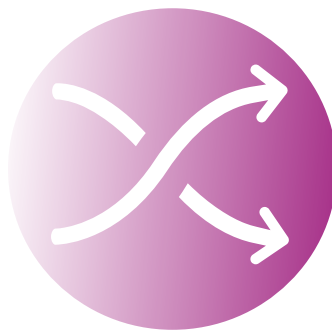


External validation study of the Strengthscope® psychometric tool

Research carried out by Ashley Whitefoot
Supervised by Dr. Antonio Pangallo

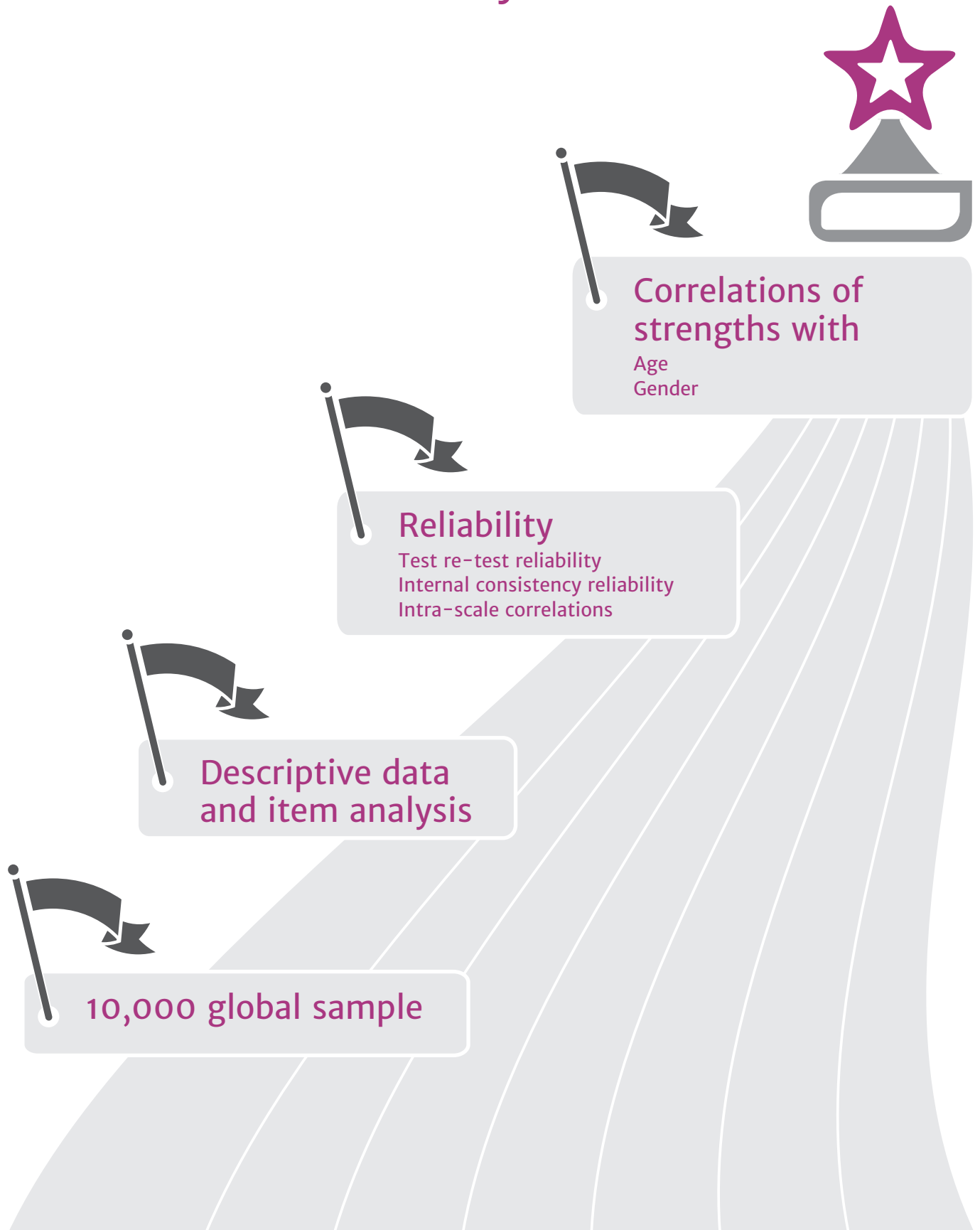
City, University of London



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Executive summary



Executive summary

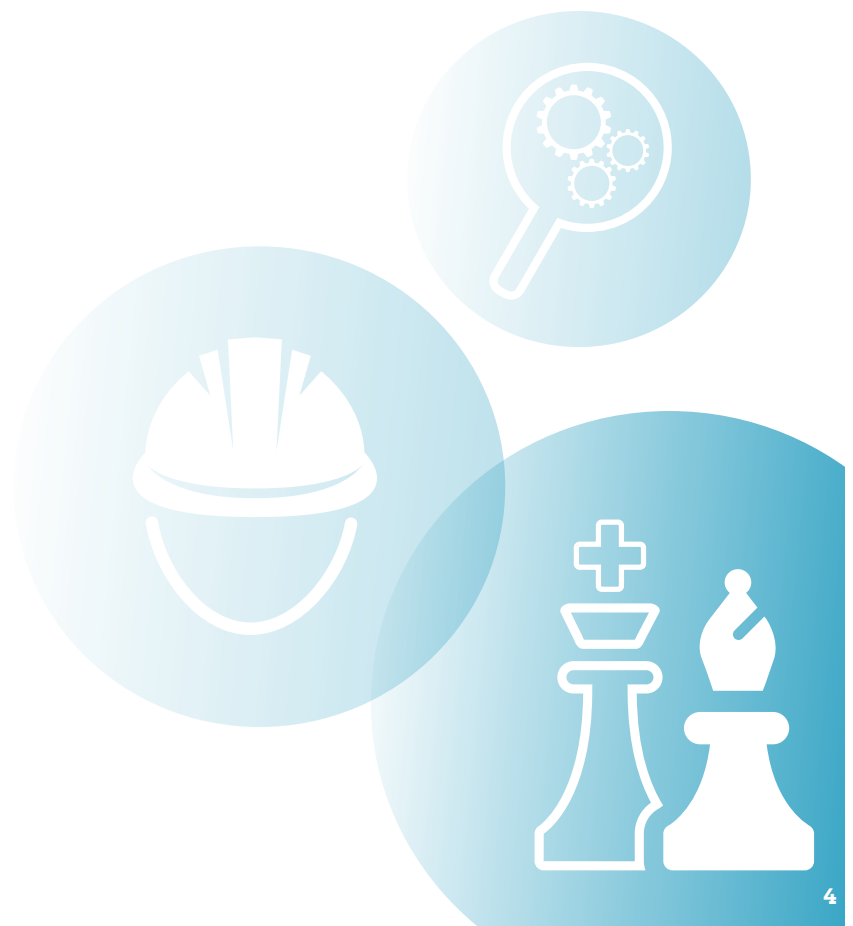
Strengths Partnership commissioned research by the City, University of London to conduct an external validation of the assessment tool Strengthscope®.

