



# Technical Manual and Statistical Properties for R2 Strengths Profiler

## Technical Manual and Statistical Properties for R2 Strengths Profiler

<b>Contents</b>	<b>Page</b>
What is R2?	3
What are Strengths and How Can We Best Assess Them?	3
How Did We Identify and Decide the Strengths to Include in R2?	3
R2 Item Development and Validation	4
Development of the R2 Strengths Families	5
Who Developed R2?	5
R2 Reliability Data	7
Table 1. R2 Reliability Data	8
R2 Attributes - Energy Rating Intercorrelations	12
Table 2. R2 Attributes - Energy Rating Intercorrelations	12
R2 Gender Differences	37
Table 3. Means, Mean Differences and Effect Sizes for R2 Strengths by Gender	37
Validity with Personality Measures	41
Mini-IPIP	41
Table 4. Validity with the Mini-IPIP Personality Measure	42
Ten Item Personality Inventory	46
Table 5. Validity with the Ten Item Personality Inventory	47
Validity with Social Desirability	51
Table 6. Validity with the Social Desirability Scale-17	52
Validity with Organisational Citizenship Behaviours	56
Table 7. Validity with Organisational Citizenship Behaviours	57
Validity with Ego Resiliency Scale	61
Table 8. Validity with Ego Resiliency Scale	62

Validity with Flourishing Scale	66
Table 8. Validity with Flourishing Scale	62
Validity with Life Orientation Test-Revised (Optimism)	67
Table 8. Validity with Life Orientation Test-Revised (Optimism)	62
Validity with Utrecht Work Engagement Scale	68
Table 9. Validity with Utrecht Work Engagement Scale	69
Validity with Subjective Vitality Scale	73
Table 10. Validity with Subjective Vitality Scale	74
Validity with Mindful Attentional Awareness Scale	79
Table 11. Validity with Mindful Attentional Awareness Scale	80
Validity with Trait Emotional Intelligence Questionnaire	85
Table 12. Validity with Trait Emotional Intelligence Questionnaire	86
Validity with Authenticity Scale	91
Table 13. Validity with Authenticity Scale	92
Validity with Self-Liking Self-Competence Scale	97
Table 14. Validity with Self-Liking Self-Competence Scale	98
Validity with Self Control Scale	103
Table 14. Validity with Self Control Scale	98
Validity with Grit Scale	104
Table 15. Validity with Grit Scale	104
Validity with Organismic Valuing Scale	109
Table 16. Validity with Organismic Valuing Scale	109
References	114
Appendix 1: R2 Strengths Dictionary	118

## Technical Manual and Statistical Properties for R2 Strengths Profiler

### What is R2?

R2 is an online strengths assessment and development tool. R2 invites users to rate 60 different attributes according to the three dimensions of energy, performance and use. The ratings for each of these attributes across the three different dimensions are then combined in different ways, according to CAPP's proprietary scoring algorithms, to determine whether an attribute is classified as a realised strength, an unrealised strength, a learned behaviour, or a weakness.

Upon completion of R2, users receive their Introductory Profile, which details up to seven of each of realised and unrealised strengths, up to four learned behaviours, and up to three weaknesses. The R2 Expert Profile includes this information, but additionally reports on the full set of 60 R2 attributes, the Strengths Families and additional development information. For the Expert Profile, users also receive a bespoke Development Report that covers their top seven realised and unrealised strengths, together with a template page to use for their own action planning.

### What are Strengths and How Can We Best Assess Them?

Many of us will be accustomed to thinking of strengths as “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.*”

From this description of strengths – “*the things that we are good at and that give us energy when we are using them*” – we can see that there are three core parts to any strength: **performance** – how good we are at doing something; **energy** – how much energy we get from doing it; and **use** – how often we get to do it. For something to be a strength, each of these three elements – energy, performance, and use – must be present.

### How Did We Identify and Decide the Strengths to Include in R2?

Our work at Capp is about understanding high performance in people, so we are always looking for people who do things exceptionally well. When we see someone doing something exceptionally well, we ask them questions to find out more about what they're doing and to really understand it. We call this *strengthspotting*, which as the name suggests, is about spotting the strengths that people have.

We have 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 one hundred and fifty 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 well in excess of one hundred different 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 R2.

These decisions were taken primarily by a conceptual mapping conducted by Dr. Alex Linley and Dr. Janet Willars, with subsequent input and validation from the wider 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 R2 strengths can be grouped at a higher order level. Our conceptual approach to selecting the strengths to include in R2 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.

### **R2 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 as described below, having collectively more than 100 years of experience working in the strengths field. Items were reviewed collectively by the development team, 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 R2 is 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.

## **Development of the R2 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 R2 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, Scribe, and Spotlight.

The 13 strengths of Motivating are: Action, Adventure, Bounceback, Catalyst, Change Agent, Competitive, Drive, Efficacy, Growth, Improver, Persistence, Resilience, and Work Ethic.

The 11 strengths of Relating are: Compassion, Connector, Emotional Awareness, Empathic Connection, Enabler, Equality, Esteem Builder, Personalisation, Persuasion, Rapport Builder, and Relationship Deepener.

The 14 strengths of Thinking are: Adherence, Creativity, Detail, Incubator, Innovation, Judgement, Optimism, Order, Planful, Prevention, Reconfiguration, Resolver, Strategic Awareness, and Time Optimiser.

## **Who Developed R2?**

R2 was developed by the CAPP team, including our Chartered Psychologists and Chartered Occupational Psychologists who are qualified with the British Psychological Society Certificate in Occupational Testing Level A and B, and our resident strengths and positive psychology experts, including Dr. Alex Linley, Dr. Janet Willars, and Dr. Robert Biswas-Diener, with Martin Stairs and Nicky Garcea. Across the team we have more than 100 years of experience in working with strengths, all of which fed into the design and development of R2. Additional contributions and inputs were made by CAPP team members Dominic Carter, Jenny Fox Eades, Reena Govindji, Dr. Jonathan Hill, Gurpal Minhas and Emma Trenier. The infrastructure development for R2 was managed by Tony Andrews, IT Manager. Additional expert advice and opinion was provided by Susan Harrington, Chartered Occupational Psychologist at the University of Leicester, and Dr. Alex Wood at the University of Manchester.

**Dr. Alex Linley** is a leading international authority on positive psychology and strengths, and a Director of Capp. He is the author of over 150 research papers and has edited or written seven books, including *Positive Psychology in Practice* (Wiley, 2004), the *Oxford Handbook of Positive Psychology and Work* (Oxford University Press, 2009), and *Average to A+: Realising Strengths in Yourself and Others* (CAPP Press, 2008). He served as an Associate Editor for the *Journal of Positive Psychology* (2005-2009) and for the *Encyclopedia of Positive Psychology* (Blackwell, 2008), to which, amongst others, he contributed the entries on *strengths (personality)* and *strengths perspective (positive psychology)*.

**Dr. Janet Willars** is a Consulting Strengths Specialist with Capp, and has been involved in the work of strength-based organisations for the last 12 years, across the financial services, retail, and service industries. Janet has a wealth of experience in developing and conducting strength-based interviews, and is believed to be the most experienced strengths interviewer in Europe, having conducted more than 25,000 hours of strengths interviewing. Janet's work with Capp is typically concerned with facilitating focus groups to identify the key strengths of talented individuals, and developing interview and assessment strategies to allow the recruitment and retention of talent.

**Dr. Robert Biswas-Diener** is known as “the Indiana Jones of Positive Psychology” for his research on happiness and strengths with populations as diverse as the Inughuit in Greenland, the Amish in Pennsylvania, the Maasai in Kenya, and prostitutes and slum dwellers in Kolkata, India. Robert is the author of more than 30 research papers and two books, *Positive Psychology Coaching: Putting the Science of Happiness to Work for Your Clients* (Wiley, 2007), and *Happiness: Unlocking the Mysteries of Psychological Wealth* (Blackwell, 2008), which was winner of the 2008 PROSE award for academic writing in psychology.

**Martin Stairs** is a Chartered Occupational Psychologist and specialist in occupational assessment, leadership development, and employee engagement. Martin enjoys drawing on a wide spectrum of research and expertise to develop and deliver best-practice approaches that benefit people and organisations. Throughout his career Martin has led the design and delivery of numerous assignments including employee engagement surveys, job analysis and competency development work, the design and delivery of talent management programmes, and the design and delivery of HR system audit and evaluation processes. Martin also has a particular interest in enhancing realism in assessment through the effective deployment of IT-led solutions.

**Nicky Garcea** is a Chartered Occupational Psychologist and a Director of Capp. Her particular areas of expertise include strengths-based selection and recruitment, leadership development and performance management. At Capp, Nicky is involved in taking a whole system approach to business issues, working with the Capp team to develop approaches to a variety of projects including strengths-based role profiling, assessment centre design, and manager and leadership development. Nicky served as a co-editor of the *Oxford Handbook of Positive Psychology and Work*, published by Oxford University Press in 2009.

## 1. R2 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  $\alpha = .68$ ), 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  $\alpha > .70$ . The mean Cronbach's alpha across the 60 R2 attribute item groupings was  $\alpha = .82$ .

Test-retest reliabilities were calculated on a sample of 132 adults, and for each individual item (energy, performance, use), for each attribute (the 60 attributes of R2), 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 R2 category over the test-retest period of 1 week (see Table 1). Given that a move of a single point in the R2 attribute 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 R2 is a stable and reliable assessment tool, but is also capable of detecting dynamic changes, as it is explicitly designed to do.



**Table 1. R2 Reliability Data**

R2 Attribute	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. Adherence	.80	.447***	.511***	.527***	.689***	64.7
3. Adventure	.79	.470***	.567***	.641***	.717***	56.4
4. Authenticity	.81	.557***	.615***	.565***	.737***	61.7
5. Bounceback	.90	.438***	.691***	.618***	.740***	61.7
6. Catalyst	.87	.552***	.659***	.593***	.756***	54.1
7. Centred	.80	.503***	.624***	.663***	.758***	57.9
8. Change Agent	.82	.607***	.718***	.647***	.771***	63.9
9. Compassion	.82	.470***	.459***	.660***	.684***	56.4
10. Competitive	.85	.563***	.632***	.709***	.802***	49.6
11. Connector	.86	.555***	.624***	.607***	.751***	57.1
12. Counterpoint	.77	.485***	.459***	.609***	.688***	59.4
13. Courage	.85	.437***	.574***	.488***	.676***	56.4

14. Creativity	.88	.443***	.594***	.703***	.793***	59.4
15. Curiosity	.85	.495***	.509***	.603***	.684***	66.9
16. Detail	.84	.510***	.476***	.547***	.659***	75.2
17. Drive	.84	.492***	.682***	.587***	.756***	59.4
18. Efficacy	.83	.367***	.679***	.481***	.720***	57.9
19. Emotional Awareness	.79	.563***	.660***	.668***	.741***	63.2
20. Empathic Connection	.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
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
40. Order	.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. Planful	.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. Reconfiguration	.89	.434***	.305***	.519***	.663***	63.2

50. Relationship Deepener	.79	.485***	.325***	.659***	.743***	69.2
51. Resilience	.89	.579***	.394***	.645***	.744***	65.4
52. Resolver	.73	.498***	.344***	.580***	.642***	58.6
53. Scribe	.81	.724***	.627***	.740***	.658***	71.4
54. Self-awareness	.84	.553***	.535***	.517***	.723***	67.7
55. Service	.82	.439***	.445***	.627***	.710***	63.9
56. Spotlight	.84	.728***	.467***	.561***	.790***	67.7
57. Strategic Awareness	.80	.520***	.358***	.628***	.727***	66.9
58. Time Optimiser	.81	.560***	.239***	.645***	.749***	54.9
59. Unconditionality	.77	.653***	.302***	.578***	.764***	71.4
60. Work Ethic	.80	.547***	.105***	.675***	.759***	66.9

*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.

