years). Participants were typically married (49%) or single (23%) and from a White, British background (93%), and the vast majority were employed (93%). In terms of education, participants were educated up to the age of 16 years (18%), up to the age of 18 years (30%), to degree level (28%), to Masters degree level (11%), or held a professional qualification (11%).

Observed alphas, means and standard deviations were: Extraversion = .84, M = 10.68, SD = 3.62; Agreeableness = .82, M = 14.58, SD = 3.14; Conscientiousness = .65, M = 14.11, SD = 2.68; Neuroticism = .74, M = 11.34, SD = 3.10; Openness = .76, M = 14.08, SD = 3.01. The observed range was 4-20 for each of the five subscales.

Table 4. Validity with the Mini-IPIP Personality Measures

Strength - Energy Rating	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
1. Action	-.048	.219***	.110	-.053	.145*
2. Adaptable	.164***	.291***	.143*	-.180**	.217***
3. Adherence	.071	.240***	.131*	-.091	.003
4. Adventure	.304***	.013	.076	-.324***	.159**
5. Authenticity	.147*	.245***	.105	-.149*	.159**
6. Bounceback	.041	.289***	.079	-.128*	.265***
7. Catalyst	.035	.246***	.077	-.132*	.184**
8. Centred	.122*	.188**	.205***	-.219***	.138
9. Change Agent	.233***	.137*	.072	-.186**	.261***
10. Compassion	.027	.340***	.110	-.063	.070
11. Competitive	.154*	-.032	.123*	-.162**	-.040
12. Connector	.171**	.391**	.144*	-.145**	.237***
13. Counterpoint	.101	.207***	.123*	-.121*	.202***
14. Courage	.265***	-.017	.015	-.210***	.075

Table 4. Validity with the Mini-IPIP Personality Measures

Strength - Energy Rating	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
15. Creativity	.021	.218***	.075	-.086	.312***
16. Curiosity	-.046	.245***	.154*	-.125*	.231***
17. Detail	.049	.106	.165**	-.078	-.010
18. Drive	.082	.291**	.193**	-.139*	.181**
19. Emotional Awareness	.167**	.457***	.086	-.216***	.086
20. Empathic	.164**	.331***	.071	-.136*	.157*
21. Enabler	.106	.264***	.177**	-.148*	.095
22. Equality	.090	.322***	.068	-.139*	.195***
23. Esteem Builder	.063	.391***	.137*	-.121*	.133*
24. Explainer	.098	.284***	.083	-.232***	.156*
25. Feedback	.057	.159**	.139*	-.148*	.041
26. Gratitude	.107	.419***	.166**	-.119	.119
27. Growth	.210***	.197***	.189**	-.236***	.090
28. Humility	.092	.317**	.152*	-.122*	.176**

Table 4. Validity with the Mini-IPIP Personality Measures

Strength - Energy Rating	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
29. Humour	.099	.251***	.124*	-.053	.171**
30. Improver	.112	.338***	.178**	-.058	.250***
31. Incubator	.167**	.195***	.184**	-.187**	.194**
32. Innovation	.035	.269***	.151*	-.092	.282***
33. Judgement	.195***	.164**	.059	-.097	.256***
34. Legacy	.067	.316***	.107	-.017	.248***
35. Listener	.115	.362***	.152*	-.133*	.149*
36. Mission	.041	.338***	.233***	-.050	.267***
37. Moral Compass	.167**	.231***	.151**	-.157*	.117
38. Narrator	.293***	.206***	.057	-.024	.195***
39. Optimism	.109	.343***	.165**	-.211***	.157*
40. Organiser	.032	.330***	.254***	-.144*	.121*
41. Persistence	.082	.217***	.209***	-.092	.086
42. Personal Responsibility	.069	.196***	.167**	-.238***	.081

Table 4. Validity with the Mini-IPIP Personality Measures

Strength - Energy Rating	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
43. Personalisation	.153*	.242***	.176**	-.192**	.097
44. Persuasion	.190**	.173**	.118	-.257***	.261***
45. Planner	.007	.263***	.119	-.065	.012
46. Prevention	.089	.097	.138*	-.237***	.215***
47. Pride	.097	.202***	.248***	-.181**	.245***
48. Rapport Builder	.421***	.205***	.098	-.226***	.178**
49. Relationship Deepener	.131*	.397***	.139*	-.129*	.208***
50. Resilience	.064	.237***	.080	-.111	.159**
51. Resolver	.148*	.179**	.128*	-.124*	.300***
52. Self-awareness	.104	.220***	.107	-.154*	.151*
53. Self-belief	.178**	.198***	.098	-.214***	.197***
54. Service	.122*	.383***	.179**	-.189**	.262***
55. Spotlight	.460***	.068	.049	-.198***	.154*
56. Strategic Awareness	.064	.344***	.119	-.077	.188**

Table 4. Validity with the Mini-IPIP Personality Measures

Strength - Energy Rating	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
57. Time Optimiser	.048	.076	.088	-.016	.183**
58. Unconditionality	.146*	.309***	.136*	-.186**	.028
59. Work Ethic	.125*	-.124*	.058	.036	-.089
60. Writer	.188**	.157*	.197***	-.119	.467***

Table 4 Note. N = 264. *** Correlation is significant at the $p < 0.001$ level. **Correlation is significant at the $p < 0.01$ level. *Correlation is significant at the $p < 0.05$ level.

The highest correlations with Extraversion were for Adventure, Rapport Builder and Spotlight. The highest correlations with Agreeableness were for Emotional Awareness, Gratitude, and Relationship Deepener. The highest correlations with Conscientiousness were for Organiser and Pride. The highest correlations with Openness were for Writer, Creativity and Resolver. The greatest negative correlations with Neuroticism were for Adventure, Growth and Persuasion. It is also notable that with a single exception, Work Ethic, all energy ratings for the Strengths Profile attributes are negatively correlated with Neuroticism. In every case, the pattern of correlations makes excellent conceptual sense. Most notably, in no cases were correlations above $r = .47$, and typically correlations were in the range of $r = 0.05 - 0.30$, suggesting very low correlations across the energy ratings with personality dimensions. As such, there is no evidence to suggest that Strengths Profile is merely measuring personality dimensions through another name.

Ten Item Personality Inventory

Gosling, Rentfrow and Swann Jr. (2003) suggested that for constructs that are widely understood (e.g. extraversion), one can simply ask how “extraverted” a person is rather than describing numerous examples of behaviour. The authors suggested that although longer instruments have better psychometric properties than short instruments, as a direct approach, it may be acceptable to ask one direct question about a trait rather than “many questions about the multiple, narrow components that comprise the trait” (p. 505). This led to the development of the Ten Item Personality Inventory, which assesses the five dimensions of trait personality.

The first dimension relates to extraversion/introversion. Traits associated with this dimension relates to individual’s being sociable, gregarious, assertive, talkative and active. The second dimension relates to emotional stability. Traits associated with this dimension relate to being anxious, depressed, emotional, worried and insecure. The third dimension relates to agreeableness. If an individual is agreeable, they include being courteous, flexible, good natured, forgiving and tolerant. The fourth dimension is conscientiousness. Traits include competence, order, self-discipline and deliberation. The fifth and final dimension is openness to experience. This is the active seeking of an appreciation of experiences for an individual’s own sake. Traits associated with this dimension include fantasy, feelings, actions and values (Barrick & Mount, 1991, p. 5).

Each item for the TIPI consists of two personality adjectives, separated by a comma, using the common stem “I see myself as...” Each of the ten items are rated on a 7-point scale ranging from 1 (disagree strongly) to 7 (agree strongly). Five items are reverse scored. The items are summed and a score correlated. The TIPI takes about one minute to complete. Reported Cronbach alpha reliabilities range from .40 to .73, which is acceptable for a two-item scale. Test-retest reliabilities are substantial (mean $r = .72$).

For the current study, the TIPI was completed by 1,571 people (682 men, 850 women, 39 undisclosed), with a mean age of 37.99 years (SD = 9.93 years). Participants were typically married (51%) or single (24%) and from a White, British background (92%). In terms of education, participants were educated up to the age of 16 years (17%), up to the age of 18 years (30%), to degree level (28%), to Masters degree level (11%), or held a professional qualification (12%). Ninety-two per cent of participants were in employment.

Observed alphas, means and standard deviations were: Extraversion = .76, $M = 8.75$, $SD = 3.01$; Agreeableness = .49, $M = 9.81$, $SD = 2.36$; Conscientiousness = .60, $M = 11.09$, $SD = 2.44$; Emotional Stability = .67, $M = 9.57$, $SD = 2.69$; Openness = .59, $M = 9.90$, $SD = 2.46$. The observed range was 0-14 for each of the five subscales.

Table 5. Validity with Ten Item Personality Inventory

Strength - Energy Rating	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
1. Action	.110***	.007	.113***	.050*	.105***
2. Adaptable	.084***	-.050*	.156***	.047	0.74**
3. Adherence	-.153***	.066**	.210***	-.034	-.201***
4. Adventure	.336***	-.027	.022	.220***	.383***
5. Authenticity	.174***	-.044	.065**	.111***	.147***
6. Bounceback	.124***	.068**	.154***	.182***	.121***
7. Catalyst	.215***	.061*	.107***	.118***	.175***
8. Centred	.130***	.052*	.096***	.276***	.173***
9. Change Agent	.237***	-.033	.044	.158***	.335***
10. Compassion	.119***	.243***	.080***	.016	.048
11. Competitive	.151***	.182***	.046	.091***	.091***
12. Connector	.349***	.130***	.029	.056*	.174***
13. Counterpoint	.179***	-.004	-.003	.117***	.224***
14. Courage	.280***	-.069**	-.014	.205***	.216***

Table 5. Validity with Ten Item Personality Inventory

Strength - Energy Rating	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
15. Creativity	.122***	-.063**	.024	.087***	.301***
16. Curiosity	.000	.007	.063*	.031	.204***
17. Detail	-.166***	-.077**	.104***	-.076**	-.088***
18. Drive	.150***	.032	.248***	.122***	.120***
19. Emotional Awareness	.183***	.317***	.083***	.046	.113***
20. Empathic	.083***	.230***	.077**	.074**	.087***
21. Enabler	.205***	.100***	.122***	.154***	.165***
22. Equality	.010	.130***	.065**	.011	.097***
23. Esteem Builder	.222***	.211***	.095***	.086***	.205***
24. Explainer	.008	.058*	.128***	.074**	.067**
25. Feedback	.169***	.095***	.092***	.155***	.157***
26. Gratitude	.112***	.245***	.068**	.115***	.092***
27. Growth	.161***	.054*	.112***	.094***	.230***
28. Humility	.149***	.163***	.117***	.108***	.091***

Table 5. Validity with Ten Item Personality Inventory

Strength - Energy Rating	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
29. Humour	.304***	.036	-.067**	.035	.149***
30. Improver	.130***	-.037	.137***	.120***	.271***
31. Incubator	-.025	.073**	.074**	.101***	.185***
32. Innovation	.107***	-.086***	.011	.093***	.276***
33. Judgement	.170***	-.081***	.052	.135***	.148***
34. Legacy	.071**	.066**	.038	.053*	.189***
35. Listener	.110***	.283***	.129***	.080***	.110***
36. Mission	.093***	.088***	.094***	.075**	.192***
37. Moral Compass	.057*	.049	.107***	.101***	.075**
38. Narrator	.278***	.006	-.014	.089***	.193***
39. Optimism	.220***	.232***	.113***	.246***	.175***
40. Organiser	-.011	.018	.365***	.003	-.051*
41. Persistence	.118**	.016	.137***	.141***	.142***
42. Personal Responsibility	.135***	-.011	.183***	.182***	.151***

Table 5. Validity with Ten Item Personality Inventory

Strength - Energy Rating	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
43. Personalisation	.117***	.137***	.056**	.093***	.092***
44. Persuasion	.184***	-.100***	.049	.140***	.139***
45. Planner	-.055*	.089***	.242***	.045	-.028
46. Prevention	.071**	-.030	.128***	.157***	.085***
47. Pride	.074**	.014	.221***	.071**	.088***
48. Rapport Builder	.424***	.100***	.039	.135***	.274***
49. Relationship Deepener	.176***	.176***	.131***	.073**	.095***
50. Resilience	.127***	.045	.107***	.214***	.104***
51. Resolver	.047	-.060*	.085***	.118***	.081***
52. Self-awareness	.127***	.132***	.050*	.125***	.191***
53. Self-belief	.262***	-.052	.101***	.220***	.226***
54. Service	.041	.199***	.135***	.021	-.005
55. Spotlight	.468***	-.043	.015	.149***	.230***
56. Strategic Awareness	.057*	.004	-.008	.063*	.151***

Table 5. Validity with Ten Item Personality Inventory

Strength - Energy Rating	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
57. Time Optimiser	.112***	.043	.146***	.079**	.098***
58. Unconditionality	.087***	.205***	.059*	.029	.143***
59. Work Ethic	.062***	-.001	.119***	.071**	.053*
60. Writer	.036	-.012	-.005	.009	.104***

Table 5 Note. N = 1571. *** Correlation is significant at the $p < 0.001$ level. ** Correlation is significant at the $p < 0.01$ level. * Correlation is significant at the $p < 0.05$ level.

