



TECHNICAL INFORMATION

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Psychometric Properties & Validation of the Be Well Lead Well Pulse® Framework & Assessment

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BE WELL LEAD WELL PULSE®: TECHNICAL INFORMATION

This document contains technical information about the development of Wisdom Works' wellbeing leadership framework and assessment, Be Well Lead Well Pulse®. It includes:

- An overview of Be Well Lead Well Pulse®
- Why Be Well Lead Well Pulse® was created
- How to use Be Well Lead Well Pulse®
- What the user of Be Well Lead Well Pulse® receives
- How Be Well Lead Well Pulse® was developed and the science behind it
- Statistical analysis for Be Well Lead Well Pulse®
- Current limitations to Be Well Lead Well Pulse®

WHAT IS BE WELL LEAD WELL PULSE®?

Be Well Lead Well Pulse® is a pioneering self-assessment system and framework designed to empower leaders to make thriving a game-changer in teams and organizations, starting with themselves. The word "pioneering" is used to describe Be Well Lead Well Pulse® because it is currently the first leadership assessment to emphasize thriving as core to effective leadership today and in the future.

Be Well Lead Well Pulse® includes 133 survey questions (including demographics), drawing from scientific research combined with three decades of experience in developing leaders from Fortune 500 companies to social enterprises to communities. The assessment system is a product innovation wholly owned by Wisdom Work Group, Inc.

WHY CREATE BE WELL LEAD WELL PULSE®, AND WHY NOW?

We live and work in times of unprecedented complexity, interdependence, disruption, and change. Thriving in this environment demands continual transformation of organizations. Yet, organizations cannot change faster than the leaders that shape them. Whether in formal or informal roles, leaders are responsible to constantly upgrade an organization's work culture, relationships, and brands, plus steward a responsible future; they are better equipped to fulfill these commitments of strategic, continual change when they operate from an elevated consciousness, evolve themselves, and empower thriving within others.

Too often, leaders are not thriving, however, nor are they empowering thriving elsewhere. For instance, consider these few statistics:

Quick Facts about Be Well Lead Well Pulse®

- ✓ A holistic framework and self-assessment addressing the extent leaders are thriving personally and amplifying thriving to benefit the people, teams, and organizations they lead.
- ✓ Developed based on three decades of research and experience with working adults.
- ✓ Uplifting words employed throughout the tool—no invasive or intrusive terms used.
- ✓ Comprised of 133 questions, with scores reported in 6 dimensions (Thriving, Fuel, Flow, Wonder, Wisdom, and Thriving Amplified) and 19 psychometric scales, as compared to a growing database of leaders.
- ✓ Approximately 20 minutes to complete.
- ✓ Internet- and cloud- enabled. Stored on Microsoft Azure for utmost data security.
- ✓ Customized reports for leader, group and organization for purposes of awareness and development.
- ✓ Supported with a structured debrief and the Be Well Lead Well Pulse® Interpretation Manual, complete with close to 100 macro- and micro-practices, to assist leaders to interpret and transform assessment feedback into actions to enhance thriving and effectiveness.
- ✓ Used as a stand-alone tool or as part of strategies to evolve leadership and organizations, such as Be Well Lead Well® programming and other transformational coaching, workshops, and culture change efforts.

- A 2018 global study by Gallup showed that 85% of employees and 65% of leaders worldwide are “disengaged” or “actively disengaged” at work, resulting in approximately \$7 trillion in lost productivity.
- Harvard Medical School says that 96% of executives experience some degree of burnout, one-third describing it as extreme. And, according to the World Economic Forum, in 2018 nearly 50% of social entrepreneurs reported struggling with burnout and depression.
- 53% of the 1,800 top leaders interviewed in PwC’s 2020 Global CEO Survey reported a record level of pessimism about the future, with only 27% of them saying they are “very confident” about their company’s prospects. Plus, according to the 2020 CEO Outlook by the well-known Business Roundtable, mid-year into the global COVID-19 pandemic, top leaders anticipate less hiring, capital investments, and sales along with an overall contraction by companies; at the same time, these same leaders expect to expand efforts to promote health, safety, and wellbeing of the employees, customers, and communities they serve.

Today’s workplaces are frequently powered by burned out, stressed out people; not the kind of human energy that fuels sustainable innovation and growth. When leaders themselves are perpetually overextended, exhausted, tense, or disengaged, they are more likely to lack the stamina, clear-headedness, emotional balance, and world-centric acumen to facilitate the wisest decisions from their teams, organization, society, and quite frankly, themselves. They cannot draw from the reserves of energy and wisdom a foundation of wellbeing can provide. The effect? The organization suffers. Communities suffer. Families suffer. And, leaders lose out personally too.

In a world where there are no simple answers to the complexities we face, the team at Wisdom Works believes the most successful organizations will stand out by building a leadership capacity that is generative, emotionally-balanced, conscientious, connected, and vibrant—leaders who are positive changemakers in part due to high levels of thriving. We advocate that thriving leaders are more apt to:

- Build high-thriving, effective, and sustainable teams and organizations.
- Partner with customers, suppliers, distributors, communities, and other stakeholders to generate mutually-inspired, purpose-driven impact.
- Help their partners and workforces manage complexity by bringing simplicity to it—cutting through the noise to identify and operate toward that which is most important and worthwhile.
- Use challenges as impetus to bring together a diverse set of perspectives—across ethnicities, cultures, contexts, and thinking styles—to design innovations in brands, products and services, and relationships that benefit people, profit, and the planet.
- Meet political, geographical, environmental, and a host of other demands with integrity, a higher vision and purpose that can withstand constant change, and the internal resources of vitality, agility and learning, rejuvenation, and wisdom.

Rather than leading with reactivity or a sole drive for profit or power, our complex times call for the wellbeing-centered, wisdom-driven leadership stance supported by Be Well Lead Well Pulse®.