Strengthscope® is an assessment tool that measures individual's distinctive strengths at work – underlying qualities that energise us and we are great at (or have potential to become great at). Strengthscope® identifies 24 strengths that are assessed via items on a 5-point likert scale.

Further information regarding the analysis of each item can be found in Appendix 1.

Data from 10,000 global respondents to the Strengthscope® assessment was analysed. It was found that:

- All scales have reliabilities above .7
- Items discriminated well
- There was a significant difference between gender and strengths, as women reported higher average scores on relational strengths, and males generally reported higher strengths in execution and emotional clusters
- There was no significant relationship between reported strengths and participant age or ethnicity



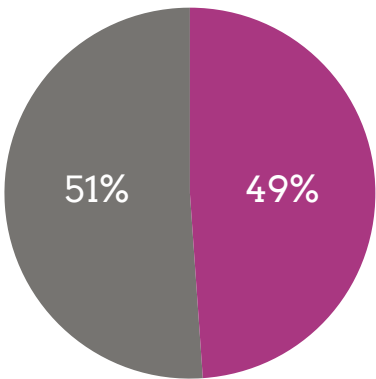
Demographics

Sample: In the current study, data was collected from 10,000 participants globally. Fifty-one percent of the sample was male, and forty-nine percent was female. Age ranged between 15 and 70+ years (M=37.83, SD=9.2). Figures and further demographic characteristics are shown below:

GENDER

- Female
- Male

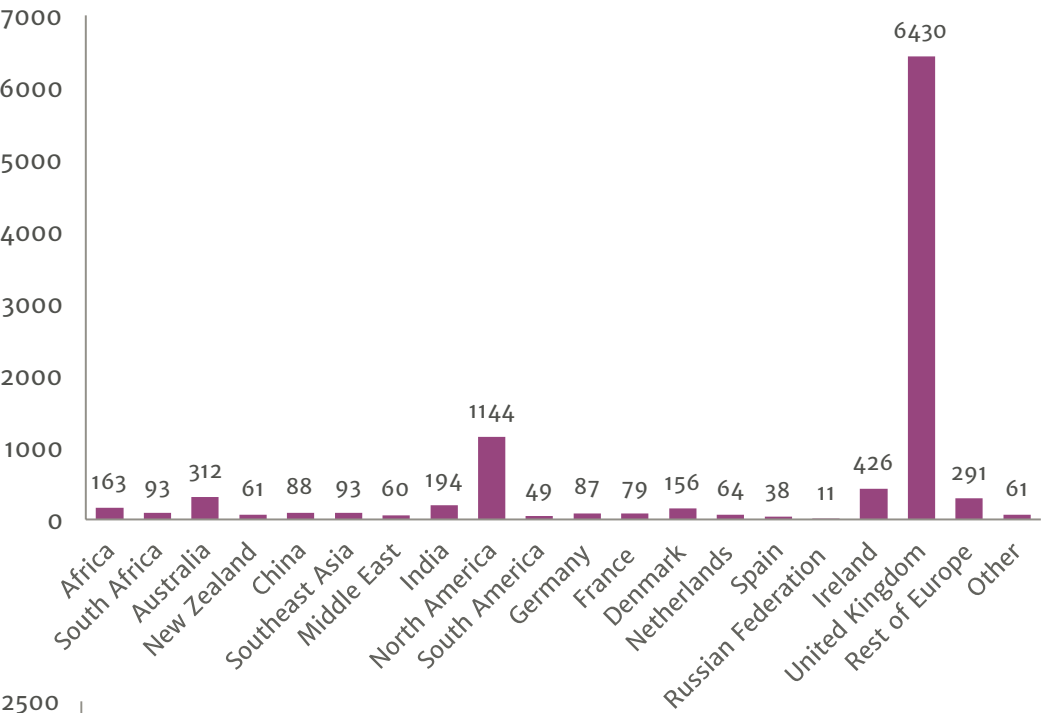
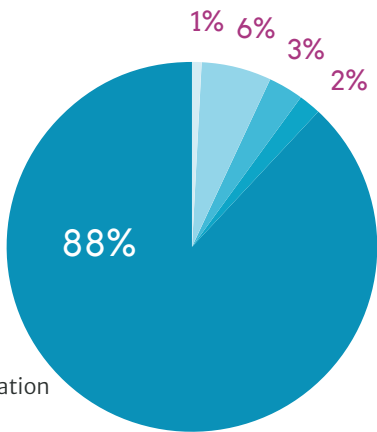
Figure 1.
Distribution of
Gender in global
population



ETHNICITY

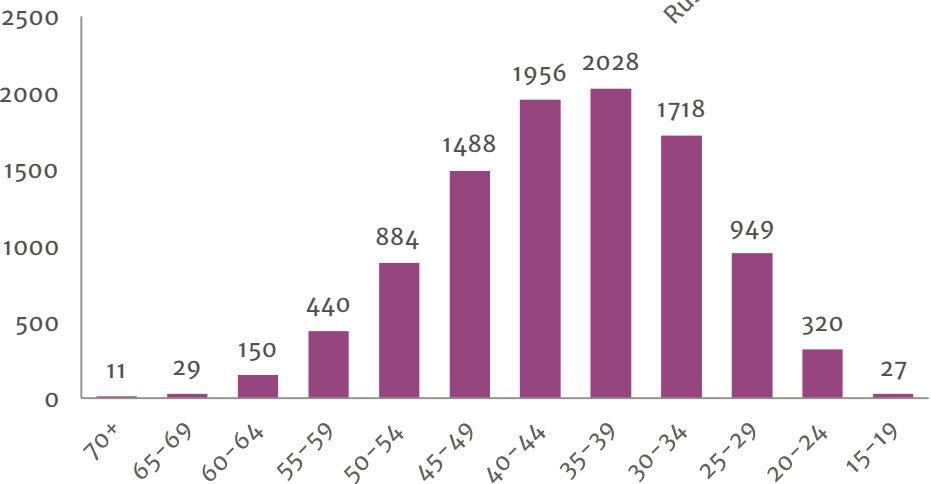
- Other
- Asian
- Black
- Mixed
- White

Figure 2. Distribution of
Ethnicity in global population



COUNTRY OF BIRTH

Figure 3.
Distribution of
country of origin in
global population



AGE

Figure 4.
Distribution of age
groups in global
population

Demographics

EDUCATION

- No formal qualifications
- Primary education
- Secondary education
- Upper secondary education
- College (no degree)
- Undergraduate degree
- Postgraduate degree
- Trade/Technical education

