

Personality and Individual Difference

Find scales that help you explore both your personality and other ways you might differ from others. For example, your ability to influence others, your values or your motivation to lead.

Overview List for Personality and Individual Difference

See pages below for more details of each scale

Big 5 Personality	DeYoung, C. G., Quilty, L. C., & Peterson, J. B. (2007). Between facets and domains: 10 aspects of the Big Five. <i>Journal of Personality and Social Psychology</i> , 93(5), 880-896. DOI: 10.1037/0022-3514.93.5.880	Coming soon
Creativity KDOCS	Kaufman, J.C. (2012). Counting the Muses: Development of the Kaufman Domains of Creativity Scale (K-DOCS). <i>Journal of Aesthetics, Creativity, and the Arts</i> , 6(4). 298-308. DOI: 10.1037/a0029751	
Emotional intelligence	Wong, C. S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. <i>The Leadership Quarterly</i> , 13, 243–274.	
Expressed humility	Owens, B.P., Johnson, M.D., & Mitchell, T.R. (2013). Expressed humility in organizations: Implications for performance, teams, and leadership. <i>Organization Science</i> , 24(5), 1517-1538.	Coming soon
Influence Tactics	Yukl, G., Seifert, C. F., & Chavez, C. (2008). Validation of the extended influence behavior questionnaire. <i>The Leadership Quarterly</i> , 19(5), 609-621. DOI: 10.1016/j.leaqua.2008.07.006	
Leader Self-Efficacy	Paglis, L. L., & Green, S. G. (2002). Leadership self-efficacy and managers' motivation for leading change. <i>Journal of Organizational Behavior</i> , 23, 215-235. DOI: 10.1002/job.137	Coming soon
Leader Sense of Humour	Yam KC, Christian MS, Wei W, Liao Z, Nai J (2018). The mixed blessing of leader sense of humor: examining costs and benefits. <i>Academy of Management Journal</i> 61(1), 348–369 DOI: uoelibrary.idm.oclc.org/10.5465/amj.2015.1088	Coming soon
Machiavllenisim	Dahling, J. J., Whitaker, B. G., & Levy, P. E. (2009). The development and validation of a new machiavellianism scale. <i>Journal of Management</i> , 35(2), 219–257. DOI:10.1177/0149206308318618	
Moral Identity	Aquino, K.F., & Americus Reed, I.I. (2002). The self-importance of moral identity. <i>Journal of Personality and Social Psychology</i> , 83(6),1423-1440. DOI: 10.1037/0022-3514.83.6.1423	Coming soon
Motivation to Lead	Chan, K.-Y., & Drasgow, F. (2001). Toward a theory of individual differences and leadership: Understanding the motivation to lead. <i>Journal of Applied Psychology</i> , 68(3), 481–498. DOI:10.1037//0021-9010.86.3.481	Coming soon