The highest correlations with Extraversion were for Adventure, Connector, Rapport Builder, and Spotlight. The highest correlations with Agreeableness were for Compassion, Gratitude and Listener. The highest correlations with Conscientiousness were for Adherence, Drive, Planner and Pride. The highest correlations with Openness were for Adventure, Change Agent and Creativity. The highest correlations with Emotional Stability (the positive pole of neuroticism) were for Adventure, Centred, Self-belief, Optimism, and Resilience. Again, and as with the Mini-IPIP, typically correlations were in the range of $r = 0.05 - 0.30$, suggesting very low correlations with personality dimensions. As such, there is again no evidence to suggest that Strengths Profile is merely measuring personality dimensions through another name.

Chapter 5. Validity with Social Desirability

Social desirability has been described by Stober (1999) as a “readiness to give biased, distorted self-descriptions that portray oneself in a manner that can make a favourable impression on others” (p. 223). Stober created the Social Desirability Scale (SDS-17) to overcome limitations seen in more commonly used measures of socially desirable responding (e.g. the Marlowe-Crowne Scale, Crowne & Marlowe, 1960). Limitations of earlier work included various items being dated and consequently, relatively culture bound (e.g.) “My table manners at home are as good as when I eat out in a restaurant”. The 16-item Social Desirability Scale (misleadingly called the SDS-17) measures the tendency of an individual towards creating a socially desirable response (e.g., “I always eat a healthy diet”). Participants indicate their responses to each item using a dichotomous response choice (True / False). Six items are reverse scored. The published internal reliability (0.72) was good with research showing high internal consistency (.82).

Further validation research was carried out by Stober (2001). Research found that for convergent validity, the SDS showed correlations between .52 and .85 with other measures of social desirability (SDS correlation with the Marlowe-Crowne, $r = .74$, $p < .01$, in the 1999 study, and $r = .68$, $p < .01$, in the 2001 study), the revised Lie Scale of the Eysenck Personality Questionnaire ($r = .60$, $p < .01$; Eysenck & Eysenck, 1991), and the Sets of Four Scale ($r = .52$, $p < .01$; Borkenau & Ostendorf, 1992). Discriminant validity was indicated with non-significant correlations with neuroticism, extraversion, psychoticism, and with openness to experience as assessed by the revised Eysenck Personality Questionnaire and the NEO Five Factor Inventory (Costa & McCrae, 1993), respectively.

For the current study, the SDS-17 was completed by 1,028 people (429 men, 571 women), with a mean age of 39.2 years ($SD=11.1$). Participants were typically married (51%) or single (24%) and from a White, British background (91%). In terms of education, participants were educated up to the age of 16 years (16%), up to the age of 18 years (23%), to degree level (26%), to Masters degree level (16%), or held a professional qualification (14%). Eighty-two per cent of participants were employed, while 9% were students and 7% were self-employed.

The observed Cronbach’s alpha was .807, the observed range 0-32, with a mean of 22.79 ($SD = 3.85$).

Table 6. Validity with the Social Desirability Scale - 17 (SDS 17)

Strength - Energy Rating	Social Desirability Scale
1. Action	-.012
2. Adaptable	-.104***
3. Adherence	-.186***
4. Adventure	-.036
5. Authenticity	-.061
6. Bounceback	-.100***
7. Catalyst	-.057
8. Centred	-.108***
9. Change Agent	-.058
10. Compassion	-.106***
11. Competitive	-.071*
12. Connector	-.073*
13. Counterpoint	.033
14. Courage	-.032

Table 6. Validity with the Social Desirability Scale - 17

Strength - Energy Rating	Social Desirability Scale
15. Creativity	-.014
16. Curiosity	.043
17. Detail	-.072*
18. Drive	-.079*
19. Emotional Awareness	-.054
20. Empathic	-.134***
21. Enabler	-.055
22. Equality	-.146***
23. Esteem Builder	.000
24. Explainer	-.085**
25. Feedback	-.073*
26. Gratitude	-.108***
27. Growth	-.035
28. Humility	-.185***

Table 6. Validity with the Social Desirability Scale - 17

Strength - Energy Rating	Social Desirability Scale
29. Humour	-.018
30. Improver	-.030
31. Incubator	-.040
32. Innovation	-.005
33. Judgement	-.012
34. Legacy	-.048
35. Listener	-.165***
36. Mission	-.030
37. Moral Compass	-.085**
38. Narrator	.074*
39. Optimism	-.135***
40. Organiser	-.059
41. Persistence	-.125***
42. Personal Responsibility	-.137***

Table 6. Validity with the Social Desirability Scale - 17

Strength - Energy Rating	Social Desirability Scale
43. Personalisation	-.075*
44. Persuasion	.025
45. Planner	-.145***
46. Prevention	-.109***
47. Pride	-.064*
48. Rapport Builder	-.063*
49. Relationship Deepener	-.133***
50. Resilience	-.145***
51. Resolver	-.078*
52. Self-awareness	-.082**
53. Self-belief	-.009
54. Service	-.143***
55. Spotlight	-.079*
56. Strategic Awareness	-.051

Table 6. Validity with the Social Desirability Scale - 17

Strength - Energy Rating	Social Desirability Scale
57. Time Optimiser	-.030
58. Unconditionality	-.130***
59. Work Ethic	-.092**
60. Writer	.025

Table 6 Note. N = 1028. *** Correlation is significant at the $p < 0.001$ level. **Correlation is significant at the $p < 0.01$ level. *Correlation is significant at the $p < 0.05$ level.

Cohen (1992) describes effect sizes of 0.1-0.23 as small, of 0.24-0.36 as medium, and 0.37 or above as large. For the current results, only three correlations exceed a correlation value of -0.15, which in itself would be considered a very small effect size. While some correlations are statistically significant, this is not surprising with such a large sample size, which delivers very high statistical power. The very small effect sizes suggest that there is little effect of social desirability on responses to the energy ratings for the 60 Strengths Profile attributes.

Chapter 6. Validity with Organisational Citizenship Behaviour

Organisational Citizenship Behaviours (OCB) have been described by Organ (1988) as “behaviours of a discretionary nature that are not part of the employee’s formal role requirements, but nevertheless promote the effective functioning of the organisation” (p. 4).

Organ (1988) identified a number of conceptually distinct dimensions of citizenship behaviour including altruism, courtesy, and cheerleading. However, Podsakoff and Mackenzie (1994) identified that numerous dimensions could be placed together into one behaviour dimension. Podsakoff, Ahearne and Mackenzie (1997) expected that three of the variables: helping behaviours, sportsmanship and civic virtue, would each influence group effectiveness. Sportsmanship is a “willingness on the part of an employee to tolerate less than ideal circumstances without complaining” (p. 11). Civic virtue is behaviour that “indicates that an individual responsibly participates in, and is concerned for the life of the company”. The helping behaviour relates to a combined behaviour consisting of Organ’s (1988) altruism, courtesy, peacekeeping and some cheerleading dimensions.

This 13-item scale is a three-dimensional OCB model measuring interpersonal helping, sportsmanship and civic virtue. Seven items assess interpersonal helping, for example, “Help others out if someone falls behind with his / her work.” Three items measure civic virtue, for example, “Provide constructive suggestions about how the team or organisation can improve its effectiveness.”

Finally, three items measure sportsmanship, for example, “Always focus on what is wrong with the situation, rather than the positive side” (reverse scored). Participants indicate their responses to each item using a seven point scale ranging from 1 (strongly disagree) to 7 (strongly agree). The items are summed and averaged to produce three scores for the dimensions. Reported reliabilities range from .70 for civic virtue to .85 for interpersonal helping behaviours.

For the current study, the OCB scale was completed by 133 people (58 men, 73 women, 2 undisclosed), with a mean age of 44.4 years (SD= 11.1 years). Participants were typically married (48%) or single (24%) and from a White, British background (92%). Observed alphas, means, standard deviations and range were: Helping Behaviours = .88, M = 34.15, SD = 5.45, range = 19-49; Civic Virtue = .76, M = 14.27, SD = 2.87, range = 4- 21; Sportsmanship = .82, M = 10.70, SD = 3.70, range = 1-28.

Table 7. Validity with Organisational Citizenship Behaviour

Strength - Energy Rating	Helping Behaviours	Civic Virtue	Sportsmanship
1. Action	.470***	.425***	.006
2. Adaptable	.376***	.309***	.024
3. Adherence	.203*	.202*	-.050
4. Adventure	.462***	.540***	.031
5. Authenticity	.355***	.369***	.167
6. Bounceback	.267**	.204*	.146
7. Catalyst	.429***	.385***	.073
8. Centred	.426***	.377***	.130
9. Change Agent	.359***	.502***	.029
10. Compassion	.367***	.155	.077
11. Competitive	.186*	.231**	.021
12. Connector	.444***	.400***	.164
13. Counterpoint	.447***	.452***	.049
14. Courage	.240**	.348***	-.134

Table 7. Validity with Organisational Citizenship Behaviour

Strength - Energy Rating	Helping Behaviours	Civic Virtue	Sportsmanship
15. Creativity	.470***	.443***	.167
16. Curiosity	.290***	.313***	.103
17. Detail	.333***	.388***	.066
18. Drive	.403***	.403***	.029
19. Emotional Awareness	.424***	.296***	.101
20. Empathic	.334***	.350***	-.042
21. Enabler	.558***	.476***	.060
22. Equality	.402***	.409***	.095
23. Esteem Builder	.519***	.485***	.179*
24. Explainer	.398***	.345***	.077
25. Feedback	.511***	.375***	.036
26. Gratitude	.435***	.278***	.164
27. Growth	.408***	.429***	-.082
28. Humility	.394***	.323***	.058

Table 7. Validity with Organisational Citizenship Behaviour

Strength - Energy Rating	Helping Behaviours	Civic Virtue	Sportsmanship
29. Humour	.191*	.249**	-.151
30. Improver	.487***	.483***	.123
31. Incubator	.340***	.372***	-.005
32. Innovation	.477***	.456***	.178*
33. Judgement	.279***	.250**	-.046
34. Legacy	.473***	.406***	.128
35. Listener	.368***	.342***	-.073
36. Mission	.339***	.387***	.162
37. Moral Compass	.502***	.509***	.100
38. Narrator	.259**	.309***	-.228**
39. Optimism	.439***	.434***	.035
40. Organiser	.495***	.459***	.110
41. Persistence	.417***	.390***	-.073
42. Personal Responsibility	.471***	.444***	.022

Table 7. Validity with Organisational Citizenship Behaviour

Strength - Energy Rating	Helping Behaviours	Civic Virtue	Sportsmanship
43. Personalisation	.301 ***	.372 ***	-.205*
44. Persuasion	.438 ***	.465 ***	-.005
45. Planner	.396 ***	.420 ***	.020
46. Prevention	.568 ***	.545 ***	.057
47. Pride	.483 ***	.442 ***	.066
48. Rapport Builder	.437 ***	.428 ***	-.111
49. Relationship Deepener	.311 ***	.288 ***	-.006
50. Resilience	.244 **	.191 *	-.061
51. Resolver	.521 ***	.460 ***	.097
52. Self-awareness	.364 ***	.333 ***	-.133
53. Self-belief	.406 ***	.443 ***	.043
54. Service	.359 ***	.276 ***	-.023
55. Spotlight	.390 ***	.498 ***	-.168
56. Strategic Awareness	.367 ***	.384 ***	.050

Table 7. Validity with Organisational Citizenship Behaviour

Strength - Energy Rating	Helping Behaviours	Civic Virtue	Sportsmanship
57. Time Optimiser	.374***	.372***	-.079
58. Unconditionality	.364***	.299***	-.034
59. Work Ethic	.312***	.378***	-.204*
60. Writer	.357***	.345***	-.052

Table 7 Note. N = 133. *** Correlation is significant at the 0.001 level. **Correlation is significant at the 0.01 level. *Correlation is significant at the 0.05 level.