## 2. R2 Attributes – Energy Rating Intercorrelations

For the current study examining intercorrelations between the energy ratings for each of the 60 R2 attributes, R2 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.

**Table 2. R2 Attributes – Energy Rating Intercorrelations**

R2 Attributes – Energy ratings	Action	Adherence	Adventure	Authenticity	Bounceback	Catalyst
1. Action	-					
2. Adherence	.035	-				
3. Adventure	.117	-.157	-			
4. Authenticity	.076	-.008	.172	-		
5. Bounceback	.140	.051	.176	.121	-	
6. Catalyst	.133	-.031	.229	.113	.134	-
7. Centred	.089	-.009	.223	.173	.251	.118
8. Change Agent	.137	-.121	.354	.107	.155	.294

9. Compassion	.068	.107	.025	.103	.095	.120
10. Competitive	.102	.037	.191	.175	.152	.090
11. Connector	.122	-.022	.212	.097	.148	.317
12. Counterpoint	.055	-.150	.204	.239	.071	.149
13. Courage	.096	-.144	.506	.169	.139	.141
14. Creativity	.127	-.106	.198	.118	.162	.233
15. Curiosity	.062	.017	.113	.055	.086	.113
16. Detail	.000	.271	-.088	.042	-.008	-.049
17. Drive	.175	.070	.134	.113	.220	.180
18. Efficacy	.127	-.047	.304	.235	.235	.196
19. Emotional Awareness	.038	.022	.075	.079	.084	.152
20. Empathic Connection	.027	.068	.101	.060	.101	.134
21. Enabler	.140	-.066	.171	.089	.166	.331
22. Equality	.026	.134	.026	.172	.060	.127
23. Esteem Builder	.112	-.057	.124	.073	.149	.234
24. Explainer	.078	.072	.042	.037	.082	.125
25. Feedback	.085	.009	.190	.151	.122	.211
26. Gratitude	.059	.084	.015	.072	.159	.077

27. Growth	.070	.037	.177	.112	.169	.150
28. Humility	.099	.049	.091	.095	.089	.184
29. Humour	.050	-.013	.111	.135	.085	.104
30. Improver	.138	-.060	.143	.120	.186	.202
31. Incubator	-.053	.053	.084	.138	.059	.038
32. Innovation	.090	-.102	.149	.099	.151	.210
33. Judgement	.279	-.091	.195	.151	.105	.141
34. Legacy	.060	.024	.101	.100	.145	.196
35. Listener	.041	.122	.084	.059	.077	.157
36. Mission	.092	.012	.075	.103	.153	.074
37. Moral Compass	.102	.027	.079	.287	.110	.070
38. Narrator	.055	-.074	.152	.121	.047	.133
39. Optimism	.113	-.006	.195	.074	.227	.156
40. Order	.133	.235	-.041	.021	.103	.099
41. Persistence	.137	.079	.170	.194	.259	.166
42. Personal Responsibility	.167	.047	.197	.176	.166	.152
43. Personalisation	.059	.013	.090	.083	.075	.151
44. Persuasion	.091	-.103	.217	.258	.134	.183

45. Planful	.045	.315	-.070	.029	.123	.068
46. Prevention	.124	.035	.086	.127	.136	.131
47. Pride	.139	.112	.093	.122	.230	.127
48. Rapport Builder	.087	-.053	.403	.146	.159	.231
49. Reconfiguration	.102	.076	.125	.093	.135	.219
50. Relationship Deepener	.082	.080	.077	.108	.155	.178
51. Resilience	.106	.025	.203	.136	.399	.109
52. Resolver	.124	.032	.145	.102	.181	.105
53. Scribe	.027	.024	.059	.081	.066	.064
54. Self-awareness	.009	.038	.135	.117	.107	.070
55. Service	.095	.173	.007	.017	.079	.150
56. Spotlight	.128	-.107	.333	.210	.112	.214
57. Strategic Awareness	.017	-.007	.111	.108	.045	.126
58. Time Optimiser	.208	.027	.129	.070	.160	.105
59. Unconditionality	.022	.073	.051	.095	.088	.076
60. Work Ethic	.065	.120	.121	.066	.096	.090



<b>R2 Attributes – Energy ratings</b>	<b>Centred</b>	<b>Change Agent</b>	<b>Compassion</b>	<b>Competitive</b>	<b>Connector</b>	<b>Counterpoint</b>
7. Centred	-					
8. Change Agent	.145	-				
9. Compassion	.078	.046	-			
10. Competitive	.108	.133	-.016	-		
11. Connector	.113	.194	.217	.050	-	
12. Counterpoint	.160	.217	.057	.096	.149	-
13. Courage	.232	.221	.013	.224	.160	.176
14. Creativity	.114	.327	.021	.144	.146	.237
15. Curiosity	.080	.164	.041	.008	.082	.127
16. Detail	-.001	-.034	.020	.054	-.090	-.030
17. Drive	.129	.195	.097	.184	.139	.060
18. Efficacy	.338	.203	.055	.217	.165	.202
19. Emotional Awareness	.115	.076	.360	-.067	.278	.111
20. Empathic Connection	.137	.131	.210	-.040	.198	.134
21. Enabler	.148	.243	.172	.079	.260	.145
22. Equality	.086	.079	.236	-.045	.116	.085

23. Esteem Builder	.125	.170	.266	.004	.300	.155
24. Explainer	.108	.114	.135	-.024	.121	.122
25. Feedback	.177	.167	.184	.110	.208	.132
26. Gratitude	.106	.037	.188	-.045	.166	.028
27. Growth	.132	.201	.086	.115	.174	.097
28. Humility	.078	.136	.204	-.017	.172	.075
29. Humour	.064	.088	.167	.119	.217	.133
30. Improver	.116	.285	.041	.126	.107	.200
31. Incubator	.144	.106	.116	.006	.039	.145
32. Innovation	.104	.261	.021	.127	.110	.230
33. Judgement	.162	.184	.021	.139	.076	.140
34. Legacy	.080	.194	.130	.052	.154	.130
35. Listener	.101	.103	.296	-.055	.214	.065
36. Mission	.110	.109	.129	.019	.160	.082
37. Moral Compass	.161	.096	.128	.075	.062	.180
38. Narrator	.083	.099	.071	.074	.208	.177
39. Optimism	.216	.218	.158	.047	.220	.116
40. Order	.038	.065	.061	-.008	.051	.021

41. Persistence	.194	.177	.127	.196	.108	.101
42. Personal Responsibility	.190	.207	.119	.160	.094	.102
43. Personalisation	.105	.113	.208	-.008	.182	.109
44. Persuasion	.214	.174	.057	.207	.139	.294
45. Planful	.076	.013	.097	.021	.048	.002
46. Prevention	.144	.140	.026	.108	.051	.152
47. Pride	.162	.154	.066	.137	.080	.073
48. Rapport Builder	.149	.191	.162	.137	.380	.144
49. Reconfiguration	.146	.201	.092	.068	.107	.119
50. Relationship Deepener	.086	.105	.265	.045	.309	.065
51. Resilience	.261	.154	.101	.109	.126	.091
52. Resolver	.197	.165	.057	.116	.055	.160
53. Scribe	.080	.037	.017	.030	.078	.127
54. Self-awareness	.172	.107	.171	-.001	.147	.105
55. Service	.044	.056	.323	-.030	.198	.020
56. Spotlight	.171	.218	.052	.188	.261	.240
57. Strategic Awareness	.097	.144	.079	.017	.123	.156
58. Time Optimiser	.151	.151	.029	.095	.085	.095

59. Unconditionality	.140	.089	.248	-.079	.186	.069
60. Work Ethic	.107	.128	.095	.139	.030	.057

<b>R2 Attributes – Energy ratings</b>	<b>Courage</b>	<b>Creativity</b>	<b>Curiosity</b>	<b>Detail</b>	<b>Drive</b>	<b>Efficacy</b>
13. Courage	-					
14. Creativity	.126	-				
15. Curiosity	.048	.202	-			
16. Detail	-.080	-.016	.110	-		
17. Drive	.092	.157	.152	.038	-	
18. Efficacy	.272	.208	.097	-.028	.180	-
19. Emotional Awareness	.068	-.006	.054	-.039	.088	.069
20. Empathic Connection	.051	.051	.127	.004	.098	.077
21. Enabler	.132	.207	.095	-.046	.210	.171
22. Equality	.000	.043	.104	.106	.093	.047
23. Esteem Builder	.098	.165	.082	-.095	.122	.149
24. Explainer	.016	.176	.129	.094	.084	.088
25. Feedback	.138	.102	.049	.007	.142	.178

26. Gratitude	-.011	.014	.078	-.012	.153	.065
27. Growth	.111	.164	.206	-.006	.333	.186
28. Humility	.048	.087	.039	.004	.105	.075
29. Humour	.109	.095	.016	-.043	.041	.129
30. Improver	.088	.527	.176	.060	.142	.194
31. Incubator	.047	.108	.206	.091	.118	.103
32. Innovation	.098	.550	.192	-.009	.104	.187
33. Judgement	.176	.161	.027	-.033	.096	.235
34. Legacy	.056	.256	.158	.009	.174	.127
35. Listener	.038	.006	.109	.037	.132	.059
36. Mission	.045	.122	.118	-.038	.201	.088
37. Moral Compass	.059	.091	.093	.052	.114	.154
38. Narrator	.167	.127	.074	-.065	.055	.158
39. Optimism	.141	.117	.106	-.047	.219	.200
40. Order	-.061	.120	.097	.170	.203	.059
41. Persistence	.128	.173	.134	.078	.271	.237
42. Personal Responsibility	.145	.128	.098	.066	.230	.231
43. Personalisation	.067	.070	.054	-.008	.068	.096