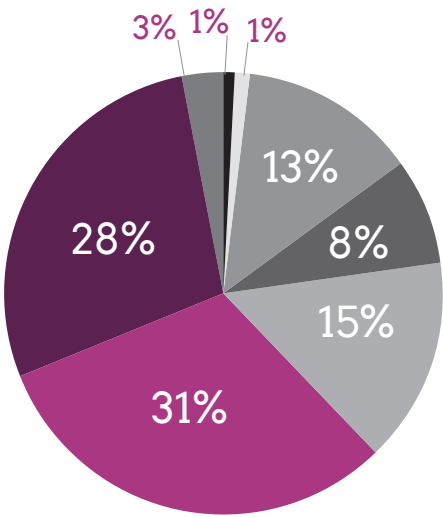


Figure 5. Distribution of Education in global population

INDUSTRY

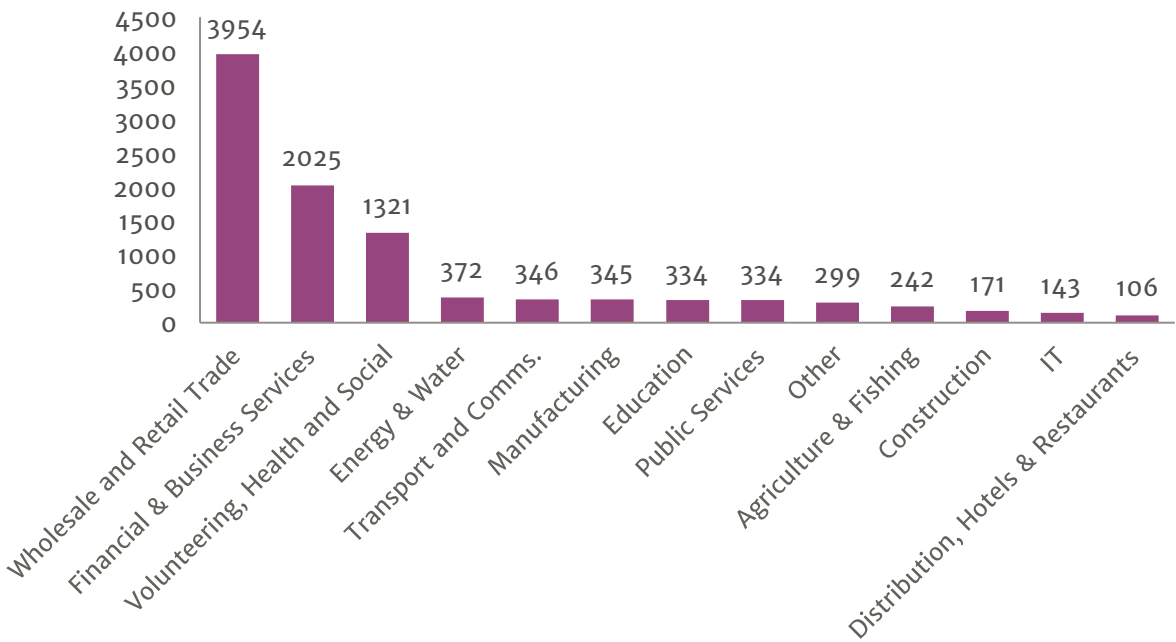


Figure 6. Distribution of Industry in global population

Strengthscope® psychometric properties: Reliability

Unless otherwise stated, these properties are calculated from the demographics, which are described in the 'Sample' section on page 4.

Test re-test reliability

Test Re-test reliability assesses how stable and reliable an instrument is over time.

In order to assess the test-retest reliability of the Strengthscope® assessment tool, data was collected from 269 participants who completed Strengthscope® on two separate time points. There was an average time of 442 days or 15 months between time 1 and time 2.

The scores from the two time points were then correlated with one another to obtain a Pearson's correlation co-efficient. The closer each respondent's scores are between time 1 and time 2, the more reliable the test. A correlation coefficient of 1 indicates that each respondent scored exactly the same on time 1 as time 2, whereas a correlation of 0 indicates the scores are unrelated.

The current analysis revealed that all of the dimensions assessed via Strengthscope® show good or excellent reliability, indicating that they are consistent over time. Test re-test reliability coefficients are displayed in Table 1.

In summary:

The test re-test reliability indices ranged from .71 to .91 and internal consistency reliability ranged from .75 to .89. The means and median scores were .85 and .82 respectively.

¹ Reliability criteria are judged as follows: A score above 0.7 is considered good, between 0.6 and 0.7 is acceptable (especially for a subscale) and anywhere below 0.6 indicates an unreliable measure (George & Mallery, 2003).

Table 1.
Descriptive data for Strengthscope® dimensions

STRENGTH	MEAN	STANDARD DEVIATION	NUMBER OF ITEMS IN SCALE	CORRECTED INTERNAL CONSISTENCY RELIABILITY (CRONBACH'S ALPHA)	TEST RE-TEST RELIABILITY (N=269)	SKEW	KURTOSIS
COLLABORATION	29.42	4.54	8	.75	.85	-0.38	0.35
COMMON SENSE	27.22	4.09	7	.78	.82	-0.51	0.54
COMPASSION	26.02	4.60	7	.83	.82	-0.30	-0.20
COURAGE	30.79	4.72	8	.82	.89	-0.38	0.18
CREATIVITY	25.73	4.67	7	.85	.85	-0.29	-0.09
CRITICAL THINKING	25.40	4.24	7	.80	.86	-0.21	0.07
DECISIVENESS	28.01	5.26	8	.84	.87	-0.19	-0.11
DETAIL ORIENTATION	24.81	5.10	7	.85	.83	-0.36	-0.17
DEVELOPING OTHERS	28.55	3.91	7	.81	.90	-0.63	0.67
EFFICIENCY	29.78	5.67	8	.89	.90	-0.44	0.05
EMOTIONAL CONTROL	23.08	5.33	7	.87	.80	-0.08	-0.42
EMPATHY	26.10	3.89	8	.77	.82	-0.29	0.20
ENTHUSIASM	27.41	4.33	7	.81	.84	-0.53	0.19
FLEXIBILITY	22.14	3.89	6	.81	.76	-0.32	0.03
INITIATIVE	26.77	4.07	7	.82	.85	-0.34	0.21
LEADING	31.54	4.98	8	.86	.91	-0.64	0.62
OPTIMISM	26.48	4.31	7	.79	.79	-0.48	0.25
PERSUASIVENESS	26.30	5.15	8	.83	.81	-0.17	-0.08
RELATIONSHIP BUILDING	23.79	4.94	7	.81	.84	-0.16	-0.28
RESILIENCE	29.77	4.52	8	.78	.86	-0.36	0.23
RESULTS FOCUSED	27.44	4.43	7	.83	.89	-0.48	0.16
SELF-CONFIDENCE	26.11	4.59	7	.80	.81	-0.39	-0.07
SELF-IMPROVEMENT	26.02	4.22	7	.77	.88	-0.26	-0.03
STRATEGIC MINDEDNESS	29.78	4.74	8	.81	.90	-0.31	0.15

Internal consistency

Cronbach's reliability estimates were computed from the same sample, to establish the extent to which each scale item measures the same construct.

Cronbach's alpha equal to or over 0.7 (Field, 2009) suggests acceptable reliability. Analysis revealed that Cronbach's alpha coefficients ranged from 0.75 – 0.89 (see Table 1), which indicates that the internal consistency of the Strengthscope® assessment is very good, and each scale item measures the dimension it intends.