There is a strong pattern of statistically significant positive associations between the energy ratings for the 60 Strengths Profile attributes and the Helping Behaviours and Civic Virtue subscales of the Organisational Citizenship Behaviours Scale. Notably, there were barely any significant associations with the Sportsmanship subscale. The highest correlations with the Helping subscale were for Enabler, Esteem Builder, Feedback, Prevention and Resolver. The highest correlations with the Civic Virtue subscale were for Adventure, Change Agent, Moral Compass and Prevention. Only Esteem Builder and Innovation were significantly positively correlated with the Sportsmanship subscale

Chapter 7. Validity with Ego Resiliency Scale

The concept of Ego-Resiliency was introduced by Block (1996) who described the construct as a person's ability to adapt successfully to internal and external stressors. From positive psychology literature, resilient individuals are more likely to display optimism, energetic approaches to life and curious to new experiences (Block & Kremen, 1996).

The 14-item Ego Resiliency Scale measures the tendency of an individual towards acting in a resilient way (e.g., "I am generous with my friends"). Participants indicate their responses to each item using a forced likert response scale (1-4) with 1 representing "not at all" to 4 representing "applies very strongly".

For the current study, the Ego-Resiliency scale was completed by 483 people (167 men, 307 women, 9 undisclosed), with a mean age of 39.21 years (SD= 10.9 years). Participants were typically married (49%) or single (24%) and from a White, British background (93%). The observed Cronbach's alpha was .76, the observed range 0-56, with a mean of 42.67 (SD = 6.10).

Table 8. Validity with the Ego Resiliency Scale, Flourishing Scale and Life Orientation Test-Revised (Optimism)

Strength	Ego Resiliency Scale – with Strengths Use rating	Flourishing Scale – with Strengths Use rating	Optimism – with Performance rating	Optimism – with Energy rating
1. Action	.218***	.161***	.268***	.153***
2. Adaptable	.220***	.258***	.048	.099*
3. Adherence	.152	.087	-.122**	-.115**
4. Adventure	.305***	.209***	.239***	.285***
5. Authenticity	.183**	.200***	.189***	.101**
6. Bounceback	.150**	.262***	.407***	.230***
7. Catalyst	.291***	.168***	.292***	.225***
8. Centred	.268***	.326***	.256***	.248***
9. Change Agent	.200***	.218***	.235***	.282***
10. Compassion	.150**	.139***	.141***	.119**
11. Competitive	.054	-.032	.249***	.195***
12. Connector	.204***	.172***	.295***	.214***
13. Counterpoint	.220***	.160***	.132***	.161***
14. Courage	.246**	-.004	.250***	.238***

Table 8. Validity with the Ego Resiliency Scale, Flourishing Scale and Life Orientation Test-Revised (Optimism)

Strength	Ego Resiliency Scale – with Strengths Use rating	Flourishing Scale – with Strengths Use rating	Optimism – with Performance rating	Optimism – with Energy rating
15. Creativity	.253***	.220***	.171***	.244***
16. Curiosity	.205***	.055	.147***	.045
17. Detail	.166	-.059	.033	-.022
18. Drive	.109*	.335***	.229***	.194***
19. Emotional Awareness	.141*	.233***	.172***	.116**
20. Empathic	.270***	.214***	.165***	.094*
21. Enabler	.236***	.214***	.265***	.239***
22. Equality	.234***	.257***	.153***	.030
23. Esteem Builder	.292***	.219***	.269***	.218***
24. Explainer	.138**	.155***	.176***	.079*
25. Feedback	.141*	.195***	.233***	.195***
26. Gratitude	.228***	.331***	.373***	.326***
27. Growth	.121*	.190***	.182***	.253***
28. Humility	.112*	.168***	.122**	.154***

Table 8. Validity with the Ego Resiliency Scale, Flourishing Scale and Life Orientation Test-Revised (Optimism)

Strength	Ego Resiliency Scale – with Strengths Use rating	Flourishing Scale – with Strengths Use rating	Optimism – with Performance rating	Optimism – with Energy rating
29. Humour	.099	.131***	.097*	.103**
30. Improver	.192***	.244***	.167***	.148***
31. Incubator	.147*	.039	-.048	.151***
32. Innovation	.183***	.156***	.181***	.156***
33. Judgement	.185*	.173***	.279***	.179***
34. Legacy	.166**	.146***	.209***	.171***
35. Listener	.262***	.094*	.017	.113**
36. Mission	.260***	.409***	.229***	.211***
37. Moral Compass	.192***	.234***	.189***	.187***
38. Narrator	.224***	.033	.127***	.153***
39. Optimism	.276***	.360***	.482***	.420***
40. Organiser	.045	.125***	.017	.001
41. Persistence	.232***	.229***	-.008	.170***
42. Personal Responsibility	.176**	.202***	.109**	.204***

Table 8. Validity with the Ego Resiliency Scale, Flourishing Scale and Life Orientation Test-Revised (Optimism)

Strength	Ego Resiliency Scale – with Strengths Use rating	Flourishing Scale – with Strengths Use rating	Optimism – with Performance rating	Optimism – with Energy rating
43. Personalisation	.167**	.087*	.123**	.087*
44. Persuasion	.256***	.216***	.268***	.176***
45. Planner	.006	.252***	.028	.010
46. Prevention	.111	.256***	.110**	.107**
47. Pride	.206***	.313***	.182***	.187***
48. Rapport Builder	.153*	.144***	.234***	.243***
49. Relationship Deepener	.152**	.254***	.176***	.103**
50. Resilience	.298***	.236***	.376***	.258***
51. Resolver	.181***	.234***	.179***	.122**
52. Self-awareness	.192**	.287***	.195***	.164***
53. Self-belief	.256***	.272***	.366***	.270***
54. Service	.192***	.259***	.089*	.108**
55. Spotlight	.269***	.221***	.217***	.243***
56. Strategic Awareness	.276***	.208***	.165***	.181***

Table 8. Validity with the Ego Resiliency Scale, Flourishing Scale and Life Orientation Test-Revised (Optimism)

Strength	Ego Resiliency Scale – with Strengths Use rating	Flourishing Scale – with Strengths Use rating	Optimism – with Performance rating	Optimism – with Energy rating
57. Time Optimiser	.068	.197***	.045	.147***
58. Unconditionality	.254***	.133***	.157***	.127***
59. Work Ethic	.081	.096	.036	.034
60. Writer	.082	.080	.099*	.105**

Table 8 Note. Ego Resiliency Scale: N = 483. Flourishing Scale: N = 1187. Optimism: N = 654. *** Correlation is significant at the $p < 0.001$ level. ** Correlation is significant at the $p < 0.01$ level. * Correlation is significant at the $p < 0.05$ level.

There is a strong pattern of statistically significant positive associations between the strengths use ratings for the 60 Strengths Profile attributes and the Ego Resiliency Scale. Note that attributes are coded to include only realised and unrealised strengths for the strengths use analysis. The highest correlations were for Adventure, Resilience, Catalyst, Esteem Builder and Strategic Awareness.

Chapter 8. Validity with Flourishing Scale

The literature on subjective well-being has recently undergone further developments with researchers exploring the concept of psychosocial flourishing derived from research on psychological and social well-being. Ryan and Deci (2000) identify a number of universal human psychological needs which include amongst others, self-acceptance, relatedness and competence. It has been suggested by Diener et al. (2010) that several of these psychological needs and characteristics are captured in the concept of psychological flourishing. Consequently, Diener et al. (2010) developed the Flourishing Scale to measure an individual's perceived success in fundamental areas including relationships, optimism, competence, self-esteem and life purpose.

The Flourishing Scale is an eight item measure where participants indicate their agreement to given statements using a forced likert response scale (1-7) with 1 representing "strongly disagree" and 7 representing "strongly agree". The sum of the eight items provides an overall measure of psychological flourishing with higher scores indicating high perceived positivity in important areas of functioning.

For the current study, the Flourishing Scale was completed by 1187 people (422 men, 735 women), with a mean age of 39.24 years (SD= 11.29 years). Participants were typically married (49%) and from a White (80%), British background (49%). In terms of education, participants were educated up to the age of 16 years (6%), up to the age of 18 years (9%), to degree level (41%), to Masters degree level (23%), or held a professional qualification (15%). 78% of participants were employed, while 8% were self-employed and 8% were students.

The observed Cronbach's alpha was .85, the observed range 14-56, with a mean of 45.35 (SD = 6.16).

As can be seen in Table 8, there is a strong pattern of statistically significant positive associations between the use ratings for the 60 strengths and the Flourishing Scale. The highest correlations were for Mission, Optimism, Drive, Gratitude and Centred. Note that attributes are coded to include only realised and unrealised strengths for the strengths use analysis.

Chapter 9. Validity with Life Orientation Test - Revised (Optimism)

The Life Orientation Test-Revised (LOT-R) developed by Scheier, Carver and Bridges (1994) has been used by researchers as a measure of the individual difference construct Optimism. While optimistic individuals are inclined to have positive expectations for their futures, pessimistic individuals are inclined to have more negative expectations for their futures (Scheier et al., 1994). The literature reports a number of positive benefits for optimistic individuals, including better adjustment to major life transitions (Aspinwall & Taylor, 1992) and more rapid physical recovery following surgery (Scheier et al., 1989).

Participants respond to the 10 items of the LOT-R using a forced likert response scale (1-5) with 1 representing “strongly disagree” and 5 representing “strongly agree”. 4 items are ‘filler’ items and the sum of the remaining 6 items provides an overall score for optimism.

For the current study, the LOT-R was completed by 654 people (291 men, 339 women, 24 undisclosed), with a mean age of 38.53 years (SD= 9.58 years). Participants were typically married (55%) and from a White (70%), British background (43%). In terms of education, participants were educated up to the age of 16 years (6%), up to the age of 18 years (10%), to degree level (35%), to Masters degree level (34%), or held a professional qualification (10%). 83% of participants were employed, while 7% were self-employed and 5% were students.

The observed Cronbach’s alpha was .79, the observed range 7-30, with a mean of 22.37 (SD = 4.03).

As can be seen in Table 8, there is a strong pattern of statistically significant positive associations between the performance ratings for the 60 strengths and the total score of the LOT-R. The highest correlations were for Optimism, Bounceback, Resilience, Gratitude and Self-belief.

There is also a strong pattern of statistically significant positive associations between the energy ratings for the 60 strengths and the total score of the LOT-R. The highest correlations were for Optimism, Gratitude, Adventure, Change Agent and Self-belief.

Chapter 10. Validity with Utrecht Work Engagement Scale

Schaufeli and Bakker (2003) describe Work Engagement as “a positive, fulfilling, work-related state of mind that is characterised by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective- cognitive state that is not focused on any particular object, event, individual, or behavior” (p. 4). Work engagement is broadly regarded as one of the positive aspects of health and well-being which has become increasingly prevalent in the positive psychology literature.

The Utrecht Work Engagement Scale (UWES) assesses three dimensions of work engagement; vigor, dedication and absorption. Schaufeli and Bakker (2003) define vigor “as characterised by high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in the face of difficulties” (p. 5). Dedication is defined as “being strongly involved in one’s work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge” (p. 5). Absorption is said to be characterised “by being fully concentrated and happily engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work” (p. 5).