Thriving is not an issue to delay until a better time or pigeonhole into a human resources department; today, wellbeing drives brand performance, workforce engagement, and social change, and thus, is the central challenge and opportunity of effective leadership. Be Well Lead Well Pulse® is designed to assist with the development of self-authoring and self-transcending forms of leadership—leaders who lead

from a foundation of wellbeing—so necessary in our organizations and our world. The assessment system was built from the idea that all people, from individuals and teams to entire organizations, have an innate psychological and biological capacity to thrive and evolve; tapping into that capacity is vital to lifting personal fulfillment, effectiveness, and positive impact.

HOW TO USE BE WELL LEAD WELL PULSE®?

The Be Well Lead Well Pulse® assessment and framework can be used for these purposes:

- ✓ **Evolution of Individuals.** This includes the assessment and development of thriving within individuals in formal roles at all levels of leadership, as well as key informal roles (e.g. strategic change agents) that influence organizational culture, performance, and the way the organization frames its future.
- ✓ **Evolution of Groups.** This includes the assessment and development of thriving in intact teams, ad hoc teams, change initiative teams, and professional networks across the organization.
- ✓ **Evolution of Brands.** This includes empowering leaders to draw insights from Be Well Lead Well Pulse® to shape brands that support customers and consumers on an authentic journey of thriving.
- ✓ **Evolution of Organizations.** This includes using Be Well Lead Well Pulse® for a broad-scale assessment of thriving across an organization as part of fostering a positive work culture.
- ✓ **Evolution of the Ecosystem.** This includes using Be Well Lead Well Pulse® to advance thriving across an organization’s ecosystem for holistic, sustainable, and responsible success. For example, Be Well Lead Well Pulse® can be part of value-added services for the organization’s system of stakeholders, including suppliers, distributors, business alliances, and community partners.

No matter how the assessment system is applied, Be Well Lead Well Pulse® is intended to help users examine the extent to which thriving is experienced and amplified, as well as identify ways to elevate the consciousness and values of thriving as a priority.

With an intentional focus on evolving healthier, more conscious, and sustainable models of leadership, Be Well Lead Well Pulse® can be applied as a stand-alone tool or it can augment other assessments (i.e. leadership, team, and culture assessments; engagement surveys; brand metrics, biometric/health risk screenings) and organizational processes (i.e. onboarding, development). Be Well Lead Well Pulse® is not designed to be a predictive tool or to be used for recruitment/selection or performance evaluation.

WHAT DOES THE USER OF BE WELL LEAD WELL PULSE® RECEIVE?

As appropriate, the individual, group, or organization receives the following when using Be Well Lead Well Pulse®:

User	Receives
INDIVIDUAL	<ul style="list-style-type: none"> - Access to an individualized Be Well Lead Well Pulse® assessment link. - 11-page, personalized Be Well Lead Well Pulse® feedback report, with factors scores in six dimensions—Thriving, Fuel, Flow, Wonder, Wisdom, Thriving Amplified—and 19 psychometrics comprising these dimensions. - 45-60 minute structured debrief of the personalized feedback report with a Be Well Lead Well Pulse®-Certified Guide. - 70-page Be Well Lead Well Pulse® Interpretation Manual to dive into the personalized assessment feedback more fully, explore close to 100 macro- and micro- practices to uplevel thriving and effectiveness, and create an action plan to turn the assessment insights into positive actions and results.

GROUP	<ul style="list-style-type: none"> - Everything the individual leader receives, plus... - 11-page assessment report sharing the GROUP level scores. - Structured group debrief.
ORGANIZATION	<ul style="list-style-type: none"> - In-depth insights about how the six Be Well Lead Well® dimensions and 19 psychometric subcategories play out in across the organization (and its ecosystem if appropriate), and as needed, sorted by demographic categories.

Where desired, Be Well Lead Well Pulse® users can also access other Be Well Lead Well® tools, toolkits, programs, and approaches to support greater thriving and effectiveness. For more information, contact Renee Moorefield, CEO, Wisdom Works Group, at +1.719.201.9294.

HOW WAS BE WELL LEAD WELL PULSE® DEVELOPED, AND WHAT IS THE SCIENCE BEHIND IT?

Its Development. Be Well Lead Well Pulse® emerged from three decades of delivering coaching, training, facilitation, and other development approaches aimed at the conscious evolution of leadership within Fortune 500 companies, social enterprises, and communities. In working with 1000s of leaders across industries and geographies, the Wisdom Works team grew to believe leaders who bring a commitment of thriving to how they live and lead are: more inclusive and effective, better able to navigate complexity and use complex challenges to fuel innovation and growth, and more fulfilled personally. Plus, these leaders are better equipped to unleash the potential of others. Be Well Lead Well Pulse® is a reminder that thriving must be a leadership and organizational asset, not an afterthought.

Before developing Be Well Lead Well Pulse®, Wisdom Works had created and utilized a host of methods to help leaders examine and enhance wellbeing as an avenue to better leadership, including:

1999–2007	Whole Life Review™ , a structured leadership interview addressing 16 factors of wellbeing and how each factor assists the leader in achieving goals, living his or her desired lifestyle, and being the kind of leader s/he aspires to be. The 16 wellbeing factors included: physical activity, nutrition, chemical usage, physical environment, safety and security, occupation/work, intellectual growth and creative development, self-care, humor, emotional awareness, emotional management, belonging, social environment/relationships, openness to change, future expectations, and spirituality.
2002–2008	WisdomScape™ , a suite of “stretch” visioning and action design tools describing the qualities of healthy, inspired, sustainable leadership on five levels: self, team, organization, industry, and the planet. These tools, purposefully designed for vertical development, helped the leader and leadership team outpicture healthier, purpose-driven approaches to leading as a conscious, responsible choice.
2007–2016	Executive Lifestyle Analysis™ (and its online survey version, eScape™) exploring 18 wellbeing factors: nutrition, exercise, self-care, substance use, sleep, occupation, financial fitness, safety, physical environment, emotional fitness, strengths, belonging, creative growth, play, optimism, altruism, appreciation, spirituality. The tools were used with individual leaders, intact leadership teams, and leadership networks to offer leaders new insights about how to take responsibility for their happiness, productivity, work-life balance, and fulfillment, as well as contribute to a culture of four E’s: Enthusiasm, Energy, Engagement, and Effectiveness.