Narcissistic Admiration and Rivalry Questionnaire (NARQ)	Back, M. D., Kufner, A. C. P., Dufner, M., Gerlach, T. M., Rauthmann, J. F., & Denissen, J. J. A. (2013). Narcissistic admiration and rivalry: Disentangling the bright and dark sides of narcissism. <i>Journal of Personality and Social Psychology</i> , 105(6), 1013-37. DOI: 10.1037/a0034431.	
Political Skills	Ferris, G.R., Treadway, D.G., & Frink, D.D. (2005). Development and validation of the political skill inventory. <i>Journal of Management</i> , 31(1), 126-152. DOI: 10.1177/0149206304271386	
Power Bases	Adapted and excerpted in part from Diener, D.L., & Schneider, B. (1974). The effect of organizational environment on perceived power and climate: A laboratory study. <i>Organizational Behavior and Human Performance</i> , 11(3), 316-37. DOI: 10.1016/0030-5073(74)90023-3	
Primary Psychopathy	Levenson, M. R., Kiehl, K. A., & Fitzpatrick, C. M. (1995). Assessing psychopathic attributes in a noninstitutionalized population. <i>Journal of Personality and Social Psychology</i> , 68(1), 151-158. DOI:10.1037/0022-3514.68.1.151	
Proactive Personality	Bateman, T. S. & Crant, J. M. (1993). The proactive component of organizational behavior. <i>Journal of Organizational Behavior</i> , 14(2), 103-118. DOI:10.1002/job.4030140202	Coming soon
Self Monitoring	Snyder, M., & Gangestad, S. (1986). On the nature of self-monitoring: Matters of assessment, matters of validity. <i>Journal of Personality and Social Psychology</i> , 51(1), 125-139. DOI:10.1037/0022-3514.51.1.125	
Self-Efficacy	Chen, G., Gully, S. M., & Eden, D. (2001). Validation of a New General Self-Efficacy Scale. <i>Organizational Research Methods</i> , 4(1), 62-83. DOI:10.1177/109442810141004	
Self-esteem	Rosenberg, M. (1965). <i>Society and the Adolescent Self-Image</i> . Princeton, NJ: Princeton University Press. DOI:10.1515/9781400876136	
Tertius Orientations	Obstfeld, D. (2005). Social networks, the Tertius iungens orientation, and involvement in innovation. <i>Administrative Science Quarterly</i> 50(1), 100-130. https://doi.org/10.2189/asqu.2005.50.1.100	Coming soon
Trust in Focal Person	Kim, P. H.-, Ferrin, D. L., Cooper, C. D., & Dirks, K. T. (2004). Removing the shadow of suspicion: The effects of apology versus denial for repairing competence - versus integrity-based trust violations. <i>Journal of Applied Psychology</i> , 89(1), 104-118. DOI:10.1037/0021-9010.89.1.104	Coming soon
Values	Lindeman, M. & Verkasalo, M. (2005). Measuring values with the Short Schwartz's Value Survey. <i>Journal of Personality Assessment</i> , 85(2), 170-178. DOI:10.1207/s15327752jpa8502_09	Coming soon
Work Engagement	Saks, A. M. (2006). Antecedents and consequences of employee engagement. <i>Journal of Managerial Psychology</i> , 21(7), 600-619. DOI:10.1108/02683940610690169	
Work Locus of Control	Spector, P.E. (1988). Development of the Work Locus of Control Scale. <i>Journal of Occupational Psychology</i> , 61(4), 335-340. DOI: 10.1111/j.2044-8325.1988.tb00470.x	

Big 5 Personality - Conscientiousness

About:

This scale captures the extent to which individuals are organized, responsible and dependable in terms of tasks and responsibilities.

Number of questions in the scale: 15

Additional Note:

The Big 5 has 5 dimensions: Neuroticism, Agreeableness, Conscientiousness, Extraversion, Openness/Intellect.

Reference:

DeYoung, C. G., Quilty, L. C., & Peterson, J. B. (2007). Between facets and domains: 10 aspects of the Big Five. *Journal of Personality and Social Psychology, 93*(5), 880-896. DOI: 10.1037/0022-3514.93.5.880

Big 5 Personality - Extraversion

About:

This scale captures the extent to which individuals draw energy from being around others and are characterized by easy outgoingness and seeking out novel experiences and social connections.

Number of questions in the scale: 15

Additional Note:

The Big 5 has 5 dimensions: Neuroticism, Agreeableness, Conscientiousness, Extraversion, Openness/Intellect.

Reference:

DeYoung, C. G., Quilty, L. C., & Peterson, J. B. (2007). Between facets and domains: 10 aspects of the Big Five. *Journal of Personality and Social Psychology, 93*(5), 880–896. DOI: 10.1037/0022-3514.93.5.880

Big 5 Personality - Neuroticism

About:

This scale captures the extent to which individuals are emotionally anxious about their challenges and setbacks.

Number of questions in the scale: 15

Additional Note:

The Big 5 has 5 dimensions: Neuroticism, Agreeableness, Conscientiousness, Extraversion, Openness/Intellect.

Reference:

DeYoung, C. G., Quilty, L. C., & Peterson, J. B. (2007). Between facets and domains: 10 aspects of the Big Five. *Journal of Personality and Social Psychology, 93*(5), 880. DOI: 10.1037/0022-3514.93.5.880

Big 5 Personality - Openness/Intellect

About:

This scale captures the extent to which individuals are open-minded, imaginative, and receptive to new ideas, experiences, and perspectives.

Additional Note:

The Big 5 has 5 dimensions: Neuroticism, Agreeableness, Conscientiousness, Extraversion, Openness/Intellect.

Reference:

DeYoung, C. G., Quilty, L. C., & Peterson, J. B. (2007). Between facets and domains: 10 aspects of the Big Five. *Journal of Personality and Social Psychology*, 93(5), 880-896. DOI: 10.1037/0022-3514.93.5.880

Big 5 Personality - Agreeableness

About:

This scale captures the extent to which individuals are willing to compromise or accommodate others' needs and perspectives.