The 17-item UWES measures the three dimensions of work engagement: vigor (6 items); dedication (5 items) and absorption (6 items). Participants are required to indicate the extent to which they experience feelings of vigor, dedication and absorption in their job by responding to each item using a forced likert scale (1-7) with 1 representing “never” to 7 representing “always”.

For the current study, the UWES was completed by 434 people (162 men, 265 women, 7 undisclosed), with a mean age of 39.77 years (SD = 10.61 years). Participants were typically married (56%) or single (27%) and from a White, British background (38%). In terms of education, participants were educated up to the age of 16 years (6%), up to the age of 18 years (10%), to degree level (38%), to Masters degree level (27%), or held a professional qualification (14%). 74% of participants were in employment. The observed Cronbach’s alpha for each scale was high: vigor (.85); dedication (.91); absorption (.83). The observed range for total UWES score was 27-119, with a mean of 85.85 (SD = 15.53).

Table 9. Validity with Utrecht Work Engagement Scale (UWES)

Strength - Strengths Use Rating	Total UWES	Absorption	Vigor	Dedication
1. Action	.406***	.391***	.455***	.285***
2. Adaptable	.232**	.212**	.273***	.155*
3. Adherence	.031	-.001	.068	.022
4. Adventure	.261**	.221**	.216*	.285***
5. Authenticity	.288***	.225***	.286***	.288***
6. Bounceback	.242**	.218***	.281***	.173**
7. Catalyst	.372***	.331***	.307***	.386***
8. Centred	.327***	.239***	.409***	.259***
9. Change Agent	.365***	.334***	.330***	.346***
10. Compassion	.243***	.197**	.223***	.254***
11. Competitive	.184*	.135	.216*	.161
12. Connector	.188**	.111	.191**	.213**
13. Counterpoint	.213**	.224***	.209**	.156*
14. Courage	.324***	.305**	.353***	.244*

Table 9. Validity with Utrecht Work Engagement Scale (UWES)

Strength - Strengths Use Rating	Total UWES	Absorption	Vigor	Dedication
15. Creativity	.236***	.222***	.205***	.228***
16. Curiosity	.185**	.192**	.164*	.162*
17. Detail	-.026	-.053	-.003	-.017
18. Drive	.322***	.268**	.377***	.252***
19. Emotional Awareness	.020	.011	.007	.037
20. Empathic	.178*	.151	.157	.188*
21. Enabler	.329***	.330***	.251***	.332***
22. Equality	.222**	.205**	.210**	.199**
23. Esteem Builder	.256***	.224***	.234**	.249***
24. Explainer	.107	.125	.101	.071
25. Feedback	.255**	.215**	.273***	.224**
26. Gratitude	.237***	.192**	.252***	.215***
27. Growth	.076	.023	.109	.084
28. Humility	.280***	.262***	.280***	.234***

Table 9. Validity with Utrecht Work Engagement Scale (UWES)

Strength - Strengths Use Rating	Total UWES	Absorption	Vigor	Dedication
29. Humour	.165**	.119	.164*	.174**
30. Improver	.258***	.176**	.273***	.265***
31. Incubator	-.047	-.006	-.071	-.059
32. Innovation	.229***	.222***	.208***	.197***
33. Judgement	.383***	.315***	.394***	.353***
34. Legacy	.351***	.271***	.355***	.341***
35. Listener	.147	.142	.180*	.089
36. Mission	.366***	.238***	.378***	.409***
37. Moral Compass	.181**	.161*	.185**	.151*
38. Narrator	.152	.130	.105	.183*
39. Optimism	.274***	.211***	.328***	.229***
40. Organiser	.074	.017	.078	.110
41. Persistence	.396***	.275***	.456***	.365***
42. Personal Responsibility	.231***	.187**	.309***	.146*

Table 9. Validity with Utrecht Work Engagement Scale (UWES)

Strength- Strengths Use Rating	Total UWES	Absorption	Vigor	Dedication
43. Personalisation	.185*	.137	.171*	.208*
44. Persuasion	.270***	.232***	.291***	.231***
45. Planner	.157*	.077	.170*	.189*
46. Prevention	.227***	.165*	.328***	.143*
47. Pride	.333***	.203***	.373***	.341***
48. Rapport Builder	.286***	.238**	.232**	.335***
49. Relationship Deepener	.272***	.217**	.284***	.252***
50. Resilience	.351***	.262***	.420***	.301***
51. Resolver	.301***	.245***	.331***	.246***
52. Self-awareness	.279**	.193*	.281**	.317***
53. Self-belief	.417***	.302***	.436***	.417***
54. Service	.253***	.201***	.238***	.257***
55. Spotlight	.247***	.170*	.200**	.318***
56. Strategic Awareness	.187**	.176*	.226**	.114

Table 9. Validity with Utrecht Work Engagement Scale (UWES)

Strength - Strengths Use Rating	Total UWES	Absorption	Vigor	Dedication
57. Time Optimiser	.337***	.239***	.406***	.292***
58. Unconditionality	.173*	.163*	.166*	.148*
59. Work Ethic	.222*	.156	.334***	.141
60. Writer	.162*	.160*	.135	.158*

Table 9 Note. N = 434. *** Correlation is significant at the $p < 0.001$ level. ** Correlation is significant at the $p < 0.01$ level. * Correlation is significant at the $p < 0.05$ level.

There is a strong pattern of statistically significant positive associations between the strengths use ratings for the 60 Strengths Profile attributes and the total score of the Utrecht Work Engagement Scale. Note that attributes are coded to include only realised and unrealised strengths for the strengths use analysis. The highest correlations were with Action, Persistence, Judgement, Catalyst and Mission.

Chapter 11. Validity with Subjective Vitality Scale

Subjective Vitality has been described by Ryan and Frederick (1997) as the psychological experience of feeling energetic and alive. Individuals high in subjective vitality are seen as possessing high levels of enthusiasm and spirit. The construct is also regarded as a factor of eudaimonic well-being (Ryan & Deci, 2001), given that being vital and energetic is imperative to being fully functioning and psychologically well.

Ryan and Frederick (1997) developed the Subjective Vitality Scale of which two versions were created (trait level and state level). The trait level version was used in the present study which assesses subjective vitality as an individual difference variable and consequently as a stable, enduring characteristic. Participants respond to the six item measure using a forced likert response scale (1-7) with 1 representing “not at all true” and 7 representing “very true”. The summed score provides an overall measure of subjective vitality.

For the current study, the Subjective Vitality Scale was completed by 731 people (302 men, 422 women, 7 undisclosed), with a mean age of 38.30 years (SD= 10.76 years). Participants were typically married (51%) and from a White (85%), British background (60%). In terms of education, participants were educated up to the age of 16 years (5%), up to the age of 18 years (10%), to degree level (34%), to Masters degree level (27%), or held a professional qualification (19%). 80% of participants were employed, while 9% were self-employed and 6% were students.

The observed Cronbach’s alpha was .90, the observed range 6-42, with a mean of 27.99 (SD = 6.99).

Table 10. Validity with the Subjective Vitality Scale

Strength	Subjective Vitality Scale – with Performance rating	Subjective Vitality Scale – with Energy rating	Subjective Vitality Scale – with Strengths Use rating
1. Action	.236***	.127***	.215***
2. Adaptable	.152***	.125***	.110
3. Adherence	.000	-.018	.004
4. Adventure	.294***	.289***	.255***
5. Authenticity	.267***	.220***	.118*
6. Bounceback	.359***	.202***	.294***
7. Catalyst	.281***	.215***	.188***
8. Centred	.273***	.227***	.450***
9. Change Agent	.237***	.249***	.197***
10. Compassion	.105**	.154***	.109*
11. Competitive	.221***	.193***	.171**
12. Connector	.235***	.157***	.190***
13. Counterpoint	.109**	.159***	.218***
14. Courage	.199***	.248***	.146

Table 10. Validity with the Subjective Vitality Scale

Strength	Subjective Vitality Scale – with Performance rating	Subjective Vitality Scale – with Energy rating	Subjective Vitality Scale – with Strengths Use rating
15. Creativity	.178***	.104**	.169***
16. Curiosity	.144***	.161***	.153**
17. Detail	.059	.003	-.154
18. Drive	.326***	.279***	.301***
19. Emotional Awareness	.090*	.217***	.071
20. Empathic	.156***	.175***	.060
21. Enabler	.201***	.213***	.111
22. Equality	.132***	.111**	.199***
23. Esteem Builder	.174***	.182***	.220***
24. Explainer	.138***	.120***	.070
25. Feedback	.199***	.236***	.085
26. Gratitude	.386***	.286***	.402***
27. Growth	.262***	.283***	.153**
28. Humility	.095**	.176***	.145**

Table 10. Validity with the Subjective Vitality Scale

Strength	Subjective Vitality Scale – with Performance rating	Subjective Vitality Scale – with Energy rating	Subjective Vitality Scale – with Strengths Use rating
29. Humour	.143***	.139***	.113*
30. Improver	.157***	.132***	.162***
31. Incubator	.026	.154***	-.028
32. Innovation	.169***	.119***	.058
33. Judgement	.233***	.133***	.249***
34. Legacy	.212***	.115**	.202***
35. Listener	.160***	.246***	.081
36. Mission	.305***	.201***	.458***
37. Moral Compass	.264***	.239***	.128*
38. Narrator	.209***	.253***	.133*
39. Optimism	.398***	.416***	.430***
40. Organiser	.131***	.067	-.023
41. Persistence	.112**	.244***	.241***
42. Personal Responsibility	.216***	.201***	.185***

Table 10. Validity with the Subjective Vitality Scale

Strength	Subjective Vitality Scale – with Performance rating	Subjective Vitality Scale – with Energy rating	Subjective Vitality Scale – with Strengths Use rating
43. Personalisation	.154 ^{***}	.150 ^{***}	.082
44. Persuasion	.257 ^{***}	.164 ^{***}	.247 ^{***}
45. Planner	.113 ^{**}	.113 ^{**}	.147 [*]
46. Prevention	.151 ^{***}	.134 ^{***}	.128 [*]
47. Pride	.171 ^{***}	.199 ^{***}	.199 ^{***}
48. Rapport Builder	.235 ^{***}	.271 ^{***}	.224 ^{***}
49. Relationship Deepener	.223 ^{***}	.245 ^{***}	.134 ^{**}
50. Resilience	.307 ^{***}	.273 ^{***}	.280 ^{***}
51. Resolver	.120 ^{***}	.114 ^{**}	.175 ^{***}
52. Self-awareness	.226 ^{***}	.264 ^{***}	.310 ^{***}
53. Self-belief	.315 ^{***}	.280 ^{***}	.283 ^{***}
54. Service	.176 ^{***}	.127 ^{***}	.213 ^{***}
55. Spotlight	.273 ^{***}	.245 ^{***}	.148 ^{**}
56. Strategic Awareness	.189 ^{***}	.240 ^{***}	.159 ^{**}

Table 10. Validity with the Subjective Vitality Scale

Strength	Subjective Vitality Scale – with Performance rating	Subjective Vitality Scale – with Energy rating	Subjective Vitality Scale – with Strengths Use rating
57. Time Optimiser	.183***	.193***	.221***
58. Unconditionality	.160***	.165***	.142*
59. Work Ethic	.159***	.259***	.167*
60. Writer	.130***	.140***	.008

Table 10 Note. N = 731. *** Correlation is significant at the $p < 0.001$ level. ** Correlation is significant at the $p < 0.01$ level. * Correlation is significant at the $p < 0.05$ level.

There is a strong pattern of statistically significant positive associations between the performance ratings for the 60 strengths and the Subjective Vitality Scale. The highest correlations were for Optimism, Gratitude, Bounceback, Drive and Self-belief.

There is a strong pattern of statistically significant positive associations between the energy ratings for the 60 strengths and the Subjective Vitality Scale. The highest correlations were for Optimism, Adventure, Gratitude, Growth and Self-belief.

There is a strong pattern of statistically significant positive associations between the strengths use ratings for the 60 strengths and the Subjective Vitality Scale. The highest correlations were for Mission, Centred, Optimism, Gratitude and Self-awareness. Note that attributes are coded to include only realised and unrealised strengths for the strengths use analysis.