44. Persuasion	.217	.183	.080	.001	.070	.294
45. Planful	-.055	.058	.152	.185	.187	.083
46. Prevention	.070	.212	.105	.151	.111	.151
47. Pride	.059	.166	.149	.144	.269	.209
48. Rapport Builder	.331	.103	.065	-.088	.116	.227
49. Reconfiguration	.068	.238	.128	.092	.208	.151
50. Relationship Deepener	.071	.037	.076	-.028	.180	.118
51. Resilience	.184	.108	.079	.004	.198	.218
52. Resolver	.133	.232	.142	.112	.123	.181
53. Scribe	.056	.111	.183	.149	.068	.101
54. Self-awareness	.105	.045	.107	.001	.150	.113
55. Service	-.033	.055	.086	.070	.070	.048
56. Spotlight	.352	.170	.025	-.094	.099	.290
57. Strategic Awareness	.071	.098	.218	.036	.080	.088
58. Time Optimiser	.108	.135	.068	.038	.151	.159
59. Unconditionality	.029	.000	.079	.029	.103	.060
60. Work Ethic	.122	.079	.093	.121	.146	.112

<b>R2 Attributes – Energy ratings</b>	<b>Emotional Awareness</b>	<b>Empathic Connection</b>	<b>Enabler</b>	<b>Equality</b>	<b>Esteem Builder</b>	<b>Explainer</b>
19. Emotional Awareness	-					
20. Empathic Connection	.334	-				
21. Enabler	.188	.155	-			
22. Equality	.262	.255	.140	-		
23. Esteem Builder	.305	.191	.417	.181	-	
24. Explainer	.141	.166	.160	.161	.189	-
25. Feedback	.222	.159	.295	.161	.284	.138
26. Gratitude	.204	.165	.122	.159	.166	.103
27. Growth	.149	.132	.208	.094	.181	.063
28. Humility	.186	.194	.226	.222	.233	.152
29. Humour	.146	.049	.069	.053	.104	.080
30. Improver	.019	.068	.202	.066	.155	.197
31. Incubator	.166	.203	.059	.195	.069	.115
32. Innovation	-.016	.046	.200	.010	.146	.155
33. Judgement	.004	-.006	.121	.015	.074	.073

34. Legacy	.080	.127	.212	.156	.206	.133
35. Listener	.383	.349	.181	.251	.219	.157
36. Mission	.147	.115	.155	.133	.191	.077
37. Moral Compass	.124	.117	.095	.204	.083	.118
38. Narrator	.123	.054	.125	.060	.152	.110
39. Optimism	.212	.206	.201	.136	.209	.134
40. Order	.021	.047	.092	.113	.080	.153
41. Persistence	.062	.086	.128	.094	.095	.079
42. Personal Responsibility	.094	.110	.148	.132	.087	.099
43. Personalisation	.284	.236	.217	.205	.234	.182
44. Persuasion	.044	.038	.164	.060	.131	.099
45. Planful	.062	.118	.060	.180	.055	.137
46. Prevention	.026	.092	.129	.102	.076	.150
47. Pride	.053	.080	.154	.130	.103	.119
48. Rapport Builder	.200	.135	.177	.064	.173	.039
49. Reconfiguration	.083	.105	.187	.124	.134	.158
50. Relationship Deepener	.290	.191	.161	.151	.204	.106
51. Resilience	.106	.121	.146	.101	.118	.079



52. Resolver	.012	.074	.125	.073	.078	.131
53. Scribe	.073	.068	.064	.098	.048	.108
54. Self-awareness	.286	.218	.109	.172	.146	.091
55. Service	.245	.192	.155	.206	.240	.160
56. Spotlight	.071	.037	.177	.029	.144	.063
57. Strategic Awareness	.121	.164	.067	.167	.063	.076
58. Time Optimiser	.045	.052	.092	.017	.085	.085
59. Unconditionality	.313	.324	.104	.248	.179	.125
60. Work Ethic	.038	.099	.079	.096	.043	.054

<b>R2 Attributes – Energy ratings</b>	<b>Feedback</b>	<b>Gratitude</b>	<b>Growth</b>	<b>Humility</b>	<b>Humour</b>	<b>Improver</b>
25. Feedback	-					
26. Gratitude	.087	-				
27. Growth	.188	.195	-			
28. Humility	.181	.139	.042	-		
29. Humour	.113	.102	.051	.075	-	
30. Improver	.102	.041	.133	.098	.041	-
31. Incubator	.122	.137	.227	.064	.003	.107
32. Innovation	.069	.027	.137	.058	.087	.468
33. Judgement	.121	.001	.046	.094	.097	.154
34. Legacy	.086	.149	.146	.157	.049	.241
35. Listener	.197	.198	.172	.241	.095	.027
36. Mission	.094	.288	.274	.070	.065	.117
37. Moral Compass	.140	.107	.107	.126	.061	.114
38. Narrator	.096	.083	.073	.053	.268	.084
39. Optimism	.179	.317	.242	.172	.120	.122
40. Order	.040	.083	.095	.076	-.028	.163

41. Persistence	.137	.089	.183	.096	.051	.166
42. Personal Responsibility	.175	.058	.159	.155	.052	.151
43. Personalisation	.221	.118	.087	.186	.063	.070
44. Persuasion	.157	-.030	.069	.041	.136	.182
45. Planful	.062	.125	.119	.089	-.020	.097
46. Prevention	.076	.020	.013	.111	-.008	.253
47. Pride	.127	.086	.197	.113	.019	.200
48. Rapport Builder	.214	.126	.180	.101	.253	.059
49. Reconfiguration	.154	.036	.135	.116	.004	.245
50. Relationship Deepener	.159	.232	.189	.165	.190	.059
51. Resilience	.141	.155	.208	.120	.055	.121
52. Resolver	.073	-.028	.040	.077	.014	.257
53. Scribe	.073	.066	.125	.008	.094	.094
54. Self-awareness	.172	.218	.334	.067	.062	.037
55. Service	.129	.166	.062	.235	.091	.062
56. Spotlight	.177	.025	.118	.057	.258	.144
57. Strategic Awareness	.076	.114	.115	.078	.082	.087
58. Time Optimiser	.052	.042	.079	.082	.032	.143

59. Unconditionality	.141	.194	.094	.212	.102	.011
60. Work Ethic	.094	-.010	.091	.106	-.004	.087

<b>R2 Attributes – Energy ratings</b>	<b>Incubator</b>	<b>Innovation</b>	<b>Judgement</b>	<b>Legacy</b>	<b>Listener</b>	<b>Mission</b>
31. Incubator	-					
32. Innovation	.099	-				
33. Judgement	-.019	.151	-			
34. Legacy	.121	.261	.048	-		
35. Listener	.184	-.020	-.010	.084	-	
36. Mission	.176	.115	.007	.237	.106	-
37. Moral Compass	.190	.054	.154	.106	.115	.133
38. Narrator	.054	.124	.096	.098	.065	.102
39. Optimism	.148	.095	.113	.113	.232	.173
40. Order	.047	.106	.034	.112	.041	.075
41. Persistence	.136	.139	.114	.155	.124	.111
42. Personal Responsibility	.124	.091	.177	.124	.136	.076
43. Personalisation	.111	.035	.087	.094	.232	.098
44. Persuasion	.086	.183	.196	.102	-.005	.045
45. Planful	.159	.041	-.066	.147	.125	.107
46. Prevention	.091	.193	.146	.141	.037	.046

47. Pride	.108	.144	.076	.176	.079	.140
48. Rapport Builder	.055	.085	.111	.076	.176	.108
49. Reconfiguration	.123	.204	.117	.140	.089	.050
50. Relationship Deepener	.096	.037	.063	.141	.256	.184
51. Resilience	.139	.082	.103	.107	.123	.122
52. Resolver	.066	.239	.161	.149	.036	.030
53. Scribe	.185	.128	.042	.098	.055	.119
54. Self-awareness	.317	.023	.005	.070	.239	.204
55. Service	.078	.040	-.026	.157	.262	.118
56. Spotlight	.006	.149	.192	.077	.037	.072
57. Strategic Awareness	.237	.094	.069	.137	.135	.146
58. Time Optimiser	.016	.132	.183	.086	.046	.074
59. Unconditionality	.146	-.014	.024	.104	.324	.119
60. Work Ethic	.133	.060	.069	.069	.102	-.011

<b>R2 Attributes – Energy ratings</b>	<b>Moral Compass</b>	<b>Narrator</b>	<b>Optimism</b>	<b>Order</b>	<b>Persistence</b>	<b>Personal Responsibility</b>
37. Moral Compass	-					
38. Narrator	.082	-				
39. Optimism	.129	.092	-			
40. Order	.056	-.012	.044	-		
41. Persistence	.141	.036	.171	.103	-	
42. Personal Responsibility	.214	.047	.172	.120	.276	-
43. Personalisation	.161	.075	.168	.036	.094	.130
44. Persuasion	.156	.186	.060	.019	.144	.147
45. Planful	.094	-.007	.087	.321	.153	.116
46. Prevention	.111	.026	.063	.153	.165	.175
47. Pride	.160	.013	.122	.228	.237	.255
48. Rapport Builder	.062	.213	.209	-.017	.132	.120
49. Reconfiguration	.120	.032	.115	.289	.173	.192
50. Relationship Deepener	.124	.112	.197	.087	.158	.131
51. Resilience	.109	.040	.283	.049	.273	.191

52. Resolver	.124	.052	.071	.116	.243	.209
53. Scribe	.098	.164	.070	.071	.061	.051
54. Self-awareness	.163	.100	.243	.025	.098	.124
55. Service	.072	.059	.155	.108	.104	.118
56. Spotlight	.076	.301	.135	.004	.089	.128
57. Strategic Awareness	.128	.068	.106	-.005	.095	.124
58. Time Optimiser	.064	.056	.113	.156	.179	.174
59. Unconditionality	.143	.040	.217	.023	.100	.118
60. Work Ethic	.064	.001	.105	.071	.220	.219



<b>R2 Attributes – Energy ratings</b>	<b>Personalisation</b>	<b>Persuasion</b>	<b>Planful</b>	<b>Prevention</b>	<b>Pride</b>	<b>Rapport Builder</b>
43. Personalisation	-					
44. Persuasion	.095	-				
45. Planful	.058	.017	-			
46. Prevention	.085	.175	.167	-		
47. Pride	.090	.128	.239	.187	-	
48. Rapport Builder	.139	.133	-.005	.005	.045	-
49. Reconfiguration	.100	.139	.173	.200	.187	.069
50. Relationship Deepener	.177	.073	.122	.061	.149	.255
51. Resilience	.113	.099	.091	.119	.153	.175
52. Resolver	.070	.190	.131	.261	.223	.056
53. Scribe	.016	.119	.140	.078	.118	.076
54. Self-awareness	.156	.043	.076	.019	.088	.166
55. Service	.157	-.009	.148	.056	.118	.100
56. Spotlight	.089	.264	-.018	.053	.082	.388
57. Strategic Awareness	.095	.128	.054	.081	.067	.126
58. Time Optimiser	.088	.120	.071	.140	.199	.067