Normality

Skew and kurtosis figures indicate the extent to which the data reports 'normal distribution' properties: a prerequisite for the accurate use of the most powerful statistical tests. As a rule of thumb, neither skew nor kurtosis should exceed 1.0 in order for the data to be considered normally distributed (Field, 2009).

As Table 1 highlights, none of the 24 strengths have skew or kurtosis values that provide cause for concern.

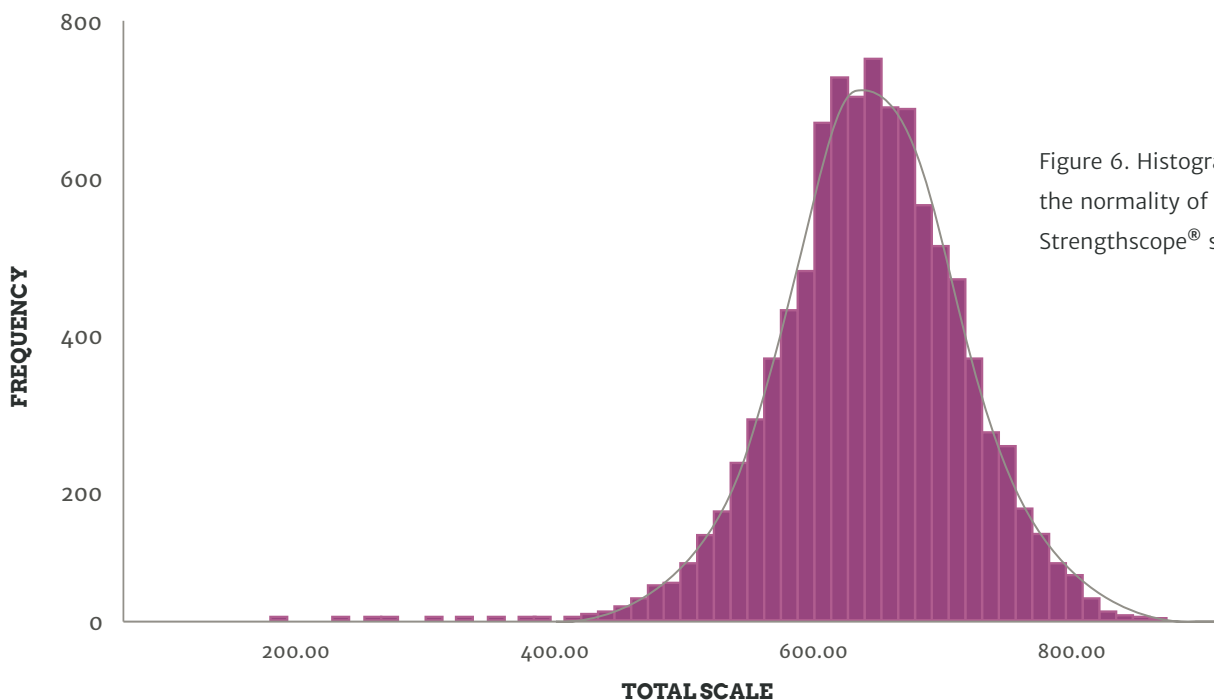


Figure 6. Histogram showing the normality of the total Strengthscope® scale.

Item analysis

Item analysis data (including mean, standard deviation, skew and kurtosis) for all of the Strengthscope® items are shown in Appendix 1. In summary, the skew and kurtosis figures indicate that data is normally distributed (in terms of skew and kurtosis figures being less than 1.0 for all but 2 of the 186 items contained in the questionnaire).

Most of the items in the questionnaire report means higher than the mid point on the rating scale (3 on a rating scale of 5), suggesting some tendency for respondents to rate themselves slightly more positively than might be expected with a personality or behavioural questionnaire.

Validity: Intra-scale correlations for norm ordered data

Table 2, overleaf, shows the relationships between Strengthscope® strengths, under Pearson's correlation co-efficient. The sample size was 10 000, drawn from the global population.

According to Dancey and Reidy (2004), co-efficients below 0.3 are considered weak, between 0.4 and 0.6 are moderate, and those that are 0.7 and above are regarded as strong. As Table 2 reveals, several of the correlations between Strengthscope® dimensions are moderate to high. This supports the presence of convergent and discriminant validity within the Strengthscope® tool as, dimensions that theoretically should be related to one another are, whilst theoretically dissimilar strengths are not.

Particularly notable correlations (>.7) are highlighted below and include:

- Strategic Mindedness and Creativity ($r=0.75$)
- Strategic Mindedness and Initiative ($r=0.70$)

Table 2.
Intra-scale correlations between Strengthscope® dimensions for
norm ordered data (p<0.1, N=10000, UK working population)

	CREATIVITY	STRATEGIC MINDEDNESS	INITIATIVE	CRITICAL THINKING	RESULTS FOCUSED	COMMON SENSE	EFFICIENCY	FLEXIBILITY	DECISIVENESS	SELF IMPROVEMENT	DETAIL ORIENTATION	COURAGE	COMPASSION	SELF CONFIDENCE	EMPATHY	COLLABORATION	RESILIENCE	DEVELOPING OTHERS	EMOTIONAL CONTROL	PERSUASIVENESS	RELATIONSHIP BUILDING	LEADING	ENTHUSIASM	OPTIMISM
Creativity	1																							
Strategic Mindedness	0.75	1																						
Initiative	0.68	0.7	1																					
Critical Thinking	0.51	0.57	0.56	1																				
Results Focused	0.34	0.4	0.59	0.43	1																			
Common Sense	0.25	0.28	0.37	0.52	0.47	1																		
Efficiency	0.22	0.3	0.47	0.53	0.69	0.48	1																	
Flexibility	0.57	0.58	0.61	0.41	0.41	0.26	0.31	1																
Decisiveness	0.56	0.55	0.64	0.46	0.42	0.38	0.34	0.67	1															
Self-Improvement	0.53	0.61	0.57	0.38	0.4	0.19	0.31	0.5	0.36	1														
Detail Orientation	0.17	0.18	0.3	0.37	0.54	0.36	0.53	0.11	0.08	0.22	1													
Courage	0.41	0.41	0.49	0.41	0.33	0.37	0.28	0.36	0.49	0.3	0.21	1												
Compassion	0.2	0.2	0.19	0.17	0.21	0.2	0.16	0.16	0.08	0.34	0.25	0.2	1											
Self-Confidence	0.47	0.5	0.59	0.39	0.43	0.26	0.36	0.52	0.54	0.41	0.18	0.43	0.05	1										
Empathy	0.39	0.44	0.4	0.35	0.27	0.24	0.23	0.36	0.27	0.53	0.17	0.29	0.65	0.24	1									
Collaboration	0.44	0.49	0.47	0.42	0.32	0.3	0.3	0.44	0.39	0.53	0.14	0.37	0.45	0.35	0.62	1								
Resilience	0.51	0.52	0.62	0.45	0.53	0.33	0.39	0.69	0.62	0.42	0.23	0.45	0.16	0.6	0.32	0.43	1							
Developing Others	0.51	0.52	0.5	0.36	0.33	0.23	0.28	0.44	0.38	0.67	0.16	0.37	0.47	0.41	0.61	0.59	0.43	1						
Emotional Control	0.19	0.23	0.19	0.39	0.18	0.24	0.28	0.32	0.25	0.13	0.16	0.08	0.05	0.25	0.14	0.22	0.39	0.19	1					
Persuasiveness	0.53	0.51	0.54	0.47	0.34	0.32	0.26	0.45	0.6	0.35	0.16	0.54	0.21	0.51	0.4	0.5	0.49	0.43	0.21	1				
Relationship Building	0.36	0.37	0.4	0.21	0.24	0.16	0.17	0.41	0.31	0.44	0.11	0.26	0.41	0.39	0.5	0.51	0.34	0.45	0.09	0.47	1			
Leading	0.57	0.57	0.66	0.43	0.42	0.31	0.34	0.54	0.59	0.58	0.13	0.46	0.3	0.57	0.5	0.59	0.51	0.69	0.19	0.59	0.5	1		
Enthusiasm	0.56	0.53	0.57	0.24	0.35	0.17	0.17	0.48	0.44	0.51	0.08	0.38	0.29	0.5	0.46	0.45	0.44	0.53	-0.06	0.49	0.51	0.62	1	
Optimism	0.41	0.46	0.47	0.35	0.34	0.24	0.3	0.57	0.44	0.43	0.12	0.29	0.19	0.6	0.35	0.43	0.62	0.44	0.4	0.39	0.41	0.49	0.48	1