Chapter 12. Validity with Mindful Attentional Awareness Scale (MAAS)

Mindfulness has received great attention in the psychological and clinical literature. While several theoretical definitions have been disputed, a consistently accepted description has been provided by Bishop et al. (2004) who identify two aspects to the construct. First, they suggest mindfulness consists of 'self-regulation' of one's attention to ensure that it is focused on immediate experience. Second, they suggest mindfulness involves an open-minded, curious and accepting orientation to one's experience of the present moment.

One empirically supported measure for assessing mindfulness is the Mindful Attentional Awareness Scale (MAAS) developed by Brown and Ryan (2003). The scale includes 15 items representing mindlessness where participants indicate their agreement to statements using a forced likert response scale (1-6) with 1 representing "almost always" and 6 "almost never". Therefore, higher overall scores indicate higher levels of mindfulness.

For the current study, the Mindful Attentional Awareness Scale (MAAS) was completed by 525 people (211 men, 304 women, 10 undisclosed), with a mean age of 38.50 years (SD = 10.60 years). Participants were typically married (53%) or single (23%) and from a White (28%), British background (41%). In terms of education, participants were educated up to the age of 16 years (7%), up to the age of 18 years (11%), to degree level (35%), to Masters degree level (28%), or held a professional qualification (12%). 27% of participants were employed, while 2% were self-employed and 9% were students.

The observed Cronbach's alpha was .86, the observed range 33-88, with a mean of 62.37 (SD = 10.48).

Table 11. Validity with the Mindful Attentional Awareness Scale (MAAS)

Strength	MAAS – with Performance rating	MAAS – with Energy rating	MAAS – with Strengths Use rating
1. Action	.171 ^{***}	-.007	.144 [*]
2. Adaptable	.095 [*]	.121 ^{**}	.017
3. Adherence	.170 ^{***}	.166 ^{***}	.025
4. Adventure	.118 ^{**}	.218 ^{***}	.092
5. Authenticity	.155 ^{***}	.200 ^{***}	.097
6. Bounceback	.249 ^{***}	.220 ^{***}	.138 [*]
7. Catalyst	.183 ^{***}	.247 ^{***}	.082
8. Centred	.155 ^{***}	.193 ^{***}	.339 ^{***}
9. Change Agent	.112 ^{**}	.175 ^{***}	.126 [*]
10. Compassion	.120 ^{**}	.193 ^{***}	.090
11. Competitive	.146 ^{***}	.153 ^{***}	-.076
12. Connector	.137 ^{**}	.130 ^{**}	.100
13. Counterpoint	.062	.199 ^{***}	.067
14. Courage	.112 ^{**}	.186 ^{***}	-.011

Table 11. Validity with the Mindful Attentional Awareness Scale (MAAS)

Strength	MAAS – with Performance rating	MAAS – with Energy rating	MAAS – with Strengths Use rating
15. Creativity	.084	.137**	.063
16. Curiosity	.046	.070	-.094
17. Detail	.190***	.175***	-.040
18. Drive	.225***	.182***	.220***
19. Emotional Awareness	.142***	.228***	.029
20. Empathic	.106*	.278***	.100
21. Enabler	.177***	.216***	.103
22. Equality	.151***	.089*	.104
23. Esteem Builder	.155***	.162***	.109*
24. Explainer	.184***	.172***	.028
25. Feedback	.181***	.137**	.259***
26. Gratitude	.285***	.219***	.310***
27. Growth	.155***	.138***	.113
28. Humility	.187***	.189***	.081

Table 11. Validity with the Mindful Attentional Awareness Scale (MAAS)

Strength	MAAS – with Performance rating	MAAS – with Energy rating	MAAS – with Strengths Use rating
29. Humour	.142***	.111*	.078
30. Improver	.152***	.189***	.062
31. Incubator	.128**	.205***	-.090
32. Innovation	.122**	.166***	.044
33. Judgement	.177***	.069	.225***
34. Legacy	.237***	.137**	.265***
35. Listener	.250***	.272***	.110
36. Mission	.226***	.153***	.295***
37. Moral Compass	.146***	.089*	.325***
38. Narrator	.104*	.168***	.046
39. Optimism	.265***	.313***	.142*
40. Organiser	.178***	.078	-.008
41. Persistence	.267***	.244***	.200***
42. Personal Responsibility	.274***	.261***	.198**

Table 11. Validity with the Mindful Attentional Awareness Scale (MAAS)

Strength	MAAS – with Performance rating	MAAS – with Energy rating	MAAS – with Strengths Use rating
43. Personalisation	.124**	.159***	.113
44. Persuasion	.156***	.177***	.129*
45. Planner	.155***	.263***	.089
46. Prevention	.171***	.227***	.173**
47. Pride	.179***	.176***	.243***
48. Rapport Builder	.145***	.209***	.045
49. Relationship Deepener	.130**	.227***	.098
50. Resilience	.257***	.270***	.155*
51. Resolver	.162***	.109*	.154**
52. Self-awareness	.221***	.207***	.237**
53. Self-belief	.301***	.137**	.268***
54. Service	.130**	.172***	.070
55. Spotlight	.237***	.194***	.029
56. Strategic Awareness	.190***	.188***	.179**

Table 11. Validity with the Mindful Attentional Awareness Scale (MAAS)

Strength	MAAS – with Performance rating	MAAS – with Energy rating	MAAS – with Strengths Use rating
57. Time Optimiser	.221***	.045	.244***
58. Unconditionality	.125**	.152***	.057
59. Work Ethic	.209***	.151***	.056
60. Writer	.060	.072	-.040

Table 11 Note. N = 525. *** Correlation is significant at the $p < 0.001$ level. ** Correlation is significant at the $p < 0.01$ level. * Correlation is significant at the $p < 0.05$ level.

There is a strong pattern of statistically significant positive associations between the performance ratings for the 60 Strengths Profile attributes and the MAAS. The highest correlations were for Self-belief, Gratitude, Personal Responsibility, Persistence and Optimism.

There is a strong pattern of statistically significant positive associations between the energy ratings for the 60 Strengths Profile and the MAAS. The highest correlations were for Optimism, Empathic, Listener, Resilience and Planner.

There is a pattern of statistically significant positive associations between the strengths use ratings for the 60 Strengths Profile attributes and the MAAS. The highest correlations were for Centred, Moral Compass, Gratitude, Mission and Self-belief. Note that attributes are coded to include only realised and unrealised strengths for the strengths use analysis.

Chapter 13. Validity with Trait Emotional Intelligence Questionnaire (TEIQue-SF)

The psychological literature is increasingly devoting more attention to researching narrower aspects of the construct Emotional Intelligence (EI). One such differentiation has been made by Petrides and Furnham (2001) who distinguish between Trait and Ability EI. While the latter represents actual capabilities, Trait EI encompasses emotion related “behavioural dispositions and self-perceived abilities” (Petrides and Furnham, 2001, p. 426) and has been shown to relate to mood recovery (Salovey et al, 1995), goal orientation (Martinez-Pons, 1997) and affect intensity (Dawda & Hart, 2000).

The Trait EI Questionnaire (TEIQue) was developed by Petrides and Furnham (2003) to assess Trait EI consisting of 15 subscales covering intrapersonal (e.g. Emotion Perception) and interpersonal (e.g. Social Competence) domains. The 30 item short version of this measure (TEIQue- SF) developed by Petrides and Furnham (2004) was used in the present analysis to assess global Trait EI. Participants indicate their agreement with each item using a forced likert response scale (1-7) with 1 representing “completely disagree” and 7 representing “completely agree”.

For the current study, the TEIQue-SF was completed by 553 people (185 men, 354 women, 14 undisclosed), with a mean age of 40.49 years (SD = 10.28 years). Participants were typically married (52%) and from a White (87%), British background (52%). In terms of education, participants were educated up to the age of 16 years (7%), up to the age of 18 years (14%), to degree level (32%), to Masters degree level (25%), or held a professional qualification (16%). 81% of participants were employed, while 9% were self-employed and 5% were students.

The observed Cronbach’s alpha was .90, the observed range 75-203, with a mean of 157.03 (SD = 20.94).

Table 12. Validity with the Trait Emotional Intelligence Questionnaire (TEIQue-SF)

Strength	TEIQ – with Performance rating	TEIQ – with Energy rating
1. Action	.333***	.217***
2. Adaptable	.313***	.237***
3. Adherence	.112**	.018
4. Adventure	.446***	.362***
5. Authenticity	.408***	.196***
6. Bounceback	.494***	.304***
7. Catalyst	.457***	.298***
8. Centred	.532***	.300***
9. Change Agent	.456***	.375***
10. Compassion	.360***	.210***
11. Competitive	.294***	.223***
12. Connector	.411***	.376***
13. Counterpoint	.243***	.245***
14. Courage	.348***	.269***

Table 12. Validity with the Trait Emotional Intelligence Questionnaire (TEIQue-SF)

Strength	TEIQ – with Performance rating	TEIQ – with Energy rating
15. Creativity	.288***	.289***
16. Curiosity	.211***	.203***
17. Detail	.137***	.012
18. Drive	.439***	.393***
19. Emotional Awareness	.372***	.361***
20. Empathic	.365***	.284***
21. Enabler	.399***	.368***
22. Equality	.259***	.134**
23. Esteem Builder	.461***	.358***
24. Explainer	.337***	.244***
25. Feedback	.423***	.314***
26. Gratitude	.474***	.363***
27. Growth	.396***	.298***
28. Humility	.242***	.273***

Table 12. Validity with the Trait Emotional Intelligence Questionnaire (TEIQue-SF)

Strength	TEIQ – with Performance rating	TEIQ – with Energy rating
29. Humour	.223***	.286***
30. Improver	.262***	.270***
31. Incubator	.097*	.275***
32. Innovation	.314***	.192***
33. Judgement	.453***	.261***
34. Legacy	.341***	.235***
35. Listener	.308***	.316***
36. Mission	.391***	.248***
37. Moral Compass	.388***	.250***
38. Narrator	.158***	.226***
39. Optimism	.552***	.467***
40. Organiser	.252***	.158***
41. Persistence	.190***	.317***
42. Personal Responsibility	.286***	.294***

Table 12. Validity with the Trait Emotional Intelligence Questionnaire (TEIQue-SF)

Strength	TEIQ – with Performance rating	TEIQ – with Energy rating
43. Personalisation	.428***	.258***
44. Persuasion	.409***	.297***
45. Planner	.246***	.159***
46. Prevention	.294***	.218***
47. Pride	.190***	.275***
48. Rapport Builder	.426***	.388***
49. Relationship Deepener	.415***	.361***
50. Resilience	.522***	.257***
51. Resolver	.376***	.242***
52. Self-awareness	.434***	.334***
53. Self-belief	.483***	.384***
54. Service	.316***	.221***
55. Spotlight	.387***	.337***
56. Strategic Awareness	.341***	.229***

Table 12. Validity with the Trait Emotional Intelligence Questionnaire (TEIQue-SF)

Strength	TEIQ – with Performance rating	TEIQ – with Energy rating
57. Time Optimiser	.331***	.104*
58. Unconditionality	.345***	.253***
59. Work Ethic	.387***	.143***
60. Writer	.213***	.178***

Table 12 Note. N = 553. *** Correlation is significant at the $p < 0.001$ level. ** Correlation is significant at the $p < 0.01$ level. * Correlation is significant at the $p < 0.05$ level.

There is a strong pattern of statistically significant positive associations between the performance ratings for the 60 strengths and the total score of the TEIQue-SF. The highest correlations were for Optimism, Centred, Resilience, Bounceback and Self-belief.

There is a strong pattern of statistically significant positive associations between the energy ratings for the 60 Strengths Profile attributes and the total score of the TEIQue-SF. The highest correlations were for Optimism, Drive, Rapport Builder, Self-belief and Connector.

Chapter 14. Validity with Authenticity Scale

There has been considerable debate over attempts to define the construct of authenticity. One of the best regarded theoretical accounts of authenticity comes from Barrett-Lennard (1998) who proposed a three dimensional model based on a person-centred conception of authenticity. The three dimensions of authenticity are proposed to relate to an individual's primary experience, their symbolised awareness and their external behaviour and communication. The Authenticity Scale developed by Wood et al. (2008) uses this model as a framework for assessing authenticity.