59. Unconditionality	.235	-.016	.076	.030	.069	.143
60. Work Ethic	.076	.083	.105	.103	.200	.070

<b>R2 Attributes – Energy ratings</b>	<b>Reconfiguration</b>	<b>Relationship Deepener</b>	<b>Resilience</b>	<b>Resolver</b>	<b>Scribe</b>	<b>Self-awareness</b>
49. Reconfiguration	-					
50. Relationship Deepener	.082	-				
51. Resilience	.128	.129	-			
52. Resolver	.188	.058	.175	-		
53. Scribe	.063	.066	.055	.080	-	
54. Self-awareness	.083	.191	.207	.015	.124	-
55. Service	.087	.220	.077	.073	.034	.075
56. Spotlight	.075	.126	.101	.087	.126	.073
57. Strategic Awareness	.082	.099	.099	.086	.145	.138
58. Time Optimiser	.158	.065	.155	.199	.048	.027
59. Unconditionality	.069	.223	.138	.026	.023	.187
60. Work Ethic	.145	.046	.165	.150	.047	.074

<b>R2 Attributes – Energy ratings</b>	<b>Service</b>	<b>Spotlight</b>	<b>Strategic Awareness</b>	<b>Time Optimiser</b>	<b>Unconditionality</b>	<b>Work Ethic</b>
55. Service	-					
56. Spotlight	.025	-				
57. Strategic Awareness	.071	.090	-			
58. Time Optimiser	.065	.106	.020	-		
59. Unconditionality	.200	.009	.119	.030	-	
60. Work Ethic	.114	.047	.061	.203	.061	-

*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  $p < .001$ .

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 Connection 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.

Overall, these intercorrelations and their effect sizes clearly indicate that the R2 attributes 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 R2 attributes is extremely small, if not non-existent, further supporting the independence of each of the individual attributes.

### 3. Gender Differences

A dataset of 12,769 participants was analysed to assess for any differences in the 60 R2 strengths by gender. R2 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 R2 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.

**Table 3. Means, Mean Differences and Effect Sizes for R2 Strengths by Gender**

R2 Attribute	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. Adherence	4.94	5.04	-	-0.07	4.92	5.00	-	-0.06	3.97	4.01	-.03	-0.02
3. Adventure	5.32	5.20	0.1	0.10	4.76	4.57	0.1	0.15	4.79	4.52	.27	0.18
4. Authenticity	5.81	5.89	-	-0.09	5.40	5.41	-	-0.01	5.28	5.15	.14	0.09
5. Bounceback	5.40	5.31	0.0	0.07	4.90	4.83	0.0	0.06	5.47	5.57	-.10	-0.08
6. Catalyst	5.31	5.29	0.0	0.02	4.66	4.49	0.1	0.14	5.23	5.22	.02	0.01
7. Centred	5.25	5.05	0.2	0.15	5.03	4.57	0.4	0.35	5.20	5.06	.14	0.10
8. 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
9. Compassion	5.60	5.91	-	-0.31	4.43	4.92	-	-0.38	5.27	5.31	-.04	-0.03
10. Competitive	5.00	4.46	0.5	0.37	4.81	4.16	0.6	0.42	4.81	4.07	.73	0.43
11. Connector	5.02	5.23	-	-0.16	4.51	4.60	-	-0.07	5.21	5.46	-.25	-0.21
12. Counterpoint	5.68	5.47	0.2	0.20	5.32	5.13	0.1	0.18	5.45	5.32	.13	0.12
13. Courage	4.96	4.82	0.1	0.11	4.32	4.30	0.0	0.01	4.30	3.94	.36	0.22
14. Creativity	5.60	5.37	0.2	0.22	4.87	4.63	0.2	0.20	5.83	5.70	.13	0.13
15. Curiosity	5.28	5.28	0.0	0.00	4.80	4.69	0.1	0.07	5.42	5.46	-.05	-0.04
16. Detail	5.70	5.69	0.0	0.00	5.05	5.03	0.0	0.02	4.07	4.05	.03	0.02

17. Drive	5.62	5.60	0.0	0.02	5.36	5.36	0.0	0.00	5.45	5.51	-.06	-0.05
18. Efficacy	5.22	4.63	0.5	0.41	4.78	4.24	0.5	0.38	5.46	5.28	.17	0.13
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 Connection	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
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. Order	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. Planful	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
49. Reconfiguration	5.38	5.42	-	-0.03	5.26	5.41	-	-0.14	5.04	5.04	-.01	-0.01
50. 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
51. Resilience	5.28	5.21	0.0	0.05	5.17	5.11	0.0	0.06	4.78	4.66	.12	0.08
52. Resolver	5.76	5.71	0.0	0.05	5.33	5.03	0.3	0.29	5.80	5.61	.19	0.15
53. Scribe	5.36	5.42	-	-0.04	4.92	4.86	0.0	0.04	4.73	4.71	.02	0.02
54. Self-awareness	5.30	5.57	-	-0.22	5.04	5.21	-	-0.14	4.44	4.54	-.10	-0.07
55. Service	5.38	5.61	-	-0.21	5.09	5.45	-	-0.36	5.42	5.53	-.11	-0.10
56. Spotlight	5.21	5.09	0.1	0.09	5.08	4.88	0.20	0.17	5.11	4.91	.20	0.14
57. 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
58. Time Optimiser	4.14	4.29	-	-0.10	4.79	4.98	-	-0.14	5.50	5.68	-.18	-0.12
59. Unconditionality	5.66	5.83	-	-0.15	5.18	5.25	-	-0.06	4.90	5.08	-.17	-0.15
60. Work Ethic	6.04	6.21	-	-0.18	5.14	5.19	-	-0.04	3.97	3.67	.30	0.17

Table 3 Note. N = 12,769.

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

For the Performance data, 15 of 60 strengths dimensions showed a small effect size. These are for Competitive, Counterpoint, Creativity, Efficacy and Innovation, where men scored higher than women. For the strengths of Compassion, Emotional Awareness, Empathic Connection, Gratitude, Listener, Order, Planful, 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, Efficacy, Innovation and Resolver, where men scored higher than women in each case. For the strengths of Compassion, Emotional Awareness, Empathic Connection, Esteem Builder, Gratitude, Listener, Order, 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, Order 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, Order 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 R2 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 R2 strengths.

## 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, four 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  $\alpha = .84$ ,  $M = 10.68$ ,  $SD = 3.62$ ; Agreeableness  $\alpha = .82$ ,  $M = 14.58$ ,  $SD = 3.14$ ; Conscientiousness  $\alpha = .65$ ,  $M = 14.11$ ,  $SD = 2.68$ ; Neuroticism  $\alpha = .74$ ,  $M = 11.34$ ,  $SD = 3.10$ ; Openness  $\alpha = .76$ ,  $M = 14.08$ ,  $SD = 3.01$ . The observed range was 4-20 for each of the five subscales.

**Table 4. Validity with the Mini-IPIP Personality Measure**

R2 Attribute - Energy rating	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
1. Action	-.048	.219***	.110	-.053	.145*
2. Adherence	.071	.240***	.131*	-.091	.003
3. Adventure	.304***	.013	.076	-.324***	.159**
4. Authenticity	.147*	.245***	.105	-.149*	.159**
5. Bounceback	.041	.289***	.079	-.128*	.265***
6. Catalyst	.035	.246***	.077	-.132*	.184**
7. Centred	.122*	.188**	.205***	-.219***	.138
8. Change Agent	.233***	.137*	.072	-.186**	.261***
9. Compassion	.027	.340***	.110	-.063	.070
10. Competitive	.154*	-.032	.123*	-.162**	-.040
11. Connector	.171**	.391**	.144*	-.145**	.237***
12. Counterpoint	.101	.207***	.123*	-.121*	.202***
13. Courage	.265***	-.017	.015	-.210***	.075
14. Creativity	.021	.218***	.075	-.086	.312***

15. Curiosity	-.046	.245***	.154*	-.125*	.231***
16. Detail	.049	.106	.165**	-.078	-.010
17. Drive	.082	.291**	.193**	-.139*	.181**
18. Efficacy	.178**	.198***	.098	-.214***	.197***
19. Emotional Awareness	.167**	.457***	.086	-.216***	.086
20. Empathic Connection	.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**
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. Order	.032	.330***	.254***	-.144*	.121*
41. Persistence	.082	.217***	.209***	-.092	.086
42. Personal Responsibility	.069	.196***	.167**	-.238***	.081
43. Personalisation	.153*	.242***	.176**	-.192**	.097
44. Persuasion	.190**	.173**	.118	-.257***	.261***
45. Planful	.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. Reconfiguration	.164**	.291***	.143*	-.180**	.217***
50. Relationship Deepener	.131*	.397***	.139*	-.129*	.208***

51. Resilience	.064	.237***	.080	-.111	.159**
52. Resolver	.148*	.179**	.128*	-.124*	.300***
53. Scribe	.188**	.157*	.197***	-.119	.467***
54. Self-awareness	.104	.220***	.107	-.154*	.151*
55. Service	.122*	.383***	.179**	-.189**	.262***
56. Spotlight	.460***	.068	.049	-.198***	.154*
57. Strategic Awareness	.064	.344***	.119	-.077	.188**
58. Time Optimiser	.048	.076	.088	-.016	.183**
59. Unconditionality	.146*	.309***	.136*	-.186**	.028
60. Work Ethic	.125*	-.124*	.058	.036	-.089

*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 Order and Pride. The highest correlations with Openness were for Scribe, 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 R2 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 R2 energy ratings with personality dimensions. As such, there is no evidence to suggest that R2 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  $\alpha = .76$ ,  $M = 8.75$ ,  $SD = 3.01$ ; Agreeableness  $\alpha = .49$ ,  $M = 9.81$ ,  $SD = 2.36$ ; Conscientiousness  $\alpha = .60$ ,  $M = 11.09$ ,  $SD = 2.44$ ; Emotional Stability  $\alpha = .67$ ,  $M = 9.57$ ,  $SD = 2.69$ ; Openness  $\alpha = .59$ ,  $M = 9.90$ ,  $SD = 2.46$ . The observed range was 0-14 for each of the five subscales.