These approaches were valuable and enlightening. However, they were heavily dependent on qualified leadership development practitioners and high-touch methods, and thus, not easily scalable. In 2016, Wisdom Works federally-registered the brand, Be Well Lead Well® and Be Well Lead Well Pulse®;

building on the insights gained from the prior qualitative approaches, the development of the wellbeing leadership assessment and framework began in earnest. From 2016-2018, Wisdom Works worked with organizational behavior researcher Dr. Donald Gardner, professor in the Positive Organization Behavior Center of the Business School at the University of Colorado Colorado Springs (UCCS), to develop, pilot, and finalize Be Well Lead Well Pulse® as an online wellbeing-centered leadership assessment system and framework of thriving. Today, Wisdom Works continues partnering with UCCS researchers to learn from and extend the science behind Be Well Lead Well Pulse®.

Its Science & Structure. Be Well Lead Well Pulse® includes 133 questions drawn from scientifically-validated scales, as well as three decades of experience in developing leaders globally. The self-assessment consists of three parts:

1. Demographics—10 questions addressing: job level, number of direct reports, age, length of time at the organization, length of time in current role, industry, educational level, gender identity, country of residence, and ethnic identity.
2. Organization & Stress—24 questions addressing the context and culture of the organization, as well as ten areas of life and work.
3. Core Questions on Thriving & Amplifying Thriving—109 questions (detailed below).

Core Questions on Thriving & Amplifying Thriving. Based on insights about the science of thriving that Wisdom Works gained from developing leaders over many years, UCCS researchers helped the Wisdom Works team review 100s of possible valid and reliable scales to bring to the Be Well Lead Well Pulse® assessment. These were narrowed to the following:

Scale	Assesses...
Cantril Self-Anchoring Striving Scale (Cantril, 1965; Gallup-Healthways Well-Being Index; Harter & Gurley, 2008)	One's perception of thriving. The scale is used in many Gallup research initiatives, including Gallup's World Poll of more than 150 countries, representing more than 98% of the world's population, and Gallup's in-depth daily poll of wellbeing in the USA.
Flourishing Scale (Diener et al., 2010)	Several universal psychological needs, combining these with factors of wellbeing and positive functioning, such as competence, meaning, positive relationships, social contribution, and optimism.
Brief Resilience Scale (Smith et al., 2008)	The ability to cope with and bounce back from setbacks and difficulties.
Work-Related Flow and Engagement Inventories (Bakker, 2008; Schaufeli, Bakker, & Salanova, 2006)	Absorption, enjoyment, intrinsic motivation, and engagement in work.
Organization-Based Self-Esteem Scale (Pierce, Gardner et al., 1989)	The degree to which an individual believes him or her self to be important, meaningful, effectual, and worthwhile within their employing organization.
Five Factor Mindfulness Scale (Baer et al., 2008)	Five facets of mindfulness: observing, describing, acting with awareness, non-judging inner experience, and non-reactivity to inner experience.
Dispositional Positive Emotion Scale (Shiota et al, 2006)	Dispositional tendencies to feel positive emotions towards others in daily life.
Ideal Self Scale (Boyatzis et al., 2010; Buse and Bilimoria, 2014)	The ideal self—one's vision of a desired future, hope, self-efficacy and optimism, and core identity—as a primary source of positive affect, psychophysiological arousal, and a driver of intentional change.

Brief Wisdom Scale (Gluck et al., 2013)	A broad range of wisdom content, from interest in philosophy to feeling unity with nature or being tuned in to one’s own emotions.
Relational Energy Scale (Owens et al., 2015)	The heightened level of psychological resourcefulness—motivation, vitality, stamina, and vigor—that is generated from interpersonal interactions that enhances one’s capacity to do work.

Once these scales were selected, permissions to use them in commercial and non-commercial applications were requested and received. Ultimately, 88 of the 109 core questions in Be Well Lead Well Pulse® were drawn from these scales.

This set of questions was augmented by 21 newly-created questions in the following topics deemed important to leadership thriving based on Wisdom Works’ development of leaders worldwide:

Topics	Address...
Fuel	The conscious use of eating, physical activity and movement, rest and sleep, and breathing to manage stress and energy, plus perform at one’s best.
Vision & Purpose	Drawing on one’s unique strengths and genius, as well as using a larger framework of personal vision and purpose to guide priorities and decisions in life and work.
Maximizing Others	People experiencing more clarity, effectiveness, meaningful impact, and personal growth through their relationship with the leader.
Cultivating Care in Others	People experiencing more appreciation and gratitude, taking actions that benefit others, and engaging in cooperation and partnerships through their relationship with the leader.

All survey questions were consolidated into the online self-assessment tool. Because questions drawn from the public domain scales used different Likert-type scales, proprietary algorithms were created to normalize these measures, as well as provide the end-user with unique and meaningful “factor” scores in six dimensions (outlined by the Be Well Lead Well® Framework for Thriving) and supporting 19 psychometric subcategories. These dimensions and subcategories are as follows:

Thriving	Fuel	Flow	Wonder	Wisdom	Thriving Amplified
- Today & Tomorrow - Flourishing - Resilience	- Eating as Fuel - Moving as Fuel - Resting as Fuel - Breathing as Fuel	- Engagement at Work - Self-Esteem at Work - Mindfulness	- Appreciation & Awe - Seeking New Perspectives - Learning & Growing	- Vision & Purpose - Wholeness - Emotional Capacity	- Energizing Others - Maximizing Others - Cultivating Care in Others

WHAT STATISTICAL ANALYSES WERE DONE FOR BE WELL LEAD WELL PULSE®?