The 12 item Authenticity Scale consists of three subscales (4 items each) which correspond to the person-centred model. The Self-Alienation subscale of authenticity is said to assess "the subjective experience of not knowing oneself or feeling out of touch with the true self" (Wood et al., 2008, p. 386). The Authentic Living subscale of authenticity is said to assess the extent to which an individual is "being true to oneself in most situations and living in accordance with one's values and beliefs" (Wood et al., 2008, p. 386). The final subscale Accepting External Influence is said to assess "the extent to which one accepts the influence of other people and the belief that one has to conform to the expectations of others" (Wood et al., 2008, p. 386). Participants indicate their agreement with given statements using a forced likert response scale (1-7) with 1 representing "does not describe me at all" and 7 representing "describes me very well".

For the current study, the Authenticity Scale was completed by 892 people (337 men, 548 women, 7 undisclosed), with a mean age of 38.91 years (SD = 10.46 years). Participants were typically married (55%) or single (30%) and from a White British (34%) or White European background (21%). In terms of education, participants were educated up to the age of 16 years (4%), up to the age of 18 years (12%), to degree level (38%), to Masters degree level (30%), or held a professional qualification (13%). 21% of participants were in leadership roles, 33% were in managerial roles, 11% were in administrative roles and 6% were students.

For the Self-Alienation subscale, the observed Cronbach's alpha was .82, the observed range 4-28, with a mean of 9.13 (SD = 5.08). For the Authentic Living subscale, the observed Cronbach's alpha was .76, the observed range 8-28, with a mean of 22.96 (SD = 3.46). For the Accepting External Influence subscale, the observed Cronbach's alpha was .80, the observed range 4-28, with a mean of 13.76 (SD = 5.14).

Table 13. Validity with the Authenticity Scale

Strengths	Authentic Living – with Performance rating	External Influence – with Performance rating	Self- Alienation – with Performance rating	Authentic Living – with Energy rating	External Influence – with Energy rating	Self-Alienation – with Energy rating
1. Action	.143***	-.251***	-.220***	.131***	-.065	-.091**
2. Adaptable	.183***	-.077*	-.162***	.151***	-.069*	-.136***
3. Adherence	.068*	.179***	-.028	.069*	.157***	.007
4. Adventure	.169***	-.198***	-.216***	.135***	-.171***	-.135***
5. Authenticity	.547***	-.243***	-.342***	.335***	-.249***	-.143***
6. Bounceback	.200***	-.204***	-.235***	.135***	-.088**	-.034
7. Catalyst	.169***	-.166***	-.169***	.151***	-.128***	-.146***
8. Centred	.215***	-.229***	-.264***	.169***	-.183***	-.137***
9. Change Agent	.197***	-.271***	-.208***	.183***	-.168***	-.168***
10. Compassion	.193***	-.063	-.113***	.101**	-.013	-.091**
11. Competitive	.096**	-.146***	-.131***	.073*	-.087**	-.127***
12. Connector	.138***	-.066*	-.129***	.096**	-.013	-.057

Table 13. Validity with the Authenticity Scale

Strength	Authentic Living – with Performance rating	External Influence – with Performance rating	Self- Alienation – with Performance rating	Authentic Living – with Energy rating	External Influence – with Energy rating	Self-Alienation – with Energy rating
13. Counterpoint	.168***	-.230***	-.122***	.147***	-.135***	-.102**
14. Courage	.107***	-.107***	-.170***	.099**	-.116***	-.093**
15. Creativity	.134***	-.210***	-.106***	.169***	-.137***	-.079*
16. Curiosity	.225***	-.160***	-.110***	.131***	-.070*	-.059
17. Detail	.089**	-.030	-.015	.063	.029	.015
18. Drive	.220***	-.179***	-.279***	.183***	-.114***	-.157***
19. Emotional Awareness	.097**	-.052	-.149***	.113***	-.018	-.155***
20. Empathic	.127***	-.011	-.139***	.142***	-.093**	-.126***
21. Enabler	.239***	-.238***	-.198***	.213***	-.111***	-.186***
22. Equality	.236***	-.103**	-.075*	.225***	-.122***	-.082*
23. Esteem Builder	.147***	-.128***	-.189***	.181***	-.080*	-.164***
24. Explainer	.157***	-.082*	-.129***	.117***	-.025	-.041

Table 13. Validity with the Authenticity Scale

Strength	Authentic Living – with Performance rating	External Influence – with Performance rating	Self- Alienation – with Performance rating	Authentic Living – with Energy rating	External Influence – with Energy rating	Self-Alienation – with Energy rating
25. Feedback	.179***	-.165***	-.216***	.153***	-.136***	-.145***
26. Gratitude	.245***	-.088**	-.311***	.243***	-.043	-.152***
27. Growth	.174***	-.082*	-.229***	.148***	-.126***	-.168***
28. Humility	.163***	-.068*	-.103**	.230***	-.145***	-.108***
29. Humour	.084*	-.033	-.073*	.080*	-.049	-.085*
30. Improver	.184***	-.170***	-.107***	.130***	-.086**	-.071*
31. Incubator	.160***	-.041	-.064	.134***	-.083*	-.119***
32. Innovation	.157***	-.218***	-.142***	.146***	-.107***	-.097**
33. Judgement	.231***	-.194***	-.243***	.130***	-.146***	-.131***
34. Legacy	.299***	-.190***	-.243***	.201***	-.110***	-.145***
35. Listener	.235***	-.091**	-.199***	.208***	-.091**	-.136***
36. Mission	.352***	-.167***	-.345***	.285***	-.109***	-.158***

Table 13. Validity with the Authenticity Scale

Strength	Authentic Living – with Performance rating	External Influence – with Performance rating	Self- Alienation – with Performance rating	Authentic Living – with Energy rating	External Influence – with Energy rating	Self-Alienation – with Energy rating
37. Moral Compass	.573***	-.188***	-.307***	.265***	-.158***	-.165***
38. Narrator	.043	-.079*	-.115***	.094**	-.060	-.111***
39. Optimism	.274***	-.193***	-.305***	.222***	-.138***	-.233***
40. Organiser	.121***	.028	-.170***	.099**	.082*	.007
41. Persistence	.137***	.000	-.097**	.147***	-.143***	-.109***
42. Personal Responsibility	.193***	-.043	-.148***	.170***	-.128***	-.155***
43. Personalisation	.220***	-.070*	-.159***	.208***	-.089**	-.148***
44. Persuasion	.190***	-.191***	-.147***	.103**	-.146***	-.113***
45. Planner	.160***	-.042	-.153***	.136***	-.002	-.057
46. Prevention	.163***	-.092**	-.142***	.129***	-.124***	-.069*
47. Pride	.179***	-.100**	-.161***	.136***	-.052	-.065
48. Rapport Builder	.104**	-.053	-.138***	.092**	-.024	-.074*

Table 13. Validity with the Authenticity Scale

Strength	Authentic Living – with Performance rating	External Influence – with Performance rating	Self- Alienation – with Performance rating	Authentic Living – with Energy rating	External Influence – with Energy rating	Self-Alienation – with Energy rating
49. Relationship Deepener	.160***	.023	-.188***	.142***	-.003	-.145***
50. Resilience	.214***	-.204***	-.283***	.153***	-.131***	-.142***
51. Resolver	.256***	-.205***	-.249***	.161***	-.121***	-.052
52. Self-awareness	.222***	-.154***	-.414***	.179***	-.093**	-.265***
53. Self-belief	.309***	-.316***	-.315***	.157***	-.146***	-.147***
54. Service	.169***	.017	-.121***	.180***	.003	-.073*
55. Spotlight	.151***	-.205***	-.213***	.150***	-.150***	-.143***
56. Strategic Awareness	.209***	-.143***	-.227***	.076*	-.041	-.059
57. Time Optimiser	.231***	-.107***	-.204***	.081*	-.037	-.074*
58. Unconditionality	.201***	-.022	-.110***	.154***	-.039	-.072*
59. Work Ethic	.170***	-.005	-.133***	.078*	-.084*	-.053
60. Writer	.028	-.031	-.070*	.033	-.020	-.047

Table 13. Validity with the Authenticity Scale

Table 13 Note. N = 892. *** Correlation is significant at the $p < 0.001$ level. ** Correlation is significant at the $p < 0.01$ level. * Correlation is significant at the $p < 0.05$ level.

There is a strong pattern of statistically significant positive associations between the performance ratings for the 60 strengths and the Authentic Living subscale. The highest correlations were for Moral Compass, Authenticity, Mission, Self-belief and Legacy.

There is a strong pattern of statistically significant negative associations between the performance ratings for the 60 strengths and the External Influence subscale. The highest correlations were for Self-belief, Change Agent, Action, Authenticity and Enabler.

There is a strong pattern of statistically significant negative associations between the performance ratings for the 60 strengths and the Self-Alienation subscale. The highest correlations were for Self-awareness, Mission, Authenticity, Self-belief and Gratitude.

There is a strong pattern of statistically significant positive associations between the energy ratings for the 60 strengths and the Authentic Living subscale. The highest correlations were for Authenticity, Mission, Moral Compass, Gratitude and Humility.

There is a strong pattern of statistically significant negative associations between the energy ratings for the 60 strengths and the External Influence subscale. The highest correlations were for Authenticity, Centred, Adventure, Change Agent and Moral Compass.

There is a strong pattern of statistically significant negative associations between the energy ratings for the 60 strengths and the Self-Alienation subscale. The highest correlations were for Self-awareness, Optimism, Enabler, Growth and Change Agent.

Chapter 15. Validity with Self-Liking Self-Competence Scale (SLSC)

Self-Liking and Self-Competence are considered as the two attitudinal aspects of global self-esteem (Tafarodi & Swann, 1995). Self-Liking is conceptualised as one's perceived worth as a social entity and is determined by reference to a person's internal standards of 'good' and 'bad' (Tafarodi & Walters, 1999). Self-Competence is conceptualised as one's perceived power or efficacy and is determined by the resultant success or failure of meeting personal goals (Tafarodi & Walters, 1999). It follows that Self-Liking is influenced by interpersonal feedback conveying approval or disapproval while Self-Competence is influenced by environmental feedback indicating failure or achievement of specific goals.

The present study used the Self-Liking Self-Competence Scale (SLSC) developed by Tafarodi & Swann (1995). The measure consists of 20 items (10 each for Self-Liking and Self-Competence) where participants indicate their agreement with given statements using a forced likert response scale (1-5) with 1 representing "strongly disagree" and 5 representing "strongly agree". Negative items are reverse-scored to provide an overall score for each subscale where higher scores indicate higher levels of Self-Liking and Self-Competence.

For the current study, the SLSC Scale was completed by 426 people (143 men, 273 women), with a mean age of 38.11 years (SD = 11.72 years). Participants were typically married (49%) and from a White (78%), British background (48%). In terms of education, participants were educated up to the age of 16 years (7%), up to the age of 18 years (19%), to degree level (37%), to Masters degree level (19%), or held a professional qualification (14%). 69% of participants were employed, while 11% were self-employed and 16% were students.

For the Self-Liking subscale, the observed Cronbach's alpha was .90, the observed range 12-50, with a mean of 36.56 (SD = 7.66). For the Self-Competence subscale, the observed Cronbach's alpha was .84, the observed range 12-50, with a mean of 41.39 (SD = 5.24).