**Table 5. Validity with the Ten Item Personality Inventory**

R2 Attribute – Energy rating	Extraversion	Agreeableness	Conscientiousness	Emotional Stability	Openness
1. Action	.110***	.007	.113***	.050*	.105***
2. Adherence	-.153***	.066**	.210***	-.034	-.201***
3. Adventure	.336***	-.027	.022	.220***	.383***
4. Authenticity	.174***	-.044	.065**	.111***	.147***
5. Bounceback	.124***	.068**	.154***	.182***	.121***
6. Catalyst	.215***	.061*	.107***	.118***	.175***
7. Centred	.130***	.052*	.096***	.276***	.173***
8. Change Agent	.237***	-.033	.044	.158***	.335***
9. Compassion	.119***	.243***	.080***	.016	.048
10. Competitive	.151***	.182***	.046	.091***	.091***
11. Connector	.349***	.130***	.029	.056*	.174***
12. Counterpoint	.179***	-.004	-.003	.117***	.224***
13. Courage	.280***	-.069**	-.014	.205***	.216***
14. Creativity	.122***	-.063**	.024	.087***	.301***



15. Curiosity	.000	.007	.063*	.031	.204***
16. Detail	-.166***	-.077**	.104***	-.076**	-.088***
17. Drive	.150***	.032	.248***	.122***	.120***
18. Efficacy	.262***	-.052	.101***	.220***	.226***
19. Emotional Awareness	.183***	.317***	.083***	.046	.113***
20. Empathic Connection	.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***
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. Order	-.011	.018	.365***	.003	-.051*
41. Persistence	.118**	.016	.137***	.141***	.142***
42. Personal Responsibility	.135***	-.011	.183***	.182***	.151***
43. Personalisation	.117***	.137***	.056**	.093***	.092***
44. Persuasion	.184***	-.100***	.049	.140***	.139***
45. Planful	-.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. Reconfiguration	.084***	-.050*	.156***	.047	.074**
50. Relationship Deepener	.176***	.176***	.131***	.073**	.095***

51. Resilience	.127***	.045	.107***	.214***	.104***
52. Resolver	.047	-.060*	.085***	.118***	.081***
53. Scribe	.036	-.012	-.005	.009	.104***
54. Self-awareness	.127***	.132***	.050*	.125***	.191***
55. Service	.041	.199***	.135***	.021	-.005
56. Spotlight	.468***	-.043	.015	.149***	.230***
57. Strategic Awareness	.057*	.004	-.008	.063*	.151***
58. Time Optimiser	.112***	.043	.146***	.079**	.098***
59. Unconditionality	.087***	.205***	.059*	.029	.143***
60. Work Ethic	.062***	-.001	.119***	.071**	.053*

*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, Planful 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, Efficacy, 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 R2 is merely measuring personality dimensions through another name.

## 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**

R2 Attribute – Energy rating	Social Desirability Scale
1. Action	-.012
2. Adherence	-.186***
3. Adventure	-.036
4. Authenticity	-.061
5. Bounceback	-.100***
6. Catalyst	-.057
7. Centred	-.108***
8. Change Agent	-.058
9. Compassion	-.106***
10. Competitive	-.071*
11. Connector	-.073*
12. Counterpoint	.033
13. Courage	-.032
14. Creativity	-.014
15. Curiosity	.043

16. Detail	-.072*
17. Drive	-.079*
18. Efficacy	-.009
19. Emotional Awareness	-.054
20. Empathic Connection	-.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***
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. Order	-.059
41. Persistence	-.125***
42. Personal Responsibility	-.137***
43. Personalisation	-.075*
44. Persuasion	.025
45. Planful	-.145***
46. Prevention	-.109***
47. Pride	-.064*
48. Rapport Builder	-.063*
49. Reconfiguration	-.104***
50. Relationship Deepener	-.133***
51. Resilience	-.145***

52. Resolver	-.078*
53. Scribe	.025
54. Self-awareness	-.082**
55. Service	-.143***
56. Spotlight	-.079*
57. Strategic Awareness	-.051
58. Time Optimiser	-.030
59. Unconditionality	-.130***
60. Work Ethic	-.092**

*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 R2 attributes.



## 6. Validity with Organisational Citizenship Behaviours

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  $\alpha = .88$ , M = 34.15, SD = 5.45, range = 19-49; Civic Virtue  $\alpha = .76$ , M = 14.27, SD = 2.87, range = 4-21; Sportsmanship  $\alpha = .82$ , M = 10.70, SD = 3.70, range = 1-28.

**Table 7. Validity with Organisational Citizenship Behaviours**

R2 Attribute – Energy Rating	Helping Behaviours	Civic Virtue	Sportsmanship
1. Action	.470***	.425***	.006
2. Adherence	.203*	.202*	-.050
3. Adventure	.462***	.540***	.031
4. Authenticity	.355***	.369***	.167
5. Bounceback	.267**	.204*	.146
6. Catalyst	.429***	.385***	.073
7. Centred	.426***	.377***	.130
8. Change Agent	.359***	.502***	.029
9. Compassion	.367***	.155	.077
10. Competitive	.186*	.231**	.021
11. Connector	.444***	.400***	.164
12. Counterpoint	.447***	.452***	.049
13. Courage	.240**	.348***	-.134
14. Creativity	.470***	.443***	.167

15. Curiosity	.290***	.313***	.103
16. Detail	.333***	.388***	.066
17. Drive	.403***	.403***	.029
18. Efficacy	.406***	.443***	.043
19. Emotional Awareness	.424***	.296***	.101
20. Empathic Connection	.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
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. Order	.495***	.459***	.110
41. Persistence	.417***	.390***	-.073
42. Personal Responsibility	.471***	.444***	.022
43. Personalisation	.301***	.372***	-.205*
44. Persuasion	.438***	.465***	-.005
45. Planful	.396***	.420***	.020
46. Prevention	.568***	.545***	.057
47. Pride	.483***	.442***	.066
48. Rapport Builder	.437***	.428***	-.111
49. Reconfiguration	.376***	.309***	.024
50. Relationship Deepener	.311***	.288***	-.006

51. Resilience	.244**	.191*	-.061
52. Resolver	.521***	.460***	.097
53. Scribe	.357***	.345***	-.052
54. Self-awareness	.364***	.333***	-.133
55. Service	.359***	.276***	-.023
56. Spotlight	.390***	.498***	-.168
57. Strategic Awareness	.367***	.384***	.050
58. Time Optimiser	.374***	.372***	-.079
59. Unconditionality	.364***	.299***	-.034
60. Work Ethic	.312***	.378***	-.204*

*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 R2 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.

## 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)**

R2 Attribute	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. Adherence	.152	.087	-.122**	-.115**
3. Adventure	.305***	.209***	.239***	.285***
4. Authenticity	.183**	.200***	.189***	.101**
5. Bounceback	.150**	.262***	.407***	.230***
6. Catalyst	.291***	.168***	.292***	.225***
7. Centred	.268***	.326***	.256***	.248***
8. Change Agent	.200***	.218***	.235***	.282***
9. Compassion	.150**	.139***	.141***	.119**
10. Competitive	.054	-.032	.249***	.195***
11. Connector	.204***	.172***	.295***	.214***
12. Counterpoint	.220***	.160***	.132***	.161***
13. Courage	.246**	-.004	.250***	.238***

14. Creativity	.253***	.220***	.171***	.244***
15. Curiosity	.205***	.055	.147***	.045
16. Detail	.166	-.059	.033	-.022
17. Drive	.109*	.335***	.229***	.194***
18. Efficacy	.256***	.272***	.366***	.270***
19. Emotional Awareness	.141*	.233***	.172***	.116**
20. Empathic Connection	.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***
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. Order	.045	.125***	.017	.001
41. Persistence	.232***	.229***	-.008	.170***
42. Personal Responsibility	.176**	.202***	.109**	.204***
43. Personalisation	.167**	.087*	.123**	.087*
44. Persuasion	.256***	.216***	.268***	.176***
45. Planful	.006	.252***	.028	.010
46. Prevention	.111	.256***	.110**	.107**
47. Pride	.206***	.313***	.182***	.187***
48. Rapport Builder	.153*	.144***	.234***	.243***
49. Reconfiguration	.220***	.258***	.048	.099*

50. Relationship Deepener	.152**	.254***	.176***	.103**
51. Resilience	.298***	.236***	.376***	.258***
52. Resolver	.181***	.234***	.179***	.122**
53. Scribe	.082	.080	.099*	.105**
54. Self-awareness	.192**	.287***	.195***	.164***
55. Service	.192***	.259***	.089*	.108**
56. Spotlight	.269***	.221***	.217***	.243***
57. Strategic Awareness	.276***	.208***	.165***	.181***
58. Time Optimiser	.068	.197***	.045	.147***
59. Unconditionality	.254***	.133***	.157***	.127***
60. Work Ethic	.081	.096	.036	.034

*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 R2 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.

## 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 R2 attributes 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.

## 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 R2 attributes and the total score of the LOT-R. The highest correlations were for Optimism, Bounceback, Resilience, Gratitude and Efficacy.

There is also a strong pattern of statistically significant positive associations between the energy ratings for the 60 R2 attributes and the total score of the LOT-R. The highest correlations were for Optimism, Gratitude, Adventure, Change Agent and Efficacy.

## 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 the Utrecht Work Engagement Scale (UWES)**

R2 Attribute – Strengths Use Rating	Total UWES	Absorption	Vigor	Dedication
1. Action	.406***	.391***	.455***	.285***
2. Adherence	.031	-.001	.068	.022
3. Adventure	.261**	.221**	.216*	.285***
4. Authenticity	.288***	.225***	.286***	.288***
5. Bounceback	.242**	.218***	.281***	.173**
6. Catalyst	.372***	.331***	.307***	.386***
7. Centred	.327***	.239***	.409***	.259***
8. Change Agent	.365***	.334***	.330***	.346***
9. Compassion	.243***	.197**	.223***	.254***
10. Competitive	.184*	.135	.216*	.161
11. Connector	.188**	.111	.191**	.213**
12. Counterpoint	.213**	.224***	.209**	.156*
13. Courage	.324***	.305**	.353***	.244*
14. Creativity	.236***	.222***	.205***	.228***

15. Curiosity	.185**	.192**	.164*	.162*
16. Detail	-.026	-.053	-.003	-.017
17. Drive	.322***	.268**	.377***	.252***
18. Efficacy	.417***	.302***	.436***	.417***
19. Emotional Awareness	.020	.011	.007	.037
20. Empathic Connection	.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***
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. Order	.074	.017	.078	.110
41. Persistence	.396***	.275***	.456***	.365***
42. Personal Responsibility	.231***	.187**	.309***	.146*
43. Personalisation	.185*	.137	.171*	.208*
44. Persuasion	.270***	.232***	.291***	.231***
45. Planful	.157*	.077	.170*	.189*
46. Prevention	.227***	.165*	.328***	.143*
47. Pride	.333***	.203***	.373***	.341***
48. Rapport Builder	.286***	.238**	.232**	.335***
49. Reconfiguration	.232**	.212**	.273***	.155*
50. Relationship Deepener	.272***	.217**	.284***	.252***



51. Resilience	.351***	.262***	.420***	.301***
52. Resolver	.301***	.245***	.331***	.246***
53. Scribe	.162*	.160*	.135	.158*
54. Self-awareness	.279**	.193*	.281**	.317***
55. Service	.253***	.201***	.238***	.257***
56. Spotlight	.247***	.170*	.200**	.318***
57. Strategic Awareness	.187**	.176*	.226**	.114
58. Time Optimiser	.337***	.239***	.406***	.292***
59. Unconditionality	.173*	.163*	.166*	.148*
60. Work Ethic	.222*	.156	.334***	.141

*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 R2 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.