From 2017-2018, the Be Well Lead Well Pulse® online assessment was tested twice with data from over 600 managers drawn mostly from North America; the data were provided by third-party global research firm Qualtrics, with oversight by UCCS to ensure scientific rigor. After the first test, questions that did not contribute to the reliability of the scales were replaced, and the wording of a few questions were revised to improve their psychometric properties. Consequently, a second test was done to reexamine the assessment and finalize development of the scales and normative data.

To enhance the value of the normative database and gain additional insights about the intersection of leadership and wellbeing, in 2020 Wisdom Works did a third test of over 400 managers via Qualtrics (again with UCCS researcher oversight), plus harvested the data from leaders and professionals who had actively used Be Well Lead Well Pulse®. Data from these two sources were added to the normative database, greatly expanding its size and making it more heterogeneous with respect to countries and ethnicities. Demographics for the current database are reported in the Appendix.

Descriptive Statistics. Descriptive statistics and correlations between and within the Be Well Lead Well Pulse® dimensions were calculated for the combined samples. The descriptive statistics are expressed in the following tables as raw scores, by which inferences about the average participant can be made using the scales on which they responded to the Pulse® items. (Most are seven-point scales where 1 = “Strongly Disagree” and 7 = “Strongly Agree”. In one case, the subcategory of Today & Tomorrow uses a 10-point scale where 1 = “Worst Possible Life” and 10 = “Best Possible Life”.) Averages above 5.5 can be considered high, those below 3.5 as low, and 3.5 to 5.5 as moderately high (with the exception of Today & Tomorrow). The results are shown in the tables below.

MEANS, STANDARD DEVIATIONS, AND RELIABILITIES FOR Be Well Lead Well Pulse® DIMENSIONS

Dimension	Mean	Standard Deviation	N	Reliability (Coefficient Alpha)
Thrive	5.0571	0.87915	883	.89
Fuel	4.8100	1.17405	892	.93
Flow	4.6417	0.78281	845	.93
Wonder	5.3093	0.96483	883	.94
Wisdom	5.2320	0.94853	882	.92
Thriving Amplified	5.1282	0.98125	889	.95

MEANS, STANDARD DEVIATIONS, AND RELIABILITIES FOR Be Well Lead Well Pulse® DIMENSIONS / SUBCATEGORIES

Dimension / Subcategory	Mean	Standard Deviation	N	Reliability (Coefficient Alpha)
Thriving	5.0571	0.87915	883	.89
Today & Tomorrow	7.2706	1.62712	904	.74
Flourishing	5.4737	1.05515	896	.92
Resilience	4.5693	1.10419	897	.76
Fuel	4.8100	1.17405	892	.93
Eating as Fuel	4.6141	1.42932	900	.85
Moving as Fuel	4.9402	1.47672	903	.92
Resting as Fuel	5.1299	1.32075	903	.91

Breathing as Fuel	4.5864	1.5018	901	.92
Flow	4.6417	0.78281	845	.93
Engagement at Work	4.4341	1.26067	892	.94
Self-Esteem at Work	5.6630	1.02651	873	.94
Mindfulness	3.8117	0.73546	884	.76
Wonder	5.3093	0.96483	883	.94
Appreciation & Awe	5.1881	1.08991	888	.86
Seeking New Perspectives	5.2968	1.04398	896	.79
Learning & Growing	5.4589	1.06379	900	.82
Wisdom	5.2320	0.94853	882	.92
Vision & Purpose	5.3253	1.14443	898	.94
Wholeness	5.2012	1.02735	897	.72
Emotional Capacity	5.1778	1.0258	891	.84
Thriving Amplified	5.1282	0.98125	889	.95
Energizing Others	4.9937	1.10412	896	.91
Maximizing Others	5.2174	1.04823	898	.87
Cultivating Care in Others	5.1709	1.05624	899	.83

Note: As mentioned previously, for practical use with leaders and organizations, Be Well Lead Well Pulse® dimension and subcategory scores were re-scaled into T-scores to enable comparisons across measures with different numbers of items and formats. This allows people using the assessment to directly compare their standing on each dimension with the other dimensions.

Descriptive statistics were also calculated on the questions asked in Be Well Lead Well Pulse® related to Personal Autonomy in Job, Organizational Change, and Organizational Culture, as shown in the table below. (Job Autonomy uses a 5-point scale, where 1 = “Very Inaccurate” and 5 = “Very Accurate”; Organization Culture use a 10-point scale, where 1 = “Mechanistic” and 10 = “Participative”; and, Organization Change uses a 5-point scale, where 1 = “Not at All” and 5 = “Enormously”.)

Organization Aspects	Mean	Standard Deviation	N	Reliability (Coefficient Alpha)
Job Autonomy	3.9192	0.9661	891	0.788
Organization Culture	6.533	2.19974	893	NA
Organization Change	3.00	1.221	895	NA

Descriptive statistics were also calculated on stress-related questions asked in the Be Well Lead Well Pulse®; these outline stress in 10 domains of life and work, as shown in the following table. (The Stress questions use a 5-point scale where 1=“Not at All” and 5=“Extremely”.)

Stress Aspects	Mean	Standard Deviation	N	Reliability (Coefficient Alpha)
Coworkers	2.56	1.118	905	NA
Management	2.80	1.111	906	NA
The Job Itself	2.78	1.107	904	NA
Spouse / Partner / Significant Other	2.52	1.245	906	NA
Children	2.35	1.245	905	NA

Relatives (Parents / Siblings)	2.49	1.217	903	NA
Social Life & Friends	2.18	1.199	905	NA
Personal Finances	2.91	1.179	905	NA
Physical Health	2.68	1.143	906	NA
Spirituality / Faith	1.86	1.173	904	NA

Correlations. Correlations were calculated between the Be Well Lead Well Pulse® dimensions, subcategories, and additional factors as follows.