Table 14. Validity with Self-Liking Self-Competence Scale (SLSC)

Strength - Energy Rating	Self-Competence – with Performance rating	Self-Liking – with Performance rating	Self-Competence – with Energy rating	Self-Liking – with Energy rating	SCS – with Performance rating
1. Action	.274***	.241***	.099*	.103*	.291***
2. Adaptable	.229***	.216***	.117*	.140**	.211***
3. Adherence	-.060	.009	-.102*	-.080	.155***
4. Adventure	.329***	.251***	.190***	.202***	.188***
5. Authenticity	.201***	.209***	.087	.144**	.321***
6. Bounceback	.369***	.392***	.231***	.278***	.221***
7. Catalyst	.349***	.237***	.077	-.005	.173***
8. Centred	.337***	.339***	.112*	.136**	.277***
9. Change Agent	.335***	.193***	.183***	.120*	.264***
10. Compassion	.188***	.133**	-.073	.009	.090*
11. Competitive	.221***	.187***	.090	.069	.188***
12. Connector	.225***	.161***	.145**	.111*	.071

Table 14. Validity with Self-Liking Self-Competence Scale (SLSC)

Strength - Energy Rating	Self-Competence – with Performance rating	Self-Liking – with Performance rating	Self-Competence – with Energy rating	Self-Liking – with Energy rating	SCS – with Performance rating
13. Counterpoint	.333***	.184***	.072	.054	.069
14. Courage	.311***	.211***	.205***	.131**	.131***
15. Creativity	.288***	.156***	.193***	.118*	.095**
16. Curiosity	.118*	.093	.031	-.020	.155***
17. Detail	.049	-.041	-.033	-.047	.171***
18. Drive	.406***	.356***	.168***	.189***	.364***
19. Emotional Awareness	.150**	.082	.011	.015	.004
20. Empathic	.148**	.124*	.044	.130**	.040
21. Enabler	.271***	.194***	.146**	.130**	.231***
22. Equality	.079	.072	-.028	.081	.148***
23. Esteem Builder	.266***	.184***	.192***	.123*	.074*
24. Explainer	.224***	.152**	.077	.088	.189***

Table 14. Validity with Self-Liking Self-Competence Scale (SLSC)

Strength - Energy Rating	Self-Competence – with Performance rating	Self-Liking – with Performance rating	Self-Competence – with Energy rating	Self-Liking – with Energy rating	SCS – with Performance rating
25. Feedback	.258***	.296***	.074	.153**	.179***
26. Gratitude	.305***	.487***	.210***	.320***	.122***
27. Growth	.349***	.334***	.287***	.324***	.165***
28. Humility	.172***	.134**	.156***	.182***	.135***
29. Humour	.140**	.090	.026	.051	-.052
30. Improver	.244***	.098*	.148**	.080	.149***
31. Incubator	.037	.067	.114*	.139**	.114**
32. Innovation	.365***	.195***	.123*	.026	.069
33. Judgement	.343***	.250***	.107*	.175***	.351***
34. Legacy	.338***	.258***	.102*	.101*	.304***
35. Listener	.084	.105*	-.026	.008	.169***
36. Mission	.266***	.367***	.112*	.194***	.264***

Table 14. Validity with Self-Liking Self-Competence Scale (SLSC)

Strength - Energy Rating	Self-Competence – with Performance rating	Self-Liking – with Performance rating	Self-Competence – with Energy rating	Self-Liking – with Energy rating	SCS – with Performance rating
37. Moral Compass	.247***	.232***	.017	.034	.322***
38. Narrator	.089	.095	.158***	.193***	-.031
39. Optimism	.344***	.488***	.211***	.363***	.221***
40. Organiser	.087	.131**	.044	.055	.408***
41. Persistence	.043	.067	.108*	.176***	.399***
42. Personal Responsibility	.139**	.112*	.123*	.168***	.421***
43. Personalisation	.143**	.113*	.033	.022	.039
44. Persuasion	.282***	.141**	.116*	.118*	.172***
45. Planner	.118*	.133**	.030	.108*	.407***
46. Prevention	.143**	.154**	.079	.051	.246***
47. Pride	.275***	.142**	.149**	.125*	.219***
48. Rapport Builder	.267***	.170***	.169***	.134**	.061

Table 14. Validity with Self-Liking Self-Competence Scale (SLSC)

Strength	Self-Competence – with Performance rating	Self-Liking – with Performance rating	Self-Competence – with Energy rating	Self-Liking – with Energy rating	SCS – with Performance rating
49. Relationship Deepener	.228***	.224***	.096*	.086	.133***
50. Resilience	.342***	.379***	.139**	.245***	.180***
51. Resolver	.344***	.206***	-.008	-.012	.280***
52. Self-awareness	.223***	.243***	.185***	.244***	.104**
53. Self-belief	.458***	.597***	.276***	.235***	.290***
54. Service	.097*	.126**	-.039	.010	.039
55. Spotlight	.352***	.318***	.278***	.227***	.146***
56. Strategic Awareness	.272***	.307***	.078	.082	.189***
57. Time Optimiser	.182***	.342***	.015	.016	.482***
58. Unconditionality	.147**	.202***	.011	.030	.062
59. Work Ethic	.143**	.057	.075	.116*	.288***
60. Writer	.224***	.116*	.095	.051	.106**

Table 14. Validity with Self-Liking Self-Competence Scale (SLSC)

Table 14 Note. Self-Liking N = 415. Self-Competence N=421. Self Control N = 747. *** Correlation is significant at the $p < 0.001$ level. ** Correlation is significant at the $p < 0.01$ level. * Correlation is significant at the $p < 0.05$ level.

There is a strong pattern of statistically significant positive associations between the performance ratings for the 60 strengths and the Self-Competence subscale. The highest correlations were for Self-belief, Drive, Bounceback, Innovation and Spotlight.

There is a strong pattern of statistically significant positive associations between the performance ratings for the 60 strengths and the Self-Liking subscale. The highest correlations were for Self-belief, Optimism, Gratitude, Bounceback and Resilience.

There is a strong pattern of statistically significant positive associations between the energy ratings for the 60 strengths and the Self-Competence subscale. The highest correlations were for Growth, Spotlight, Self-belief, Bounceback and Optimism.

There is a strong pattern of statistically significant positive associations between the energy ratings for the 60 strengths and the Self-Liking subscale. The highest correlations were for Optimism, Growth, Gratitude, Bounceback and Resilience.

Chapter 16. Validity with Self-Control Scale (SCS)

It is widely acknowledged that individuals vary greatly according to the amount of self-control they are able to exert upon their behaviour, emotions and impulses. Higher self-control has been associated with a range of positive outcomes, including higher grades, less binge eating and alcohol abuse, better adjustment, better relationships and more positive emotional responses (Tangney, Baumeister & Boone, 2004).

The Self-Control Scale (SCS) was developed by Tangney et al. (2004) to assess individuals' capacity for self-control. The short version of the questionnaire consisting of 13 items was used in the present analysis. Participants indicate the extent to which each item reflects how they are typically, using a forced likert response scale (1-5) with 1 representing "not at all" and 5 representing "very much".

For the current study, the SCS was completed by 747 people (331 men, 409 women, 7 undisclosed), with a mean age of 37.94 years (SD = 10.81 years). Participants were typically married (54%) and from a White British background (27%). In terms of education, participants were educated up to the age of 16 years (7%), up to the age of 18 years (13%), to degree level (33%), to Masters degree level (31%), or held a professional qualification (11%). 27% of participants were in a leadership position, while 32% were in a managerial position.

The observed Cronbach's alpha for the Self-Control Scale was .83, the observed range 21-65, with a mean of 46.58 (SD = 7.64).

As can be seen in Table 14, there is a strong pattern of statistically significant positive associations between the performance ratings for the 60 Strengths profile attributes and the total score of the SCS. The highest correlations were for Time Optimiser, Personal Responsibility, Organiser, Planner and Persistence.

Chapter 17. Validity with the Grit Scale

There is a considerable body of literature exploring individual difference factors that account for variations in personal achievement amongst those of equal intelligence, such as self-efficacy (Bandura, 1977) and locus of control (Rotter, 1966). A recent variable of interest shown to predict individual achievement is that of grit. Grit is theorised to entail “working strenuously toward challenges, maintaining effort and interest over years despite failure, adversity, and plateaus” (Duckworth, Peterson, Matthews & Kelly, 2007, p. 1087).

The present study used the Grit Scale which consists of two subscales to assess the construct of grit (6 items each). The Consistency of Interest subscale assesses the stability of an individual’s interests over time. The Perseverance of Effort subscale assesses an individual’s capacity to sustain effort over time and in the face of adversity. Participants indicate their agreement with items using a forced likert response scale (1-5) with 1 representing “not at all like me” and 5 representing “very much like me”.

For the current study, the Grit Scale was completed by 1,272 people (504 men, 744 women, 24 undisclosed), with a mean age of 37.89 years (SD = 10.36 years). Participants were typically married (48%) and from a White British ethnic background (31%). In terms of education, participants were educated up to the age of 16 years (5%), up to the age of 18 years (8%), to degree level (38%), to Masters degree level (32%), or held a professional qualification (11%). 17% of participants were in a leadership position, while 34% were in a managerial position.

The observed Cronbach’s alpha for the Consistency of Interest subscale was .78, the observed range 6-30, with a mean of 22.17 (SD = 4.76). The observed Cronbach’s alpha for the Perseverance of Effort subscale was .70, the observed range 8-30, with a mean of 21.33 (SD = 4.24).

Table 15. Validity with the Grit Scale

Strength - Strengths Use Rating	Consistency of Interest – with Performance rating	Perseverance of Effort – with Performance rating	Consistency of Interest – with Strengths Use rating	Perseverance of Effort – with Strengths Use rating
1. Action	.129***	.343***	.079*	.382***
2. Adaptable	.071*	.228***	.084	.243***
3. Adherence	.213***	.169***	.113	.233***
4. Adventure	.039	.352***	-.057	.254***
5. Authenticity	.149***	.283***	.070	.251***
6. Bounceback	.123***	.395***	.033	.422***
7. Catalyst	.096***	.333***	.016	.182***
8. Centred	.173***	.287***	.163***	.416***
9. Change Agent	.101***	.340***	.028	.292***
10. Compassion	.072**	.235***	.009	.194***
11. Competitive	.074**	.268***	.065	.173***
12. Connector	.030	.209***	-.038	.200***
13. Counterpoint	-.037	.181***	-.044	.130***
14. Courage	.035	.281***	.074	.242***

Table 15. Validity with the Grit Scale

Strength - Strengths Use Rating	Consistency of Interest – with Performance rating	Perseverance of Effort – with Performance rating	Consistency of Interest – with Strengths Use rating	Perseverance of Effort – with Strengths Use rating
15. Creativity	.014	.249***	-.007	.282***
16. Curiosity	.071*	.226***	-.190***	.111**
17. Detail	.139***	.184***	.024	.124
18. Drive	.206***	.516***	.169***	.481***
19. Emotional Awareness	.018	.130***	-.002	.116**
20. Empathic	.007	.151***	-.095*	.134**
21. Enabler	.127***	.311***	.058	.214***
22. Equality	.086**	.195***	-.016	.235***
23. Esteem Builder	.064*	.233***	.009	.195***
24. Explainer	.056*	.179***	.019	.209***
25. Feedback	.126***	.240***	.060	.211***
26. Gratitude	.113***	.166***	.057	.193***
27. Growth	.033	.327***	-.055	.232***
28. Humility	.122***	.200***	.058	.153***

Table 15. Validity with the Grit Scale

Strength - Strengths Use Rating	Consistency of Interest – with Performance rating	Perseverance of Effort – with Performance rating	Consistency of Interest – with Strengths Use rating	Perseverance of Effort – with Strengths Use rating
29. Humour	-.089***	.057*	-.070	.076*
30. Improver	.001	.199***	.027	.253***
31. Incubator	.141***	.149***	-.009	.092*
32. Innovation	-.007	.277***	-.079*	.149***
33. Judgement	.158***	.352***	.089*	.297***
34. Legacy	.177***	.348***	.181***	.299***
35. Listener	.132***	.188***	.047	.161***
36. Mission	.192***	.307***	.212***	.368***
37. Moral Compass	.165***	.297***	.121**	.247***
38. Narrator	.003	.098***	-.072	.097*
39. Optimism	.128***	.324***	.009	.247***
40. Organiser	.291***	.296***	.148***	.229***
41. Persistence	.349***	.381***	.182***	.513***
42. Personal Responsibility	.339***	.351***	.040	.343***

Table 15. Validity with the Grit Scale

Strength - Strengths Use Rating	Consistency of Interest – with Performance rating	Perseverance of Effort – with Performance rating	Consistency of Interest – with Strengths Use rating	Perseverance of Effort – with Strengths Use rating
43. Personalisation	.098***	.200***	-.030	.136**
44. Persuasion	.080**	.251***	.027	.246***
45. Planner	.282***	.282***	.218***	.320***
46. Prevention	.173***	.268***	.152***	.336***
47. Pride	.160***	.357***	.158***	.313***
48. Rapport Builder	.051	.167***	-.094*	.143**
49. Relationship Deepener	.075**	.159***	.048	.184***
50. Resilience	.150***	.330***	.110*	.429***
51. Resolver	.124***	.387***	.054	.322***
52. Self-awareness	.089***	.164***	.074	.161**
53. Self-belief	.145***	.318***	.136***	.334***
54. Service	.074**	.252***	.038	.225***
55. Spotlight	.049	.211***	.073	.232***
56. Strategic Awareness	.113***	.280***	.092*	.279***

Table 15. Validity with the Grit Scale

Strength - Strengths Use Rating	Consistency of Interest – with Performance rating	Perseverance of Effort – with Performance rating	Consistency of Interest – with Strengths Use rating	Perseverance of Effort – with Strengths Use rating
57. Time Optimiser	.282***	.357***	.281***	.431***
58. Unconditionality	.059*	.149***	.035	.112*
59. Work Ethic	.251***	.469***	.075	.454***
60. Writer	.079**	.140***	.101*	.081

Table 15 Note. N = 1,272. *** Correlation is significant at the $p < 0.001$ level. ** Correlation is significant at the $p < 0.01$ level. * Correlation is significant at the $p < 0.05$ level.