Correlations

Correlations of strengths with age

The relationship between age and self reported strengths were investigated using Pearson's correlation coefficient. The sample was drawn from the global population and numbers 10,000. The age ranges included in this study are detailed earlier in the document, but range between 15 and 70 years of age.

A growing body of research has demonstrated differences in personality traits across age groups (Nye, Allemand, Gosling, Potter & Roberts, 2015). In conjunction with such findings, previous analysis of the Strengthscope® tool revealed that older adults reported higher levels of several strengths including, but not limited to, decisiveness, leading, and developing others.

In contrast to previous research, the current analysis revealed that there was no significant correlation between age and any of the strengths assessed using Strengthscope® ($p > .01$), indicating that age did not affect the prevalence of specific strengths. See Table 3 for correlation coefficients.

Table 3.
Pearson's correlation co-efficient between age and strengths

DIMENSION	AGE
Creativity	-0.00
Strategic Mindedness	0.00
Initiative	0.01
Critical Thinking	0.01
Results Focus	-0.00
Common Sense	0.01
Efficiency	0.02
Flexibility	-0.00
Decisiveness	0.00
Self-improvement	-0.01
Detail Orientation	0.01
Courage	0.02

DIMENSION	AGE
Compassion	-0.01
Self-Confidence	0.01
Empathy	0.00
Collaboration	0.01
Resilience	0.00
Developing Others	0.01
Emotional Control	-0.00
Persuasiveness	0.01
Relationship Building	0.01
Leading	0.00
Enthusiasm	0.01
Optimism	0.01

Relationship between gender and strengths

Meta-analyses of gender personality studies have shown that for the most part, gender differences are quite weak. However, men seem to consistently score higher on dimensions surrounding assertiveness and control, whereas women score higher in relational domains (Feingold, 1994). Prior validation of the Strengthscope® tool has partially supported these findings.

The current study conducted an independent T-test to establish the relationship between gender and reported strengths. The sample consisted of 5091 males and 4909 females from the global population.

Table 4 shows the results, which partially support previous analyses. Significant differences are reported at the 95% level of significance and above.

In summary, men report a higher average score on the following strengths:

- Creativity
- Strategic Mindedness
- Decisiveness
- Self Confidence
- Resilience

Whereas, women report a higher average score on the following strengths:

- Compassion
- Empathy
- Relationship Building

However, it is important to note that the relative differences between males and females are less relevant when using the tool than the differences that present themselves within an individual's profile.

Table 4.

Gender differences by strength

	GENDER	MEAN	SIGNIFICANT DIFFERENCE
CREATIVITY	Male	25.85	Higher
	Female	25.62	
STRATEGIC MINDEDNESS	Male	29.89	Higher
	Female	29.67	
INITIATIVE	Male	26.82	
	Female	26.71	
CRITICAL THINKING	Male	25.43	
	Female	25.38	
RESULTS FOCUS	Male	27.46	
	Female	27.42	
COMMON SENSE	Male	27.27	
	Female	27.18	
EFFICIENCY	Male	29.71	
	Female	29.86	
FLEXIBILITY	Male	22.2	
	Female	22.07	
DECISIVENESS	Male	28.13	Higher
	Female	27.87	
SELF IMPROVEMENT	Male	25.99	
	Female	26.06	
DETAIL ORIENTATION	Male	24.72	
	Female	24.9	
COURAGE	Male	30.75	
	Female	30.84	
COMPASSION	Male	25.78	
	Female	26.28	Higher
SELF CONFIDENCE	Male	26.24	Higher
	Female	25.99	
EMPATHY	Male	25.98	
	Female	26.22	Higher
COLLABORATION	Male	29.38	
	Female	29.47	

Table 4.
Gender differences by strength

	GENDER	MEAN	SIGNIFICANT DIFFERENCE
RESILIENCE	Male	29.87	Higher
	Female	29.68	
DEVELOPING OTHERS	Male	28.55	
	Female	28.56	
EMOTIONAL CONTROL	Male	23.14	
	Female	23.01	
PERSUASIVENESS	Male	26.31	
	Female	26.3	
RELATIONSHIP BUILDING	Male	23.67	Higher
	Female	23.93	
LEADING	Male	31.57	
	Female	31.51	
ENTHUSIASM	Male	27.43	
	Female	27.39	
OPTIMISM	Male	26.55	
	Female	26.41	

Relationship between strengths and ethnicity

Table 5 shows the relationship between ethnicity and self-reported strengths, using a random stratified sample of 739 participants that was drawn from the global population. Approximately 19% of participants reported their ethnic origin as 'Other', whilst 20.3% were 'Asian', 'White', 'Black' and 'Mixed', respectively. Up until this point, little research has been conducted on ethnicity and individual strengths at work.

Analysis revealed that there was no significant difference between ethnicity and any of the dimensions ($p > .01$), indicating that ethnic origin does not affect the prevalence of specific strengths.

Table 5.