CORRELATIONS BETWEEN Be Well Lead Well Pulse® DIMENSIONS

	Thriving	Fuel	Flow	Wonder	Wisdom	Thriving Amplified
Thriving	1	.487**	.553**	.700**	.748**	.565**
Fuel	.487**	1	.554**	.581**	.603**	.580**
Flow	.553**	.554**	1	.681**	.690**	.702**
Wonder	.700**	.581**	.681**	1	.900**	.682**
Wisdom	.748**	.603**	.690**	.900**	1	.700**
Thriving Amplified	.565**	.580**	.702**	.682**	.700**	1

** Correlation is significant at the 0.01 level (2 tailed).

These statistics indicate that all of the Be Well Lead Well Pulse® dimensions significantly correlate with each other, as would be expected if the underlying attribute is reflecting overall psychological and physical wellbeing.

CORRELATIONS BETWEEN Be Well Lead Well Pulse® SUBCATEGORIES

Correlations were calculated between the Be Well Lead Well Pulse® subcategories. (See table of Correlations Between Be Well Lead Well Pulse® Subcategories in the Appendix.) From this analysis, a few correlations of interest emerged:

- The subcategories Vision & Purpose, Wholeness, Awe & Appreciation, and Flourishing have the highest *Strong* correlations to the subcategory Today & Tomorrow (the internal assessment that a person is experiencing wellbeing today plus believes s/he will also do in the next 5 years). This may indicate that Vision & Purpose, Wholeness, Awe & Appreciation, and Flourishing contribute the most to a sense of wellbeing now along with an optimism about one's future.
- The subcategories Resilience and Mindfulness have a *Moderately Strong* correlation with most other subcategories. This means that they are slightly different self-assessments when compared to the others, but they still contribute to psychological wellbeing.
- The Eating, Moving, Resting subcategories in the Fuel dimension have *Strong* relationships with each other. This may indicate that people who are likely to proactively use one of these Fuel subcategories to manage their stress, energy levels, and performance at work are also likely to use other Fuel subcategories as well.
- The subcategories Awe & Appreciation, Seeking New Perspectives, Learning & Growing, Vision & Purpose, Wholeness, Emotional Capacity, Energizing Others, Maximizing Others, and Cultivating Care in Others have *Strong* correlations to one another. This may indicate the two-way relationship between a person's psychological wellbeing and their self-perception that they support the wellbeing of others.

CORRELATIONS BETWEEN Be Well Lead Well Pulse® DIMENSIONS / SUBCATEGORIES & OTHER CONTEXTUAL FACTORS

Correlations between the Be Well Lead Well Pulse® dimensions/subcategories and the contextual factors of Personal Autonomy, Organizational Change, and Organizational Culture were computed. (See appropriate tables in Appendix.) For all six Pulse dimensions and many of the subcategories, *Moderately Strong* (.2-.5) correlations were found with the contextual factors of Personal Autonomy (assessing low to high independence at work) and Organizational Culture (assessing formal/mechanistic to participative/organic culture at work). This may suggest that these contextual factors play an influential role in the experience of thriving as assessed by an individual or group; higher autonomy and a more participative/organic culture are related to higher self-assessments in all Pulse dimensions (Thriving, Fuel, Flow, Wonder, Wisdom, Thriving Amplified) and most Pulse subcategories (and vice versa). *Moderately Strong* correlations were also found between the Pulse dimensions of Flow (specifically, the subcategories Engagement at Work) and the contextual factor of Organizational Change. This may indicate that organization changes stimulate engagement at work.

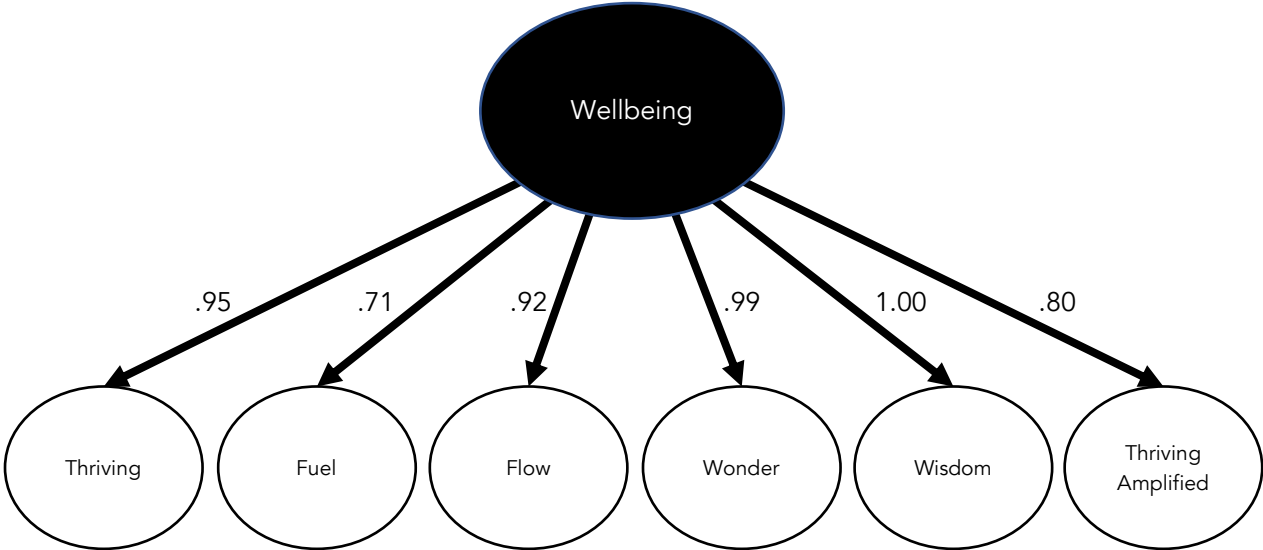
Factor (Principal Components) Analysis. A factor analysis with Varimax rotation was performed to explore the underlying structure of the Be Well Lead Well Pulse® dimensions overall.