There is a strong pattern of statistically significant positive associations between the performance ratings for the 60 strengths and the Consistency of Interest subscale. The highest correlations were for Persistence, Personal Responsibility, Organiser, Planner and Time Optimiser.

There is a strong pattern of statistically significant positive associations between the performance ratings for the 60 strengths and the Perseverance of Effort subscale. The highest correlations were for Drive, Work Ethic, Bounceback, Resolver and Persistence.

There is a strong pattern of statistically significant positive associations between the strengths use ratings for the 60 strengths and the Consistency of Interest subscale. The highest correlations were for Time Optimiser, Planner, Mission, Persistence and Legacy. Note that attributes are coded to include only realised and unrealised strengths for the strengths use analysis.

There is a strong pattern of statistically significant positive associations between the strengths use ratings for the 60 strengths and the Perseverance of Effort subscale. The highest correlations were for Persistence, Drive, Work Ethic, Time Optimiser and Resilience. Note that attributes are coded to include only realised and unrealised strengths for the strengths use analysis.

Chapter 18. Validity with Organismic Valuing Scale (OVS)

Organismic valuing was initially described in terms of a process wherein a person is guided by their inner voice that directs them towards what is right and what is satisfying for that individual (Sheldon & Elliot, 1999). While researchers recognise that individuals may vary in the extent to which they can hear their inner voice, those who can, are more successful in the ongoing pursuit of happiness (Sheldon & Elliot, 1999).

The present study used the Organismic Valuing Scale, developed by Govindji and Linley (2007), in order to assess organismic valuing, i.e., the extent to which individuals are in touch with their own feelings, needs and values. Participants indicated their agreement with 8 items using a forced likert response scale (1-7) with 1 representing “strongly disagree” and 7 “strongly agree”.

For the current study, the OVS was completed by 870 people (369 men, 493 women, 8 undisclosed), with a mean age of 38.29 years (SD = 10.94 years). Participants were typically married (50%) and from a White British ethnic background (40%). In terms of education, participants were educated up to the age of 16 years (5%), up to the age of 18 years (8%), to degree level (37%), to Masters degree level (33%), or held a professional qualification (10%). 20% of participants were in a leadership position, while 35% were in a managerial position.

The observed Cronbach’s alpha for the Organismic Valuing Scale was .90, the observed range 15-56, with a mean of 42.94 (SD = 7.20).

Table 16. Validity with the Organismic Valuing Scale (OVS)

Strength	OVS – with Performance rating	OVS – with Strengths Use rating
1. Action	.229***	.248***
2. Adaptable	.151***	.095
3. Adherence	.083*	.116
4. Adventure	.227***	.210***
5. Authenticity	.307***	.221***
6. Bounceback	.296***	.268***
7. Catalyst	.246***	.280***
8. Centred	.299***	.410***
9. Change Agent	.256***	.171***
10. Compassion	.194***	.137**
11. Competitive	.122***	.049
12. Connector	.205***	.108*
13. Counterpoint	.173***	.167***
14. Courage	.220***	.213**

Table 16. Validity with the Organismic Valuing Scale (OVS)

Strength	OVS – with Performance rating	OVS – with Strengths Use rating
15. Creativity	.155***	.236***
16. Curiosity	.146***	.160***
17. Detail	.045	-.124
18. Drive	.288***	.276***
19. Emotional Awareness	.187***	.145**
20. Empathic	.232***	.234***
21. Enabler	.202***	.268***
22. Equality	.147***	.217***
23. Esteem Builder	.244***	.168***
24. Explainer	.213***	.204***
25. Feedback	.209***	.196***
26. Gratitude	.406***	.382***
27. Growth	.287***	.299***
28. Humility	.044	.156***

Table 16. Validity with the Organismic Valuing Scale (OVS)

Strength	OVS – with Performance rating	OVS – with Strengths Use rating
29. Humour	.104**	.193***
30. Improver	.155***	.276***
31. Incubator	.072*	.039
32. Innovation	.151***	.153***
33. Judgement	.329***	.242***
34. Legacy	.333***	.310***
35. Listener	.239***	.077
36. Mission	.486***	.468***
37. Moral Compass	.305***	.220***
38. Narrator	.171***	.070
39. Optimism	.336***	.458***
40. Organiser	.197***	.128**
41. Persistence	.100**	.200***
42. Personal Responsibility	.156***	.178***

Table 16. Validity with the Organismic Valuing Scale (OVS)

Strength	OVS – with Performance rating	OVS – with Strengths Use rating
43. Personalisation	.237***	.178**
44. Persuasion	.235***	.313***
45. Planner	.165***	.178***
46. Prevention	.149***	.276***
47. Pride	.174***	.274***
48. Rapport Builder	.239***	.111
49. Relationship Deepener	.209***	.178***
50. Resilience	.299***	.351***
51. Resolver	.178***	.154***
52. Self-awareness	.356***	.354***
53. Self-belief	.376***	.389***
54. Service	.152***	.210***
55. Spotlight	.260***	.175***
56. Strategic Awareness	.284***	.246***

Table 16. Validity with the Organismic Valuing Scale (OVS)

Strength	OVS – with Performance rating	OVS – with Strengths Use rating
57. Time Optimiser	.274***	.397***
58. Unconditionality	.209***	.040
59. Work Ethic	.086*	.030
60. Writer	.086*	.193***

Table 16 Note. N = 870. *** Correlation is significant at the $p < 0.001$ level. ** Correlation is significant at the $p < 0.01$ level. * Correlation is significant at the $p < 0.05$ level.

There is a strong pattern of statistically significant positive associations between the performance ratings for the 60 strengths and the total score of the OVS. The highest correlations were for Mission, Gratitude, Self-belief, Self-awareness and Optimism.

There is a strong pattern of statistically significant positive associations between the strengths use ratings for the 60 strengths and the total score of the OVS. The highest correlations were for Mission, Optimism, Centred, Time Optimiser and Self-belief. Note that attributes are coded to include only realised and unrealised strengths for the strengths use analysis.

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Strengths Definitions



Action Motivating

You feel compelled to act immediately and decisively, being keen to learn as you go.



Adaptable Thinking

You juggle things to meet changing demands and find the best fit for your needs.



Adherence Thinking

You love to follow processes, operating firmly within rules and guidelines.



Adventure Motivating

You love to take risks and stretch yourself outside your comfort zone.



Authenticity Being

You are always true to yourself, even in the face of pressure from others.



Bounceback Motivating

You use setbacks as springboards to go on and achieve even more.



Catalyst Motivating

You love to motivate and inspire others to make things happen.



Centred Being

You have an inner composure and self-assurance, whatever the situation.



Change Agent Motivating

You are constantly involved with change, advocating for change and making it happen.



Compassion Relating

You really care about others, doing all you can to help and sympathise.



Competitive Motivating

You are constantly competing to win, wanting to perform better and be the best.



Connector Relating

You make connections between people, instinctively making links and introductions.



Counterpoint Communicating

You always bring a different viewpoint to others, whatever the situation or context.



Courage Being

You overcome your fears and do what you want to do in spite of them.



Creativity Thinking

You strive to produce work that is original, by creating and combining things in imaginative ways.



Curiosity Being

You are interested in everything, constantly seeking out new information and learning more.



Detail Thinking

You naturally focus on the small things that others easily miss, ensuring accuracy.



Drive Motivating

You are very self-motivated, pushing yourself hard to achieve what you want out of life.



Emotional Awareness Relating

You are acutely aware of the emotions and feelings of others.



Empathic Relating

You feel connected to others through your ability to understand what they are feeling.



Enabler Relating

You create the conditions for people to grow and develop for themselves.



Equality Relating

You ensure that everyone is treated equally, paying close attention to issues of fairness.



Esteem Builder Relating

You help others to believe in themselves and see what they are capable of achieving.



Explainer Communicating

You are able to simplify things so that others can understand.



Feedback Communicating

You provide fair and accurate feedback to others, to help them develop.



Gratitude Being

You are constantly thankful for the positive things in your life.



Growth Motivating

You are always looking for ways to grow and develop, whatever you are doing.



Humility Being

You are happy to stay in the background, giving others credit for your contributions.



Humour Communicating

You see the funny side of almost everything that happens - and make a joke of it.



Improver Motivating

You constantly look for better ways of doing things and how things can be improved.

Strengths Definitions



Incubator Thinking

You love to think deeply about things, to arrive at the best conclusion.



Innovation Thinking

You approach things in ingenious ways, coming up with new and different approaches.



Judgement Thinking

You enjoy making decisions and are able to make the right decision quickly and easily.



Legacy Being

You want to create things that will outlast you, delivering a positive and sustainable impact.



Listener Communicating

You are able to listen intently to and focus on what people say.



Mission Being

You pursue things that give you a sense of meaning and purpose in your life.



Moral Compass Being

You have a strong ethical code, always acting in accordance with what you believe is right.



Narrator Communicating

You love to tell stories and see the power of these stories to convey insights.



Optimism Thinking

You always maintain a positive attitude and outlook on life.



Organiser Thinking

You are exceptionally well-organised in everything you do.



Persistence Motivating

You achieve success by keeping going, particularly when things are difficult.



Personal Responsibility Being

You take ownership of your decisions and hold yourself accountable for your promises.



Personalisation Relating

You recognise everyone as a unique individual, noticing their subtle differences.



Persuasion Relating

You enjoy bringing others round to your way of thinking and winning their agreement.



Planner Thinking

You make plans for everything you do, covering all eventualities.



Prevention Thinking

You think ahead, to anticipate and prevent problems before they happen.



Pride Being

You strive to produce work that is of the highest standard and quality.



Rapport Builder Relating

You establish rapport and relationships with others quickly and easily.



Relationship Deepener Relating

You have a natural ability to form deep, long-lasting relationships with people.



Resilience Motivating

You take hardships in your stride, recovering quickly and getting on with things again.



Resolver Thinking

You love to solve problems, the more difficult the better.



Self-awareness Being

You know yourself well, understanding your own emotions and behaviour.



Self-belief Motivating

You are confident in your own abilities, knowing that you can achieve your goals.



Service Being

You are constantly looking for ways to help and serve others.



Spotlight Communicating

You love to be the focus of everyone's attention.



Strategic Awareness Thinking

You pay attention to the wider context and bigger picture to inform your decisions.



Time Optimiser Thinking

You maximise your time, to get the most out of whatever time you have available.



Unconditionality Being

You accept people for who and what they are, without ever judging them.



Work Ethic Motivating

You are very hard working, putting a lot of effort into everything you do.



Writer Communicating

You love to write, conveying your thoughts and ideas through the written word.