Differences between ethnicity and strengths (N=739)

STRENGTH	ETHNIC ORIGIN	MEAN	SIGNIFICANT DIFFERENCE
CREATIVITY	Other	25.75	No
	Asian	25.92	No
	White	25.45	No
	Black	25.83	No
	Mixed	26.03	No
STRATEGIC MINDEDNESS	Other	29.88	No
	Asian	29.90	No
	White	30.14	No
	Black	30.73	No
	Mixed	29.52	No
INITIATIVE	Other	26.86	No
	Asian	27.48	No
	White	26.97	No
	Black	27.03	No
	Mixed	26.53	No
CRITICAL THINKING	Other	25.70	No
	Asian	25.47	No
	White	26.07	No
	Black	26.29	No
	Mixed	25.23	No

STRENGTH	ETHNIC ORIGIN	MEAN	SIGNIFICANT DIFFERENCE
RESULTS FOCUS	Other	26.96	No
	Asian	27.41	No
	White	27.66	No
	Black	27.93	No
	Mixed	27.08	No
COMMON SENSE	Other	27.26	No
	Asian	27.23	No
	White	27.70	No
	Black	27.65	No
	Mixed	27.16	No
EFFICIENCY	Other	30.12	No
	Asian	29.35	No
	White	30.58	No
	Black	30.65	No
	Mixed	29.21	No
FLEXIBILITY	Other	21.95	No
	Asian	22.36	No
	White	21.69	No
	Black	22.19	No
	Mixed	22.17	No

Table 5.
Differences between ethnicity and strengths

STRENGTH	ETHNIC ORIGIN	MEAN	SIGNIFICANT DIFFERENCE
DECISIVENESS	Other	27.48	No
	Asian	28.49	No
	White	28.05	No
	Black	28.08	No
	Mixed	28.15	No
SELF-IMPROVEMENT	Other	26.62	No
	Asian	26.16	No
	White	26.18	No
	Black	26.85	No
	Mixed	25.72	No
DETAIL ORIENTATION	Other	24.37	No
	Asian	24.33	No
	White	25.35	No
	Black	25.15	No
	Mixed	24.57	No
COURAGE	Other	30.53	No
	Asian	30.88	No
	White	30.88	No
	Black	30.40	No
	Mixed	31.28	No
COMPASSION	Other	25.66	No
	Asian	25.89	No
	White	25.27	No
	Black	26.46	No
	Mixed	26.15	No
SELF CONFIDENCE	Other	26.55	No
	Asian	26.35	No
	White	26.35	No
	Black	26.49	No
	Mixed	25.85	No

STRENGTH	ETHNIC ORIGIN	MEAN	SIGNIFICANT DIFFERENCE
EMPATHY	Other	26.17	No
	Asian	25.93	No
	White	25.77	No
	Black	26.13	No
	Mixed	26.07	No
COLLABORATION	Other	28.94	No
	Asian	28.89	No
	White	29.39	No
	Black	29.77	No
	Mixed	29.11	No
RESILIENCE	Other	29.74	No
	Asian	29.65	No
	White	29.62	No
	Black	30.32	No
	Mixed	29.56	No
DEVELOPING OTHERS	Other	28.71	No
	Asian	28.01	No
	White	28.43	No
	Black	29.00	No
	Mixed	28.05	No
EMOTIONAL CONTROL	Other	23.18	No
	Asian	22.43	No
	White	23.29	No
	Black	23.15	No
	Mixed	22.67	No
PERSUASIVENESS	Other	25.63	No
	Asian	26.23	No
	White	26.65	No
	Black	26.26	No
	Mixed	26.37	No

Table 5.

Differences between ethnicity and strengths

STRENGTH	ETHNIC ORIGIN	MEAN	SIGNIFICANT DIFFERENCE
RELATIONSHIP BUILDING	Other	23.79	No
	Asian	23.53	No
	White	23.69	No
	Black	24.02	No
	Mixed	24.08	No
LEADING	Other	31.45	No
	Asian	31.45	No
	White	31.78	No
	Black	31.61	No
	Mixed	31.74	No

STRENGTH	ETHNIC ORIGIN	MEAN	SIGNIFICANT DIFFERENCE
ENTHUSIASM	Other	27.39	No
	Asian	27.26	No
	White	27.12	No
	Black	27.35	No
	Mixed	27.18	No
OPTIMISM	Other	26.55	No
	Asian	25.77	No
	White	26.25	No
	Black	26.75	No
	Mixed	26.25	No

Conclusion

In conclusion, data from the present analysis provides strong support that the Strengthscope® is a valid and reliable assessment tool.

Reliability analyses showed that across all test administrations of varying duration, the Strengthscope® showed good reliability and consistency over time. Furthermore, intra-scale correlations between Strengthscope® dimensions revealed that the tool possessed acceptable convergent validity, as theoretically similar dimensions yielded strong correlation coefficients. Similarly, the Strengthscope® showed good discriminant validity, as theoretically unrelated dimensions did not yield significant correlations.

In contrast to previous research, there was no significant relationship between reported strengths and participant age, or ethnicity. However as expected, gender differences were apparent amongst the dimensions as women scored higher averages scores for relational strengths, whilst males reported higher average scores for several others.

Despite the extensive research support this assessment tool has already received, it is suggested that for future research, the 186 normative items, including one unreported strength which data is being gathered for, should be presented in a randomised order for each test administration. If randomisation for every individual respondent is not possible (e.g. for a pencil and paper version), there should be alternative pencil and paper versions available which randomise the order of items.

While it is not necessary for the scoring to store the order of randomisation for each participant, it would be useful to retain this information for later research into order effects. Similarly, for scoring it is not necessary to store the time taken for the participant to respond to a quad, but in future it could be possible to take response time into account.

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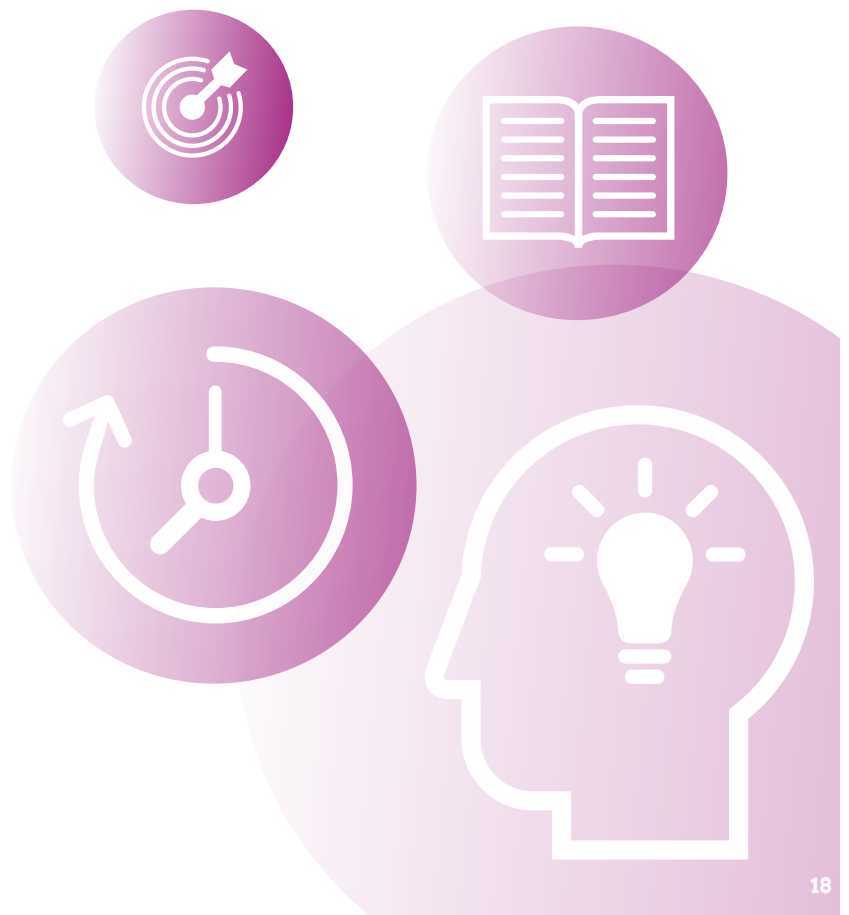
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Journal of Personality



Item analysis

Appendix 1.