## 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**

R2 Attribute	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. Adherence	.000	-.018	.004
3. Adventure	.294***	.289***	.255***
4. Authenticity	.267***	.220***	.118*
5. Bounceback	.359***	.202***	.294***
6. Catalyst	.281***	.215***	.188***
7. Centred	.273***	.227***	.450***
8. Change Agent	.237***	.249***	.197***
9. Compassion	.105**	.154***	.109*
10. Competitive	.221***	.193***	.171**
11. Connector	.235***	.157***	.190***
12. Counterpoint	.109**	.159***	.218***
13. Courage	.199***	.248***	.146

14. Creativity	.178***	.104**	.169***
15. Curiosity	.144***	.161***	.153**
16. Detail	.059	.003	-.154
17. Drive	.326***	.279***	.301***
18. Efficacy	.315***	.280***	.283***
19. Emotional Awareness	.090*	.217***	.071
20. Empathic Connection	.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**
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. Order	.131***	.067	-.023
41. Persistence	.112**	.244***	.241***
42. Personal Responsibility	.216***	.201***	.185***
43. Personalisation	.154***	.150***	.082
44. Persuasion	.257***	.164***	.247***
45. Planful	.113**	.113**	.147*
46. Prevention	.151***	.134***	.128*
47. Pride	.171***	.199***	.199***
48. Rapport Builder	.235***	.271***	.224***
49. Reconfiguration	.152***	.125***	.110

50. Relationship Deepener	.223***	.245***	.134**
51. Resilience	.307***	.273***	.280***
52. Resolver	.120***	.114**	.175***
53. Scribe	.130***	.140***	.008
54. Self-awareness	.226***	.264***	.310***
55. Service	.176***	.127***	.213***
56. Spotlight	.273***	.245***	.148**
57. Strategic Awareness	.189***	.240***	.159**
58. Time Optimiser	.183***	.193***	.221***
59. Unconditionality	.160***	.165***	.142*
60. Work Ethic	.159***	.259***	.167*

*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 R2 attributes and the Subjective Vitality Scale. The highest correlations were for Optimism, Gratitude, Bounceback, Drive and Efficacy.

There is a strong pattern of statistically significant positive associations between the energy ratings for the 60 R2 attributes and the Subjective Vitality Scale. The highest correlations were for Optimism, Adventure, Gratitude, Growth and Efficacy.

There is a strong pattern of statistically significant positive associations between the strengths use ratings for the 60 R2 attributes 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.

## 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)**

R2 Attribute	MAAS – with Performance rating	MAAS – with Energy rating	MAAS – with Strengths Use rating
1. Action	.171***	-.007	.144*
2. Adherence	.170***	.166***	.025
3. Adventure	.118**	.218***	.092
4. Authenticity	.155***	.200***	.097
5. Bounceback	.249***	.220***	.138*
6. Catalyst	.183***	.247***	.082
7. Centred	.155***	.193***	.339***
8. Change Agent	.112**	.175***	.126*
9. Compassion	.120**	.193***	.090
10. Competitive	.146***	.153***	-.076
11. Connector	.137**	.130**	.100
12. Counterpoint	.062	.199***	.067
13. Courage	.112**	.186***	-.011
14. Creativity	.084	.137**	.063

15. Curiosity	.046	.070	-.094
16. Detail	.190***	.175***	-.040
17. Drive	.225***	.182***	.220***
18. Efficacy	.301***	.137**	.268***
19. Emotional Awareness	.142***	.228***	.029
20. Empathic Connection	.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
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. Order	.178***	.078	-.008
41. Persistence	.267***	.244***	.200***
42. Personal Responsibility	.274***	.261***	.198**
43. Personalisation	.124**	.159***	.113
44. Persuasion	.156***	.177***	.129*
45. Planful	.155***	.263***	.089
46. Prevention	.171***	.227***	.173**
47. Pride	.179***	.176***	.243***
48. Rapport Builder	.145***	.209***	.045
49. Reconfiguration	.095*	.121**	.017
50. Relationship Deepener	.130**	.227***	.098

51. Resilience	.257***	.270***	.155*
52. Resolver	.162***	.109*	.154**
53. Scribe	.060	.072	-.040
54. Self-awareness	.221***	.207***	.237**
55. Service	.130**	.172***	.070
56. Spotlight	.237***	.194***	.029
57. Strategic Awareness	.190***	.188***	.179**
58. Time Optimiser	.221***	.045	.244***
59. Unconditionality	.125**	.152***	.057
60. Work Ethic	.209***	.151***	.056

*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 R2 attributes and the MAAS. The highest correlations were for Efficacy, Gratitude, Personal Responsibility, Persistence and Optimism.

There is a strong pattern of statistically significant positive associations between the energy ratings for the 60 R2 attributes and the MAAS. The highest correlations were for Optimism, Empathetic Connection, Listener, Resilience and Planful.

There is a pattern of statistically significant positive associations between the strengths use ratings for the 60 R2 attributes and the MAAS. The highest correlations were for Centred, Moral Compass, Gratitude, Mission and Efficacy. Note that attributes are coded to include only realised and unrealised strengths for the strengths use analysis.

### 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% werestudents.

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)**

R2 Attribute	TEIQ – with Performance rating	TEIQ – with Energy rating
1. Action	.333***	.217***
2. Adherence	.112**	.018
3. Adventure	.446***	.362***
4. Authenticity	.408***	.196***
5. Bounceback	.494***	.304***
6. Catalyst	.457***	.298***
7. Centred	.532***	.300***
8. Change Agent	.456***	.375***
9. Compassion	.360***	.210***
10. Competitive	.294***	.223***
11. Connector	.411***	.376***
12. Counterpoint	.243***	.245***
13. Courage	.348***	.269***
14. Creativity	.288***	.289***

15. Curiosity	.211***	.203***
16. Detail	.137***	.012
17. Drive	.439***	.393***
18. Efficacy	.483***	.384***
19. Emotional Awareness	.372***	.361***
20. Empathic Connection	.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***
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. Order	.252***	.158***
41. Persistence	.190***	.317***
42. Personal Responsibility	.286***	.294***
43. Personalisation	.428***	.258***
44. Persuasion	.409***	.297***
45. Planful	.246***	.159***
46. Prevention	.294***	.218***
47. Pride	.190***	.275***
48. Rapport Builder	.426***	.388***
49. Reconfiguration	.313***	.237***
50. Relationship Deepener	.415***	.361***

51. Resilience	.522***	.257***
52. Resolver	.376***	.242***
53. Scribe	.213***	.178***
54. Self-awareness	.434***	.334***
55. Service	.316***	.221***
56. Spotlight	.387***	.337***
57. Strategic Awareness	.341***	.229***
58. Time Optimiser	.331***	.104*
59. Unconditionality	.345***	.253***
60. Work Ethic	.387***	.143***

*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 R2 attributes and the total score of the TEIQue-SF. The highest correlations were for Optimism, Centred, Resilience, Bounceback and Efficacy.

There is a strong pattern of statistically significant positive associations between the energy ratings for the 60 R2 attributes and the total score of the TEIQue-SF. The highest correlations were for Optimism, Drive, Rapport Builder, Efficacy and Connector.

## 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**

R2 Attribute	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. Adherence	.068*	.179***	-.028	.069*	.157***	.007
3. Adventure	.169***	-.198***	-.216***	.135***	-.171***	-.135***
4. Authenticity	.547***	-.243***	-.342***	.335***	-.249***	-.143***
5. Bounceback	.200***	-.204***	-.235***	.135***	-.088**	-.034
6. Catalyst	.169***	-.166***	-.169***	.151***	-.128***	-.146***
7. Centred	.215***	-.229***	-.264***	.169***	-.183***	-.137***
8. Change Agent	.197***	-.271***	-.208***	.183***	-.168***	-.168***
9. Compassion	.193***	-.063	-.113***	.101**	-.013	-.091**
10. Competitive	.096**	-.146***	-.131***	.073*	-.087**	-.127***
11. Connector	.138***	-.066*	-.129***	.096**	-.013	-.057
12. Counterpoint	.168***	-.230***	-.122***	.147***	-.135***	-.102**

13. Courage	.107***	-.107***	-.170***	.099**	-.116***	-.093**
14. Creativity	.134***	-.210***	-.106***	.169***	-.137***	-.079*
15. Curiosity	.225***	-.160***	-.110***	.131***	-.070*	-.059
16. Detail	.089**	-.030	-.015	.063	.029	.015
17. Drive	.220***	-.179***	-.279***	.183***	-.114***	-.157***
18. Efficacy	.309***	-.316***	-.315***	.157***	-.146***	-.147***
19. Emotional Awareness	.097**	-.052	-.149***	.113***	-.018	-.155***
20. Empathic Connection	.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
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***
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. Order	.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. Planful	.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*

49. Reconfiguration	.183***	-.077*	-.162***	.151***	-.069*	-.136***
50. Relationship Deepener	.160***	.023	-.188***	.142***	-.003	-.145***
51. Resilience	.214***	-.204***	-.283***	.153***	-.131***	-.142***
52. Resolver	.256***	-.205***	-.249***	.161***	-.121***	-.052
53. Scribe	.028	-.031	-.070*	.033	-.020	-.047
54. Self-awareness	.222***	-.154***	-.414***	.179***	-.093**	-.265***
55. Service	.169***	.017	-.121***	.180***	.003	-.073*
56. Spotlight	.151***	-.205***	-.213***	.150***	-.150***	-.143***
57. Strategic Awareness	.209***	-.143***	-.227***	.076*	-.041	-.059
58. Time Optimiser	.231***	-.107***	-.204***	.081*	-.037	-.074*
59. Unconditionality	.201***	-.022	-.110***	.154***	-.039	-.072*
60. Work Ethic	.170***	-.005	-.133***	.078*	-.084*	-.053

*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 R2 attributes and the Authentic Living subscale. The highest correlations were for Moral Compass, Authenticity, Mission, Efficacy and Legacy.

There is a strong pattern of statistically significant negative associations between the performance ratings for the 60 R2 attributes and the External Influence subscale. The highest correlations were for Efficacy, Change Agent, Action, Authenticity and Enabler.

There is a strong pattern of statistically significant negative associations between the performance ratings for the 60 R2 attributes and the Self-Alienation subscale. The highest correlations were for Self-awareness, Mission, Authenticity, Efficacy and Gratitude.