Component Matrix Component 1

Dimension	Factor Loading
Thrive	.682
Fuel	.901
Flow	.624
Wonder	.841
Wisdom	.858
Thriving Amplified	.808

This additional analysis confirms what we found with the correlations: All of the dimensions reflect (load on) the underlying factor of “psychological wellbeing,” with Fuel, Wonder, Wisdom, and Thriving Amplified loading most strongly. One interpretation of this is that Fuel, Wonder, Wisdom, and Thriving Amplified contribute more to wellbeing than the other dimensions, though the other dimensions offer unique information as well.

Confirmatory Factor Analysis. Finally, a confirmatory factor analysis was performed to determine how well the Be Well Lead Well Pulse® subcategories reflected the six dimensions as intended. The analysis showed that the 19 subcategories reflect (loaded on) the six Be Well Lead Well Pulse® dimensions as we envisioned (see Detailed Results from Confirmatory Analysis in the Appendix), which in turn reflected an overall wellbeing factor (see Figure below).



Demographic Differences on Be Well Lead Well Pulse® Dimensions. Our analyses revealed some significant Be Well Lead Well Pulse® differences based on sex, age, education, or race/ethnicity.

Thriving	<ul style="list-style-type: none"> • Top managers higher than middle and first-level managers • Older and middle-aged managers higher than young managers (18-24 years old) • Male higher than female • USA higher than Canada or Europe • Black and Hispanic higher than White, Asian and Two or More Races • More years of formal education (Doctorate, Masters) higher than Some College and High School Graduate
Fuel	<ul style="list-style-type: none"> • Top managers higher than middle and first-level managers • Male higher than female • More years of formal education (Doctorate, Masters, 4-year Degree, 2-year Degree) higher than Some College and High School Graduate
Flow	<ul style="list-style-type: none"> • Top managers higher than middle and first-level managers • USA higher than Canada or Europe • Black and White higher than Asian • More years of formal education (Doctorate) higher than Some College and High School Graduate
Wonder	<ul style="list-style-type: none"> • Top managers higher than middle and first-level managers • Middle-aged higher than younger managers (18-24 years old) • USA higher than Canada or Europe • Black and Hispanic higher than White, Asian and Two or More Races

	<ul style="list-style-type: none"> • More years of formal education (Doctorate, Masters) higher than Some College and High School Graduate
Wisdom	<ul style="list-style-type: none"> • Top managers higher than middle and first-level managers • Older and middle-aged higher than younger managers (18-24 years old) • USA higher than Canada or Europe • Black and Hispanic higher than White, Asian and Two or More Races • More years of formal education (Doctorate, Masters) higher than Some College and High School Graduate
Thriving Amplified	<ul style="list-style-type: none"> • USA higher than Europe • Top managers higher than middle and first-level managers • Black and Hispanic higher than White, Asian and Two or More Races • More years of formal education (Doctorate, Masters, 4-year Degree, 2-year Degree) higher than High School Graduate

WHAT ARE THE CURRENT LIMITATIONS OF BE WELL LEAD WELL PULSE®?

The limitations of the current Be Well Lead Well Pulse® assessment system are:

- It is designed to be utilized and interpreted by individuals who are qualified to do so, either on the basis of their background and/or education or through their Be Well Lead Well Pulse® certification training.
- It is written for employed adults in formal or informal leadership roles and, to date, it is delivered only in the English language.

APPENDIX
Demographics of Study Participants
From Samples: Qualtrics Tests 2 & 3 Plus Pulse® Users

How would you describe your job title or position?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	First Level Supervisor	220	24.2	24.2	24.2
	Mid Level Manager	353	38.9	38.9	63.1
	Top Level manager	295	32.5	32.5	95.6
	Self-employed or freelance	27	3.0	3.0	98.6
	Non-managerial employee	12	1.4	1.4	100.0
	Total	908	100.0	100.0	

What level of education did you complete?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school graduate	95	10.5	10.6	10.6
	Some college	123	13.5	13.7	24.3
	2 year degree	97	10.7	10.8	34.1
	4 year degree	255	28.1	28.4	63.5
	Masters degree	281	30.9	31.3	94.9
	Doctorate	46	5.1	5.1	100.0
	Total	897	98.8	100.0	
	Missing System	11	1.2		
Total		908	100.0		

What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	385	42.4	42.1	42.1
	Female	514	56.6	56.9	99.6
	Non-binary/ third gender	2	.2	.2	99.8
	Prefer not to say	2	.2	.2	100.0
	Total	903	99.4	100.0	
	Missing System	5	.6		
Total		908	100.0		

Missing System = Respondent Did Not Answer

What is your ethnicity?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White	598	65.9	66.0	66.0
	Black	67	7.4	7.4	73.4
	Asian	68	7.5	7.5	80.9
	Hispanic	139	15.3	15.3	96.2
	Two or more races	23	2.5	2.5	98.8
	Other	11	1.2	1.2	100.0
	Total	906	99.8	100.0	
Missing System		2	.2		
Total		908	100.0		

What is your age?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 18	1	.1	.1	.1
	18 - 24	50	5.5	5.5	5.6
	25 - 34	230	25.3	25.3	30.9
	35 - 44	273	30.1	30.1	61.0
	45 - 54	192	21.1	21.1	82.2
	55 - 64	144	15.9	15.9	98.0
	65 - 74	17	1.9	1.9	99.9
	75 - 84	1	.1	.1	100.0
	Total	908	100.0	100.0	