The tables below show the item analysis for all of the Strengthscope® items, grouped by dimension. They appear in alphabetical order for ease of reference. For each table, the mean (measured on a 1-5 rating scale), standard deviation, skew and kurtosis figures are given for each item, for the global population sample (n=10,000).

N.B. Items with means over 4 and standard deviations above 1 have been highlighted for future reference. Although these figures are acceptable, it is worth noting that these items do not discriminate as well as others in the assessment tool.



ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
COLLABORATION 1	3.72	0.87	-0.50	0.11
COLLABORATION 2	3.56	1.02	-0.40	-0.47
COLLABORATION 3	3.54	0.96	-0.41	-0.26
COLLABORATION 4	3.81	1.01	-0.59	-0.32
COLLABORATION 5	3.60	0.87	-0.34	-0.03
COLLABORATION 6	3.52	0.92	-0.28	-0.20
COLLABORATION 7	3.96	0.89	-0.61	-0.06
COLLABORATION 8	3.72	0.98	-0.52	-0.15

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
COMMON SENSE 1	3.99	0.84	-0.64	0.25
COMMON SENSE 2	3.98	0.86	-0.65	0.14
COMMON SENSE 3	3.56	0.95	-0.41	-0.27
COMMON SENSE 4	4.11	0.79	-0.66	0.26
COMMON SENSE 5	3.61	1.14	-0.44	-0.75
COMMON SENSE 6	3.97	0.86	-0.62	0.15
COMMON SENSE 7	3.99	0.77	-0.49	0.26

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
COMPASSION 1	4.11	0.72	-0.55	0.47
COMPASSION 2	3.53	0.96	-0.22	-0.47
COMPASSION 3	3.63	0.96	-0.29	-0.54
COMPASSION 4	3.56	1.02	-0.41	-0.48
COMPASSION 5	3.80	0.95	-0.46	-0.33
COMPASSION 6	3.75	0.94	-0.43	-0.33
COMPASSION 7	3.64	0.94	-0.35	-0.32

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
COURAGE 1	3.92	0.81	-0.44	0.03
COURAGE 2	3.94	0.85	-0.48	-0.12
COURAGE 3	3.57	0.98	-0.33	-0.48
COURAGE 4	3.64	0.96	-0.47	-0.21
COURAGE 5	4.01	0.86	-0.78	0.66
COURAGE 6	3.86	0.91	-0.68	0.23
COURAGE 7	3.62	0.92	-0.28	-0.38
COURAGE 8	4.25	0.79	-1.03	1.24

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
CREATIVITY 1	3.93	0.91	-0.61	-0.06
CREATIVITY 2	3.92	0.88	-0.52	-0.14
CREATIVITY 3	3.61	0.91	-0.42	-0.06
CREATIVITY 4	3.87	0.94	-0.61	-0.09
CREATIVITY 5	3.68	0.92	-0.30	-0.36
CREATIVITY 6	3.60	0.89	-0.28	-0.25
CREATIVITY 7	3.12	1.03	0.03	-0.58

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
CRITICAL THINKING 1	3.88	0.87	-0.50	-0.12
CRITICAL THINKING 2	3.74	0.83	-0.37	-0.04
CRITICAL THINKING 3	3.36	1.01	-0.21	-0.56
CRITICAL THINKING 4	3.78	0.89	-0.50	0.03
CRITICAL THINKING 5	3.40	1.00	-0.25	-0.51
CRITICAL THINKING 6	3.69	0.81	-0.38	0.15
CRITICAL THINKING 7	3.55	0.90	-0.39	-0.04

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
DECISIVENESS 1	3.58	1.02	-0.38	-0.50
DECISIVENESS 2	3.54	0.95	-0.34	-0.33
DECISIVENESS 3	3.55	0.95	-0.33	-0.30
DECISIVENESS 4	3.52	0.96	-0.29	-0.35
DECISIVENESS 5	3.15	1.03	-0.07	-0.73
DECISIVENESS 6	3.50	0.89	-0.29	-0.17
DECISIVENESS 7	4.06	0.71	-0.55	0.66
DECISIVENESS 8	3.10	1.11	-0.06	-0.83

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
DETAIL ORIENTATION 1	3.83	0.98	-0.53	-0.34
DETAIL ORIENTATION 2	3.42	1.00	-0.44	-0.39
DETAIL ORIENTATION 3	3.26	1.05	-0.16	-0.63
DETAIL ORIENTATION 4	3.96	0.97	-0.78	0.07
DETAIL ORIENTATION 5	3.47	1.08	-0.31	-0.61
DETAIL ORIENTATION 6	3.56	0.93	-0.27	-0.37
DETAIL ORIENTATION 7	3.32	1.07	-0.26	-0.61

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
DEVELOPING OTHERS 1	4.43	0.73	-1.25	1.50
DEVELOPING OTHERS 2	4.27	0.74	-0.87	0.81
DEVELOPING OTHERS 3	3.99	0.84	-0.78	0.76
DEVELOPING OTHERS 4	4.14	0.88	-0.90	0.43
DEVELOPING OTHERS 5	3.97	0.83	-0.50	-0.12
DEVELOPING OTHERS 6	3.73	0.90	-0.40	-0.26
DEVELOPING OTHERS 7	4.02	0.80	-0.63	0.32

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
EFFICIENCY 1	3.51	1.06	-0.30	-0.59
EFFICIENCY 2	4.03	0.85	-0.75	0.41
EFFICIENCY 3	3.67	0.99	-0.44	-0.37
EFFICIENCY 4	3.58	0.95	-0.33	-0.38
EFFICIENCY 5	3.67	0.98	-0.46	-0.29
EFFICIENCY 6	4.00	0.85	-0.73	0.38
EFFICIENCY 7	3.69	0.93	-0.44	-0.23
EFFICIENCY 8	3.63	0.98	-0.40	-0.38

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
EMOTIONAL CONTROL 1	3.29	1.03	-.08	-0.68
EMOTIONAL CONTROL 2	3.22	1.11	-0.11	-0.78
EMOTIONAL CONTROL 3	2.82	1.09	0.27	-0.74
EMOTIONAL CONTROL 4	3.29	1.00	-0.07	-0.58
EMOTIONAL CONTROL 5	3.63	0.94	-0.32	-0.35
EMOTIONAL CONTROL 6	3.63	0.96	-0.35	-0.32
EMOTIONAL CONTROL 7	3.20	1.02	-0.08	-0.56