Number of questions in the scale: 15

Additional Note:

The Big 5 has 5 scales that you can selected separately in TEXL: Neuroticism, Agreeableness, Conscientiousness, Extraversion, Openness/Intellect.

Agreeableness has 2 subdimensions:

Reference:

DeYoung, C. G., Quilty, L. C., & Peterson, J. B. (2007). Between facets and domains: 10 aspects of the Big Five. *Journal of Personality and Social Psychology, 93*(5), 880. DOI: 10.1037/0022-3514.93.5.880

Creativity Domains - KDOCS

About:

This scale captures the extent to which a person views themselves as being creative in the specific areas of self and everyday, scholarly, performance, mechanical and scientific, and artistic.

Number of questions in the scale: 15

Additional Note:

N/A

Reference:

Kaufman, J.C. (2012). Counting the Muses: Development of the Kaufman Domains of Creativity Scale (K-DOCS). *Journal of Aesthetics, Creativity, and the Arts*, 6(4). 298-308. DOI: 10.1037/a0029751

Emotional Intelligence

About:

This scale captures the extent to which individuals demonstrate the cognitive abilities to perceive, understand, regulate, and process emotions and emotional information.

Number of questions in the scale: 15

Additional Note:

N/A

Reference:

Wong, C. S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. *The Leadership Quarterly*, 13, 243–274. DOI:10.1016/S1048-9843(02)00099-1

Expressed Humility

About:

This scale captures the extent to which individuals show

- (a) a willingness to view oneself accurately,
- (b) an appreciation of others' strengths and contributions, and
- (c) teachability, or openness to new ideas and feedback

Number of questions in the scale: 15

Additional Note:

N/A

Reference:

Owens, B.P., Johnson, M.D., & Mitchell, T.R. (2013). Expressed humility in organizations: Implications for performance, teams, and leadership. *Organization Science*, 24(5), 1517-1538. doi:10.1287/orsc.1120.0795

Influence Tactics

About:

This scale captures the extent to which individuals influence others to carry out tasks or a proposed change.

Number of questions in the scale: 15

Additional Note:

N/A

Reference:

Yukl, G., Seifert, C. F., & Chavez, C. (2008). Validation of the extended influence behavior questionnaire. *The Leadership Quarterly*, 19(5), 609-621.

Leader Self-Efficacy

About:

This scales captures the extent to which people perceive they are able to set direction, gain others' commitment, and overcome obstacles to change.

Number of questions in the scale: 12

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Paglis, L. L., & Green, S. G. (2002). Leadership self-efficacy and managers' motivation for leading change. *Journal of Organizational Behavior*, 23, 215-235. DOI: 10.1002/job.137

Leader Sense of Humour

About:

This scales captures the extent to which people use degrading humor at the expense of their relationships with employees.

Number of questions in the scale: 12

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Yam KC, Christian MS, Wei W, Liao Z, Nai J. The mixed blessing of leader sense of humor: Examining costs and benefits. *Academy of Management Journal*. 2018 Feb;61(1):348-69.

Machiavellianism

About:

This scale captures the extent to which individuals distrust others, seek control over others, and seek status for themselves.

Number of questions in the scale: 16

Additional Note:

This scale has 4 subdimensions:

- *Amorality*
- *Desire for Control*
- *Desire for Status*
- *Distrust of Others*

Reference:

Dahling, J. J., Whitaker, B. G., & Levy, P. E. (2009). The development and validation of a new Machiavellianism scale. *Journal of Management*, 35(2), 219–257. doi:10.1177/0149206308318618

Moral Identity

About:

This scale captures the extent to which people have a sense of self that is organized around a set of moral traits which include the two aspects (symbolization and internalization).

Number of questions in the scale: 10

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

This scale has 2 subscales:

- *Symbolization*
- *Internalization*

Reference:

Dahling, J. J., Whitaker, B. G., & Levy, P. E. (2009). The development and validation of a new Machiavellianism scale. *Journal of Management*, 35(2), 219–257. doi:10.1177/0149206308318618

Motivation to Lead

About:

This scales captures the extent to which people are willing to take on leadership roles.