Missing System = Respondent Did Not Answer

In what type of business or industry do you work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agriculture & Forestry / Wildlife	11	1.2	1.2	1.2
	Business & Information	84	9.3	9.3	10.5
	Consultant	57	6.3	6.3	16.7
	Construction / Utilities	58	6.4	6.4	23.1
	Education	139	15.3	15.3	38.4
	Finance and Insurance	67	7.4	7.4	45.8
	Food and Hospitality	61	6.7	6.7	52.5
	Gaming	10	1.1	1.1	53.6
	Health Services	63	6.9	6.9	60.6
	Natural Resources / Environment	6	.7	.7	61.2
	Personal Services	40	4.4	4.4	65.6
	Real Estate & Housing	28	3.1	3.1	68.7
	Safety / Security & Legal	13	1.4	1.4	70.2
	Transportation	29	3.2	3.2	73.8
	None of the above	242	26.7	26.7	100.0
	Total	908	100	100.0	

Missing System = Respondent Did Not Answer

In which country do you currently reside?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Afghanistan	1	.1	.1	.1
	Australia	2	.2	.2	.3
	Belize	1	.1	.1	.4
	Canada	181	19.9	20.2	20.7
	Colombia	1	.1	.1	20.8
	France	11	1.2	1.2	22.0
	Georgia	2	.2	.2	22.3
	Germany	14	1.5	1.6	23.8
	Ghana	1	.1	.1	23.9
	Italy	16	1.8	1.8	25.7
	Lesotho	1	.1	.1	25.8
	Netherlands	2	.2	.2	26.1
	New Zealand	1	.1	.1	26.2
	Nigeria	1	.1	.1	26.3
	Pakistan	1	.1	.1	26.4
	Portugal	1	.1	.1	26.5
	Saint Vincent and the Grenadines	1	.1	.1	26.6
	United Kingdom of Great Britain and Northern Ireland	77	8.5	8.6	35.2
	United Republic of Tanzania	1	.1	.1	35.3
	United States of America	578	63.7	64.7	100.0
Total	894	98.5	100.0		
	Missing System	14	1.5		
Total		908	100.0		

Missing System = Respondent Did Not Answer

Descriptive Statistics for Non-Categorical Data

	N	Minimum	Maximum	Mean	Std. Deviation
SUBORDINATES: How many people do you have directly reporting to you?	907	.00	1000.00	39.0386	113.879564
ORG TENURE: How long have you been in your current organization (in years)?	907	.00	60.00	9.7745	7.78744
JOB TENURE: How long have you been in your current organizational role (position) (in years)?	902	.00	100.00	6.7977	7.21532

Correlations between Be Well Lead Well Pulse® 19 Subcategories

Range of "N" for subcategory correlations is 853-904
 .2-.5 = **Moderately Strong** Over .5 = **Strong**

		TODAY & TOM	FLOURISH	RESILIENCE	EAT AS FUEL	MOVE AS FUEL	REST AS FUEL	BREATHE AS FUEL	ENGAGE AT WORK	SELF-ESTEEM AT WORK	MINDFULNESS	APPRECIATION & AWE	SEEK NEW PERSP	LEARN & GROW	VISION & PURPOSE	WHOLENESS	EMOTIONAL CAPACITY	ENERGIZE OTHERS	MAXIMIZE OTHERS	CULTIVATE CARE IN OTHERS
TODAY & TOMORROW	Pearson Correlation	1	.516**	.308**	.329**	.373**	.353**	.339**	.414**	.445**	.208**	.538**	.425**	.438**	.513**	.504**	.458**	.412**	.414**	.394**
FLOURISHING	Pearson Correlation	.516**	1	.453**	.393**	.396**	.419**	.317**	.425**	.638**	.206**	.669**	.631**	.687**	.784**	.685**	.665**	.580**	.582**	.557**
RESILIENCE	Pearson Correlation	.308**	.453**	1	.217**	.262**	.238**	.181**	.286**	.361**	-.233**	.393**	.401**	.463**	.454**	.408**	.480**	.322**	.324**	.285**
EATING AS FUEL	Pearson Correlation	.329**	.393**	.217**	1	.678**	.544**	.554**	.436**	.308**	.314**	.483**	.397**	.369**	.412**	.497**	.458**	.464**	.433**	.411**
MOVING AS FUEL	Pearson Correlation	.373**	.396**	.262**	.678**	1	.562**	.558**	.418**	.369**	.232**	.488**	.428**	.432**	.418**	.506**	.480**	.460**	.472**	.428**
RESTING AS FUEL	Pearson Correlation	.353**	.419**	.238**	.544**	.562**	1	.491**	.366**	.410**	.274**	.480**	.434**	.420**	.444**	.475**	.459**	.440**	.468**	.444**
BREATHING AS FUEL	Pearson Correlation	.339**	.317**	.181**	.554**	.558**	.491**	1	.448**	.274**	.351**	.509**	.426**	.348**	.388**	.480**	.415**	.456**	.430**	.401**
ENGAGEMENT AT WORK	Pearson Correlation	.414**	.425**	.286**	.436**	.418**	.366**	.448**	1	.505**	.383**	.560**	.481**	.442**	.506**	.513**	.472**	.605**	.587**	.548**
SELF-ESTEEM AT WORK	Pearson Correlation	.445**	.638**	.361**	.308**	.369**	.410**	.274**	.505**	1	.227**	.568**	.550**	.613**	.586**	.569**	.595**	.549**	.547**	.580**
MINDFULNESS	Pearson Correlation	.208**	.206**	-.233**	.314**	.232**	.274**	.351**	.383**	.227**	1	.381**	.337**	.259**	.279**	.368**	.313**	.357**	.307**	.299**
APPRECIATION & AWE	Pearson Correlation	.538**	.669**	.393**	.483**	.488**	.480**	.509**	.560**	.568**	.381**	1	.765**	.695**	.732**	.796**	.694**	.599**	.591**	.558**
SEEKING NEW PERSPECTIVES	Pearson Correlation	.425**	.631**	.401**	.397**	.428**	.434**	.426**	.481**	.550**	.337**	.765**	1	.717**	.682**	.776**	.688**	.564**	.580**	.520**
LEARNING & GROWING	Pearson Correlation	.438**	.687**	.463**	.369**	.432**	.420**	.348**	.442**	.613**	.259**	.695**	.717**	1	.676**	.744**	.771**	.592**	.595**	.572**
VISION & PURPOSE	Pearson Correlation	.513**	.784**	.454**	.412**	.418**	.444**	.388**	.506**	.586**	.279**	.732**	.682**	.676**	1	.717**	.649**	.590**	.606**	.557**
WHOLENESS	Pearson Correlation	.504**	.685**	.408**	.497**	.506**	.475**	.480**	.513**	.569**	.368**	.796**	.776**	.744**	.717**	1	.737**	.608**	.593**	.554**
EMOTIONAL CAPACITY	Pearson Correlation	.448**	.665**	.480**	.458**	.480**	.459**	.415**	.472**	.595**	.313**	.694**	.688**	.771**	.649**	.737**	1	.610**	.584**	.569**
ENERGIZING OTHERS	Pearson Correlation	.412**	.580**	.322**	.464**	.460**	.440**	.456**	.605**	.549**	.357**	.599**	.564**	.592**	.590**	.608**	.610**	1	.812**	.744**
MAXIMIZING OTHERS	Pearson Correlation	.414**	.582**	.324**	.433**	.472**	.468**	.430**	.587**	.547**	.307**	.591**	.580**	.595**	.606**	.592**	.584**	.812**	1	.788**
CULTIVATING CARE IN OTHERS	Pearson Correlation	.394**	.557**	.285**	.411**	.428**	.444**	.401**	.548**	.580**	.299**	.558**	.520**	.572**	.557**	.554**	.569**	.744**	.788**	1