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
EMPATHY 1	4.18	0.76	-0.79	0.71
EMPATHY 2	3.94	0.89	-0.68	0.23
EMPATHY 3	3.29	0.95	-0.25	-0.30
EMPATHY 4	3.57	0.79	-0.30	0.18
EMPATHY 5	3.92	0.81	-0.56	0.32
EMPATHY 6	3.56	0.95	-0.28	-0.42
EMPATHY 7	3.64	0.86	-0.29	-0.20

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
ENTHUSIASM 1	3.93	0.99	-0.71	-0.13
ENTHUSIASM 2	4.16	0.85	-0.98	0.84
ENTHUSIASM 3	3.59	0.92	-0.26	-0.30
ENTHUSIASM 4	4.10	0.88	-0.77	0.12
ENTHUSIASM 5	3.80	0.86	-0.51	0.08
ENTHUSIASM 6	4.11	0.85	-0.80	0.35
ENTHUSIASM 7	3.72	0.99	-0.46	-0.40

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
FLEXIBILITY 1	3.31	0.99	-0.14	-0.49
FLEXIBILITY 2	3.84	0.92	-0.54	-0.15
FLEXIBILITY 3	3.57	1.00	-0.30	-0.52
FLEXIBILITY 4	3.81	0.87	-0.45	-0.05
FLEXIBILITY 5	3.83	0.82	-0.44	0.02
FLEXIBILITY 6	3.78	0.83	-0.44	0.32

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
INITIATIVE 1	3.89	0.86	-0.56	0.07
INITIATIVE 2	4.04	0.82	-0.67	0.34
INITIATIVE 3	3.99	0.75	-0.50	0.35
INITIATIVE 4	3.86	0.89	-0.48	-0.17
INITIATIVE 5	3.67	0.86	-0.40	0.07
INITIATIVE 6	3.57	0.88	-0.34	-0.12
INITIATIVE 7	3.75	0.84	-0.49	0.25

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
LEADING 1	3.68	0.86	-0.37	-0.05
LEADING 2	3.89	0.96	-0.73	0.14
LEADING 3	3.70	1.02	-0.52	-0.31
LEADING 4	3.88	0.84	-0.53	0.14
LEADING 5	3.96	0.87	-0.70	0.35
LEADING 6	4.14	0.79	-0.76	0.49
LEADING 7	4.27	0.73	-0.81	0.55
LEADING 8	4.02	0.86	-0.67	0.17

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
OPTIMISM 1	3.72	0.93	-0.53	-0.16
OPTIMISM 2	4.04	0.90	-0.88	0.63
OPTIMISM 3	3.90	0.94	-0.59	-0.16
OPTIMISM 4	4.07	0.90	-0.84	0.42
OPTIMISM 5	3.48	0.96	-0.34	-0.41
OPTIMISM 6	3.77	0.89	-0.53	-0.02
OPTIMISM 7	3.50	0.97	-0.23	-0.56

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
PERSUASIVENESS 1	3.65	0.81	-0.33	0.05
PERSUASIVENESS 2	3.40	0.93	-0.23	-0.34
PERSUASIVENESS 3	3.10	1.07	-0.14	-0.68
PERSUASIVENESS 4	3.21	1.02	-0.14	-0.43
PERSUASIVENESS 5	3.41	1.03	-0.21	-0.59
PERSUASIVENESS 6	3.44	0.96	-0.24	-0.41
PERSUASIVENESS 7	2.62	1.01	0.33	-0.38
PERSUASIVENESS 8	3.48	0.82	-0.35	0.10

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
RELATIONSHIP BUILDING 1	3.09	1.02	0.07	-0.60
RELATIONSHIP BUILDING 2	3.53	1.00	-0.31	-0.38
RELATIONSHIP BUILDING 3	3.02	1.13	0.08	-0.78
RELATIONSHIP BUILDING 4	3.38	0.93	-0.24	-0.29
RELATIONSHIP BUILDING 5	3.53	1.00	-0.25	-0.55
RELATIONSHIP BUILDING 6	3.70	0.95	-0.40	-0.34
RELATIONSHIP BUILDING 7	3.54	1.18	-0.44	-0.75

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
RESILIENCE 1	3.95	0.84	-0.65	0.39
RESILIENCE 2	3.45	0.92	-0.27	-0.28
RESILIENCE 3	4.22	0.80	-0.90	0.66
RESILIENCE 4	3.46	0.99	-0.38	-0.35
RESILIENCE 5	3.91	0.89	-0.64	0.15
RESILIENCE 6	3.71	0.92	-0.41	-0.21
RESILIENCE 7	3.51	0.89	-0.33	-0.24
RESILIENCE 8	3.55	0.98	-0.38	-0.41

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
RESULTS FOCUS 1	3.95	0.86	-0.56	0.05
RESULTS FOCUS 2	4.19	0.80	-0.86	0.66
RESULTS FOCUS 3	3.57	1.05	-0.35	-0.63
RESULTS FOCUS 4	4.13	0.81	-0.77	-0.43
RESULTS FOCUS 5	3.81	0.98	-0.58	-0.17
RESULTS FOCUS 6	3.88	0.92	-0.56	-0.16
RESULTS FOCUS 7	3.91	0.84	-0.55	0.17

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
SELF-IMPROVEMENT 1	4.11	0.78	-0.69	0.34
SELF-IMPROVEMENT 2	3.73	1.02	-0.56	-0.30
SELF-IMPROVEMENT 3	3.91	0.86	-0.48	-0.13
SELF-IMPROVEMENT 4	3.85	0.89	-0.52	-0.8
SELF-IMPROVEMENT 5	3.57	1.02	-0.35	-0.54
SELF-IMPROVEMENT 6	3.33	1.02	-0.12	-0.66
SELF-IMPROVEMENT 7	3.53	0.88	-0.25	-0.33

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
SELF-CONFIDENCE 1	3.49	1.00	-0.36	-0.43
SELF-CONFIDENCE 2	3.85	0.89	-0.67	0.36
SELF-CONFIDENCE 3	4.15	0.83	-0.89	0.69
SELF-CONFIDENCE 4	3.91	0.91	-0.56	-0.18
SELF-CONFIDENCE 5	3.16	1.05	-0.09	-0.64
SELF-CONFIDENCE 6	3.58	1.20	-0.54	-0.72
SELF-CONFIDENCE 7	3.96	0.90	-0.77	0.37

ITEM	MEAN	STANDARD DEVIATION	SKEW	KURTOSIS
STRATEGIC MINDEDNESS 1	3.87	0.91	-0.53	-0.16
STRATEGIC MINDEDNESS 2	3.77	0.83	-0.37	-0.06
STRATEGIC MINDEDNESS 3	3.51	0.97	-0.34	-0.40
STRATEGIC MINDEDNESS 4	3.91	0.95	-0.71	0.07
STRATEGIC MINDEDNESS 5	3.85	0.88	-0.49	-0.07
STRATEGIC MINDEDNESS 6	4.01	0.84	-0.63	0.20
STRATEGIC MINDEDNESS 7	3.36	0.95	-0.06	-0.46
STRATEGIC MINDEDNESS 8	3.51	0.89	-0.25	-0.208



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