There is a strong pattern of statistically significant positive associations between the energy ratings for the 60 R2 attributes 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 R2 attributes 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 R2 attributes and the Self-Alienation subscale. The highest correlations were for Self-awareness, Optimism, Enabler, Growth and Change Agent.

## 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 the Self-Liking Self-Competence Scale and Self Control Scale(SCS)**

R2 Attribute	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. Adherence	-.060	.009	-.102*	-.080	.155***
3. Adventure	.329***	.251***	.190***	.202***	.188***
4. Authenticity	.201***	.209***	.087	.144**	.321***
5. Bounceback	.369***	.392***	.231***	.278***	.221***
6. Catalyst	.349***	.237***	.077	-.005	.173***
7. Centred	.337***	.339***	.112*	.136**	.277***
8. Change Agent	.335***	.193***	.183***	.120*	.264***
9. Compassion	.188***	.133**	-.073	.009	.090*
10. Competitive	.221***	.187***	.090	.069	.188***
11. Connector	.225***	.161***	.145**	.111*	.071
12. Counterpoint	.333***	.184***	.072	.054	.069
13. Courage	.311***	.211***	.205***	.131**	.131***

14. Creativity	.288***	.156***	.193***	.118*	.095**
15. Curiosity	.118*	.093	.031	-.020	.155***
16. Detail	.049	-.041	-.033	-.047	.171***
17. Drive	.406***	.356***	.168***	.189***	.364***
18. Efficacy	.458***	.597***	.276***	.235***	.290***
19. Emotional Awareness	.150**	.082	.011	.015	.004
20. Empathic Connection	.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***
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***
37. Moral Compass	.247***	.232***	.017	.034	.322***
38. Narrator	.089	.095	.158***	.193***	-.031
39. Optimism	.344***	.488***	.211***	.363***	.221***
40. Order	.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. Planful	.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
49. Reconfiguration	.229***	.216***	.117*	.140**	.211***

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

*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 R2 attributes and the Self-Competence subscale. The highest correlations were for Efficacy, Drive, Bounceback, Innovation and Spotlight.

There is a strong pattern of statistically significant positive associations between the performance ratings for the 60 R2 attributes and the Self-Liking subscale. The highest correlations were for Efficacy, Optimism, Gratitude, Bounceback and Resilience.

There is a strong pattern of statistically significant positive associations between the energy ratings for the 60 R2 attributes and the Self-Competence subscale. The highest correlations were for Growth, Spotlight, Efficacy, Bounceback and Optimism.

There is a strong pattern of statistically significant positive associations between the energy ratings for the 60 R2 attributes and the Self-Liking subscale. The highest correlations were for Optimism, Growth, Gratitude, Bounceback and Resilience.

## 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 R2 attributes and the total score of the SCS. The highest correlations were for Time Optimiser, Personal Responsibility, Order, Planful and Persistence.



## 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**

R2 Attribute	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. Adherence	.213***	.169***	.113	.233***
3. Adventure	.039	.352***	-.057	.254***
4. Authenticity	.149***	.283***	.070	.251***
5. Bounceback	.123***	.395***	.033	.422***
6. Catalyst	.096***	.333***	.016	.182***
7. Centred	.173***	.287***	.163***	.416***
8. Change Agent	.101***	.340***	.028	.292***
9. Compassion	.072**	.235***	.009	.194***
10. Competitive	.074**	.268***	.065	.173***
11. Connector	.030	.209***	-.038	.200***
12. Counterpoint	-.037	.181***	-.044	.130***
13. Courage	.035	.281***	.074	.242***
14. Creativity	.014	.249***	-.007	.282***
15. Curiosity	.071*	.226***	-.190***	.111**
16. Detail	.139***	.184***	.024	.124

17. Drive	.206***	.516***	.169***	.481***
18. Efficacy	.145***	.318***	.136***	.334***
19. Emotional Awareness	.018	.130***	-.002	.116**
20. Empathic Connection	.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***
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. Order	.291***	.296***	.148***	.229***
41. Persistence	.349***	.381***	.182***	.513***
42. Personal Responsibility	.339***	.351***	.040	.343***
43. Personalisation	.098***	.200***	-.030	.136**
44. Persuasion	.080**	.251***	.027	.246***
45. Planful	.282***	.282***	.218***	.320***
46. Prevention	.173***	.268***	.152***	.336***
47. Pride	.160***	.357***	.158***	.313***
48. Rapport Builder	.051	.167***	-.094*	.143**
49. Reconfiguration	.071*	.228***	.084	.243***
50. Relationship Deepener	.075**	.159***	.048	.184***
51. Resilience	.150***	.330***	.110*	.429***
52. Resolver	.124***	.387***	.054	.322***
53. Scribe	.079**	.140***	.101*	.081
54. Self-awareness	.089***	.164***	.074	.161**

55. Service	.074**	.252***	.038	.225***
56. Spotlight	.049	.211***	.073	.232***
57. Strategic Awareness	.113***	.280***	.092*	.279***
58. Time Optimiser	.282***	.357***	.281***	.431***
59. Unconditionality	.059*	.149***	.035	.112*
60. Work Ethic	.251***	.469***	.075	.454***

*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 R2 attributes and the Consistency of Interest subscale. The highest correlations were for Persistence, Personal Responsibility, Order, Planful and Time Optimiser.

There is a strong pattern of statistically significant positive associations between the performance ratings for the 60 R2 attributes 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 R2 attributes and the Consistency of Interest subscale. The highest correlations were for Time Optimiser, Planful, 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 R2 attributes 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.

## 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)**

R2 Attribute	OVS – with Performance rating	OVS – with Strengths Use rating
1. Action	.229***	.248***
2. Adherence	.083*	.116
3. Adventure	.227***	.210***
4. Authenticity	.307***	.221***
5. Bounceback	.296***	.268***
6. Catalyst	.246***	.280***
7. Centred	.299***	.410***
8. Change Agent	.256***	.171***
9. Compassion	.194***	.137**
10. Competitive	.122***	.049
11. Connector	.205***	.108*
12. Counterpoint	.173***	.167***
13. Courage	.220***	.213**
14. Creativity	.155***	.236***
15. Curiosity	.146***	.160***
16. Detail	.045	-.124

17. Drive	.288***	.276***
18. Efficacy	.376***	.389***
19. Emotional Awareness	.187***	.145**
20. Empathic Connection	.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***
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. Order	.197***	.128**
41. Persistence	.100**	.200***
42. Personal Responsibility	.156***	.178***
43. Personalisation	.237***	.178**
44. Persuasion	.235***	.313***
45. Planful	.165***	.178***
46. Prevention	.149***	.276***
47. Pride	.174***	.274***
48. Rapport Builder	.239***	.111
49. Reconfiguration	.151***	.095
50. Relationship Deepener	.209***	.178***
51. Resilience	.299***	.351***
52. Resolver	.178***	.154***
53. Scribe	.086*	.193***
54. Self-awareness	.356***	.354***

55. Service	.152***	.210***
56. Spotlight	.260***	.175***
57. Strategic Awareness	.284***	.246***
58. Time Optimiser	.274***	.397***
59. Unconditionality	.209***	.040
60. Work Ethic	.086*	.030

*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 R2 attributes and the total score of the OVS. The highest correlations were for Mission, Gratitude, Efficacy, Self-awareness and Optimism.

There is a strong pattern of statistically significant positive associations between the strengths use ratings for the 60 R2 attributes and the total score of the OVS. The highest correlations were for Mission, Optimism, Centred, Time Optimiser and Efficacy. Note that attributes are coded to include only realised and unrealised strengths for the strengths use analysis.

## References

- Aspinwall, L. G., & Taylor, S. E. (1992). Modeling cognitive adaptation: A longitudinal investigation of the impact of individual differences and coping on college adjustment and performance. *Journal of Personality and Social Psychology, 63*, 989-1003.
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioural change. *Psychological Review, 84*, 191–215.
- Barrett-Lennard, G. T. (1998). *Carl Rogers' helping system: Journey and substance*. London: Sage.
- Barrick, M. R. & Mount, M. K. (1991). The Big Five personality dimensions and job performance: A meta-analysis. *Personnel Psychology, 44* (1), 1–26.
- Bishop, S. B., Lau, M., Shapiro, S., Carlson, L., Anderson, N. D., Carmody, J., et al. (2004). Mindfulness: A proposed operational definition. *Clinical Psychology: Science and Practice, 11*, 230–241.
- Block, J. (1996). The Construct of Ego-resiliency. *Journal of Personality and Social Psychology, 70* (2), 349-361.
- Block, J., & Kremen, A. M. (1996). IQ and ego-resiliency: Conceptual and empirical connections and separateness. *Journal of Personality and Social Psychology, 70*, 349–361.
- Borkenau, P., & Ostendorf, F. (1992). Social desirability scales as moderator and suppressor variables. *European Journal of Personality, 6*, 199–214.
- Brown, K.W. and Ryan, R.M. (2003). The benefits of being present: Mindfulness and its role in psychological well-being. *Journal of Personality and Social Psychology, 84*, 822-848.
- Cohen, J. (1992). A power primer. *Psychological Bulletin, 112*, 155–159.
- Costa, P. T., & McCrae, R. R. (1993). *Revised NEO personality inventory (NEO PI-R) and NEO five factor inventory: Professional manual*. Odessa, FL: Psychological Assessment Resources.
- Crowne, D. P., & Marlowe, D. (1960). A new scale of social desirability independent of psychopathology. *Journal of Consulting Psychology, 24*, 349–354.

- Dawda, D. & Hart, S.D. (2000). Assessing Emotional Intelligence: reliability and validity of the Bar-On Emotional Quotient-Inventory (EQ-i) in university students. *Personality and Individual Differences, 28*, 797-812.
- Diener, E., Wirtz, D., Tov, W., Kim-Prieto, C., Choi, D., Oishi, S. and Biswas-Diener, R. (2010). New well-being measures: Short scales to assess flourishing and positive and negative feelings. *Social Indicators Research, 97*, 143-156.
- Donnellan, M.B., Oswald, F.L., Baird, B.M & Lucas, R.E (2006). The Mini-IPIP Scales: Tiny-yet effective measures of the Big Five factors of personality. *Psychological Assessment, 18* (2), 192-203.
- Duckworth, A. L., Peterson, C., Matthews, M. D. & Kelly, D. R. (2007). Grit: Perseverance and passion for long term goals. *Journal of Personality and Social Psychology, 92* (6), 1087-1101.
- Eysenck, H. J., & Eysenck, S. B. G. (1991). *Manual of the Eysenck personality scales (EPS adult)*. London: Hodder and Stoughton.
- Goldberg, L.R (1999) A broad-bandwidth, public domain, personality inventory measuring the lower-level facets of several five-factor models. In I. Mervielde, I.J. Deary, F. De Fruyt, & F. Ostendorf (Eds.), *Personality psychology in Europe* (Vol. 7, pp. 7-28). Tilburg, The Netherlands: Tilburg University Press.
- Gosling, S.D., Rentfrow, P.J., Swann Jr, W.B. (2003). A very brief measure of the Big-Five personality domains. *Journal of Research in Personality, 37*, 504-528.
- Govindji, R., & Linley, P. A. (2007). Strengths use, self-concordance and well-being: Implications for strengths coaching and coaching psychologists. *International Coaching Psychology Review, 2* (2), 143-153.
- Linley, A. (2008). *Average to A+: Realising strengths in yourself and others*. Coventry, UK: CAPP Press.
- Martinez-Pons, M. (1997). The relation of Emotional Intelligence with selected areas of personal functioning. *Imagination, Cognition and Personality, 17*, 3-13.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Petrides, K. V. & Furnham, A. (2001). Trait emotional intelligence: Psychometric investigation with reference to established trait taxonomies. *European Journal of Personality, 15*, 425-448.