** Correlation is significant at the 0.01 level (2-tailed).

Correlations Between the Six Be Well Lead Well Pulse® Dimensions & Personal Autonomy, Organizational Change, and Organizational Culture

.2-.5 = **Moderately Strong** Over .5 = **Strong**
 Range of N's for factor correlations is 840-878

	THRIVE	FUEL	FLOW	WONDER	WISDOM	THRIVING AMPLIFIED
ORGANIZATIONAL CHANGE	0.152	0.114	0.200	0.195	0.165	0.182
PERSONAL JOB AUTONOMY	0.412	0.221	0.449	0.428	0.417	0.359
ORGANIZATIONAL CULTURE	0.261	0.276	0.403	0.250	0.265	0.273

Correlations Between the 19 Be Well Lead Well Pulse® Subcategories & Personal Autonomy, Organizational Change, and Organizational Culture

.2-.5 = **Moderately Strong** Over .5 = **Strong**
 Range of N's for factor correlations is 868-892

	PERSONAL JOB AUTONOMY	ORGANIZATIONAL CHANGE	ORGANIZATIONAL CULTURE
TODAY & TOMORROW	0.295	0.151	0.267
FLOURISHING	0.042	0.109	0.180
RESILIENCE	0.277	0.087	0.142
EATING AS FUEL	0.176	0.092	0.230
MOVING AS FUEL	0.196	0.087	0.208
RESTING AS FUEL	0.231	0.082	0.204
BREATHING AS FUEL	0.119	0.110	0.273
ENGAGEMENT AT WORK	0.334	0.218	0.414
SELF-ESTEEM AT WORK	0.536	0.074	0.261
MINDFULNESS	0.086	0.150	0.176
APPRECIATION & AWE	0.355	0.191	0.265
SEEKING NEW PERSPECTIVES	0.377	0.180	0.195
LEARNING & GROWING	0.400	0.147	0.218
VISION & PURPOSE	0.379	0.186	0.194
WHOLENESS	0.377	0.171	0.288
EMOTIONAL CAPACITY	0.351	0.085	0.244
ENERGIZING OTHERS	0.333	0.177	0.279
MAXIMIZING OTHERS	0.316	0.195	0.249
CULTIVATING CARE IN OTHERS	0.345	0.137	0.228

Detailed Results from Confirmatory Analysis

MODEL FIT INFORMATION USING ROBUST METHODS

Chi-Square Test of Model Fit:	680.275* (147df)
RMSEA (Root Mean Square Error of Approximation):	0.063
CFI:	0.922
TLI:	0.909
SRMR (Standardized Root Mean Square Residual):	0.056

MODEL RESULTS (STANDARDIZED LATENT FACTOR LOADINGS)

THRIVE BY

TODAY & TOMORROW	0.612
FLOURISHING	0.857
RESILIENCE	0.524

FUEL BY

EATING AS FUEL	0.800
MOVING AS FUEL	0.819
RESTING AS FUEL	0.703
BREATHING AS FUEL	0.698

FLOW BY

ENGAGEMENT AT WORK	0.677
SELF-ESTEEM AT WORK	0.753
MINDFULNESS	0.412

WONDER BY

AWE & APPRECIATION	0.873
SEEKING NEW PERSPECTIVES	0.844
LEARNING & GROWING	0.842

WISDOM BY

VISION & PURPOSE	0.836
WHOLENESS	0.885
EMOTIONAL CAPACITY	0.837

THRIVING AMPLIFIED BY

ENERGIZING OTHERS	0.892
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MAXIMIZING OTHERS	0.915
CULTIVATING CARE IN OTHERS	0.855

WELLBEING BY

THRIVING	0.946
FUEL	0.706
FLOW	0.922
WONDER	0.992
WISDOM	1.000
THRIVING AMPLIFIED	0.798

All Factor Loadings are $p < .01$