- Petrides, K. V. & Furnham, A. (2003). Trait emotional intelligence: Behavioural validation in two studies of emotion recognition and reactivity to mood induction. *European Journal of Personality, 17*, 39-57.
- Petrides, K. V. & Furnham, A. (2004). *Technical manual of the Trait Emotional Intelligence Questionnaire (TEIQue)*. Institute of Education, University of London.
- Podsakoff, P. M., Ahearne, M., & Mackenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology, 82*, 262–270.
- Podsakoff, P. M., & MacKenzie, S. B. (1994). Organizational citizenship behaviors and sales unit effectiveness. *Journal of Marketing Research, 3*, 351–363.
- Rotter, J. B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological Monographs: General & Applied, 80* (1), 1–28.
- Ryan, R. M., and Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *The American Psychologist, 55*, 68–78.
- Ryan, R. M., and Deci, E. L. (2001). To be happy or to be self-fulfilled: A review of research on hedonic and eudaimonic well-being. In S. Fiske (Ed.), *Annual Review of Psychology* (Vol. 52; pp. 141-166). Palo Alto, CA: Annual Reviews, Inc.
- Ryan, R. M., and Frederick, C. M. (1997). On energy, personality and health: Subjective vitality as a dynamic reflection of well-being. *Journal of Personality, 65*, 529-565.
- Salovey, P., Mayer, J.D., Goldman, S., Turvey, C., Palfai, t. (1995). Emotional attention, clarity and repair: exploring emotional intelligence using the Trait Meta-Mood Scale. In J.W. Pennebaker (Ed.), *Emotion, Disclosure, and Health* (pp. 125-154). American Psychological Association: Washington, DC.
- Schaufeli, W., & Bakker, A. (2003). *Utrecht Work Engagement Scale: Preliminary Manual*. Utrecht, NL: Occupational Health Psychology Unit.
- Scheier, M.F., Carver, C.S., and Bridges, M.W. (1994). Distinguishing Optimism from Neuroticism (and Trait Anxiety, Self-Mastery and Self-esteem): A reevaluation of the Life Orientation Test. *Journal of Personality and Social Psychology, 67* (6), 1063-1078.

- Scheier, M. F., Matthews, K. A., Owens, J., Magovern, G. J., Sr., Lefebvre, R. C., Abbott, R. A., & Carver, C. S. (1989). Dispositional optimism and recovery from coronary artery bypass surgery: The beneficial effects on physical and psychological well-being. *Journal of Personality and Social Psychology*, *57*, 1024-1040.
- Sheldon, K.M. & Elliot, A.J. (1999). Goal striving, need satisfaction, and longitudinal well-being: The self-concordance model. *Journal of Personality and Social Psychology*, *71*, 835–869.
- Stober, J. (1999). The Social Desirability Scale-17 (SDS-17): Development and first results on reliability and validity. *Diagnostica*, *45*, 173–177.
- Stober, J. (2001). The Social Desirability Scale-17 (SDS-17): Convergent validity, discriminant validity, and relationship with age. *European Journal of Psychological Assessment*, *17* (3), 222–232.
- Tafarodi, R. W. and Swann, W. B. Jr (1995). Self-liking and self-competence as dimensions of global self-esteem: Initial validation of a measure. *Journal of Personality Assessment*, *65*, 322-342.
- Tafarodi, R. W. and Walters, P. (1999). Individualism-Collectivism, life events and self-esteem: a test of two trade-offs. *European Journal of Social Psychology*, *29*, 797-814.
- Tangney, J. P., Baumeister, R. F. & Boone, A. L. (2004). High self control predicts good adjustment, less pathology, better grades and interpersonal success. *Journal of Personality* *72* (2), 271-322.
- Wood, A. M., Linley, P. A., Maltby, J., Baliousis, M. and Joseph, S. (2008). The authentic personality: A theoretical and empirical conceptualization and the development of the Authenticity Scale. *Journal of Counseling Psychology*, *55*(3), 385-399.

## Appendix 1: R2 Strengths Profiler Dictionary

This dictionary provides the names and descriptions of the strengths included in R2, CAPP's online strengths assessment and development tool.

### **Action**

People strong in Action feel compelled to act immediately and decisively.

### **Adherence**

People strong in Adherence like to follow processes, operating firmly within rules and guidelines.

### **Adventure**

People strong in Adventure like to take risks and stretch themselves outside their comfort zone.

### **Authenticity**

People strong in Authenticity are always true to themselves, even in the face of pressure from others.

### **Bounceback**

People strong in Bounceback use setbacks as springboards to go on and achieve even more.

### **Catalyst**

People strong in Catalyst motivate and inspire others to make things happen.

### **Centred**

People strong in Centred have an inner composure and self-assurance, whatever the situation.

### **Change Agent**

People strong in Change Agent are constantly involved with change, advocating for change and making it happen.

### **Compassion**

People strong in Compassion really care about others, doing all they can to help.

### **Competitive**

People strong in Competitive are constantly competing to win.

### **Connector**

People strong in Connector make connections between people, instinctively making links and introductions.

### **Counterpoint**

People strong in Counterpoint always bring a different viewpoint to others, whatever the situation or context.

### **Courage**

People strong in Courage overcome their fears and do what they want to do in spite of them.

### **Creativity**

People strong in Creativity strive to produce work that is new and original, creating and combining things in novel and imaginative ways.

### **Curiosity**

People strong in Curiosity are interested in everything, constantly seeking out new information and learning more.

### **Detail**

People strong in Detail naturally focus on the small things that others easily miss, ensuring that everything is accurate and error free.



**Drive**

People strong in Drive are self-motivated and push themselves hard to achieve what they want out of life.

**Efficacy**

People strong in Efficacy are very confident in their own abilities, having a sure belief that they can achieve their goals.

**Emotional Awareness**

People strong in Emotional Awareness are acutely aware of the emotions and feelings of others.

**Empathic Connection**

People strong in Empathic Connection feel connected to others through their ability to sense and understand what other people are feeling.

**Enabler**

People strong in Enabler create the conditions for people to grow and develop for themselves.

**Equality**

People strong in Equality ensure that everyone is treated equally.

**Esteem Builder**

People strong in Esteem Builder help others to believe in themselves and see what they are capable of achieving.

**Explainer**

People strong in Explainer simplify things so that others can understand.

**Feedback**

People strong in Feedback provide fair and accurate feedback to others to help them develop.

### **Gratitude**

People strong in Gratitude are constantly thankful for the positive things in their lives.

### **Growth**

People strong in Growth are always looking for ways to grow and develop, whatever they are doing.

### **Humility**

People strong in Humility are happy to stay in the background, preferring others to be recognised and to take credit for their contributions.

### **Humour**

People strong in Humour see the funny side of almost everything that happens – and make a joke of it.

### **Improver**

People strong in Improver constantly look for better ways of doing things, for how things can be improved.

### **Incubator**

People strong in Incubator love to think deeply about things over time, pondering and reflecting to arrive at the best conclusion.

### **Innovation**

People strong in Innovation continually approach things in original and ingenious ways, striving to come up with new and different approaches and applications.

### **Judgement**

People strong in Judgement enjoy making decisions and are able to make the right decision quickly and easily.

### **Legacy**

People strong in Legacy want to create things that will outlast them, delivering a sustainable positive impact after they have gone.

### **Listener**

People strong in Listener are able to focus on and listen intently to what people say.

### **Mission**

People strong in Mission pursue things which give them a sense of meaning and purpose, always working toward a longer-term goal.

### **Moral Compass**

People strong in Moral Compass are guided by their strong ethical code, always acting and making decisions in accordance with what they believe is right.

### **Narrator**

People strong in Narrator love to tell stories.

### **Optimism**

People strong in Optimism always maintain a positive attitude and outlook on life.

### **Order**

People strong in Order are exceptionally well-organised in everything they do.

### **Persistence**

People strong in Persistence achieve success by keeping going even when things are difficult.

### **Personal Responsibility**

People strong in Personal Responsibility take ownership of their decisions and hold themselves accountable for what they have promised to do.

### **Personalisation**

People strong in Personalisation recognise everyone as an individual, noticing the subtle differences that make them unique.

**Persuasion**

People strong in Persuasion are able to bring others round to their way of thinking and to win agreement for what they want to achieve.

**Planful**

People strong in Planful make plans for everything they do.

**Prevention**

People strong in Prevention think ahead, to anticipate and prevent problems before they happen.

**Pride**

People strong in Pride strive to produce work that is of the highest quality.

**Rapport Builder**

People strong in Rapport Builder establish rapport and relationships with others quickly and easily.

**Reconfiguration**

People strong in Reconfiguration juggle things to meet changing demands and find the best fit for what they want to achieve.

**Relationship Deepener**

People strong in Relationship Deepener have a natural ability to form deep, long lasting relationships with people.

**Resilience**

People strong in Resilience take hardships and setbacks in their stride, recovering quickly and getting on with things again.

**Resolver**

People strong in Resolver love to solve problems, the more difficult the better.

### **Scribe**

People strong in Scribe love to write, conveying their thoughts and ideas through the written word.

### **Self-awareness**

People strong in Self-awareness know themselves well, understanding their own emotions and behaviour.

### **Service**

People strong in Service are constantly looking for ways to serve and help others.

### **Spotlight**

People strong in Spotlight love to be the focus of everyone's attention.

### **Strategic Awareness**

People strong in Strategic Awareness pay attention to the wider factors and the bigger picture that will inform the decisions they make to achieve their objectives.

### **Time Optimiser**

People strong in Time Optimiser maximise their time to get the most out of whatever time they have available in whatever situation.

### **Unconditionality**

People strong in Unconditionality accept people for who and what they are, without ever needing to judge them.

### **Work Ethic**

People strong in Work Ethic are very hard workers, putting a lot of effort into everything they do.