Number of questions in the scale: 27

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

This scale has 3 subscales:

- *Affective Identity Motivation to Lead*
- *Noncalculative Identity Motivation to Lead*
- *Social-Normative Motivation to Lead*

Reference:

Chan, K.-Y., & Drasgow, F. (2001). Toward a theory of individual differences and leadership: Understanding the motivation to lead. *Journal of Applied Psychology, 68*(3), 481–498. DOI:10.1037//0021-9010.86.3.481

Narcissistic Admiration and Rivalry Questionnaire (NARQ)

About:

This scale captures the extent to which individuals have an inflated sense of self-importance with a constant need for admiration by others.

Number of questions in the scale: 15

Additional Note:

N/A

Reference:

Back, M. D., Küfner, A. C. P., Dufner, M., Gerlach, T. M., Rauthmann, J. F., & Denissen, J. J. A. (2013). Narcissistic admiration and rivalry: Disentangling the bright and dark sides of narcissism. *Journal of Personality and Social Psychology*, 105(6), 1013–37. DOI: 10.1037/a0034431.

Political Skills

About:

This scale captures the extent to which individuals are able to effectively understand others at work and use such knowledge to influence them in ways that enhance one's own and/or organizational objectives.

Number of questions in the scale: 15

Additional Note:

N/A

Reference:

Ferris, G.R, Treadway, D.C., Kolodinsky, R.W., Hochwater, W.A., Kacmar, C.J., Douglas, C., & Frink, D.D. (2005) Development and validation of the Political Skill Inventory. *Journal of Management*, 31(1) 126-152. doi:10.1177/0149206304271386

Power Bases

About:

This scales captures the extent to which people perceive they wield each type of power with an organization: reference, expert, legitimate, coercive and reward.

Number of questions in the scale: 36

Additional Note:

This scale 5 dimensions (no overall score):

- *Referent Power*
- *Expert Power*
- *Legitimate Power*
- *Coercive Power*
- *Reward Power*

Reference:

Dieterly, D.L., & Schneider, B. (1974). The effect of organizational environment on perceived power and climate: A laboratory study. *Organizational Behavior and Human Performance*, 11(3). 316–37. DOI: 10.1016/0030-5073(74)90023-3

Primary Psychopathy

About:

This scale captures the extent to which individuals are selfish, uncaring, and manipulative towards others.

Number of questions in the scale: 16

Additional Note:

N/A

Reference:

Levenson, M. R., Kiehl, K. A., & Fitzpatrick, C. M. (1995). Assessing psychopathic attributes in a noninstitutionalized population. *Journal of Personality and Social Psychology, 68*(1), 151–158. doi:10.1037/0022-3514.68.1.151 p.153

Proactive Personality

About:

This scales captures the extent to which people demonstrate a stable tendency to proactively initiate and enact change in their environment

Number of questions in the scale: 17

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Bateman, T. S. & Crant, J. M. (1993). The proactive component of organizational behavior. *Journal of Organizational Behavior*, 14(2), 103-118.
DOI:10.1002/job.4030140202

Self-Efficacy

About:

This scale captures the extent to which individuals believe they are able to mobilize motivation, cognitive resources, and courses of action needed to meet given situational demands.

Number of questions in the scale: 8

Additional Note:

N/A

Reference:

Chen, G., Gully, S. M., & Eden, D. (2001). Validation of a New General Self-Efficacy Scale. *Organizational Research Methods, 4*(1), 62–83. doi:10.1177/109442810141004

Self-Esteem

About:

This scale captures the extent to which individuals are confident, capable, and feel that they are deserving of respect and success in their life.

Number of questions in the scale: 10

Additional Note:

N/A

Reference:

Rosenberg, M. (1965). *Society and the Adolescent Self-Image*. Princeton, NJ: Princeton University Press.
DOI:10.1515/9781400876136

Self-Monitoring

About:

This scale captures the extent to which individuals are able to regulate and adapt their behavior and expressions in various social situations based on the perceived expectations and norms of those situations.

Number of questions in the scale: 18

Additional Note:

N/A

Reference:

Snyder, M., & Gangestad, S. (1986). On the nature of self-monitoring: matters of assessment, matters of validity. *Journal of Personality and Social Psychology*, *51*(1), 125–39. DOI: 10.1037/0022-3514.51.1.125

Tertius Orientation

About:

This scale captures the extent to which people bring together others who would not otherwise interact, thereby promoting collaboration within the network.

Number of questions in the scale: 6

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

Reference:

Obstfeld, D. (2005). Social networks, the Tertius lungens orientation, and involvement in innovation. *Administrative Science Quarterly* 50(1), 100–130. <https://doi.org/10.2189/asqu.2005.50.1.100>

Trust in Focus Person

About:

This scales captures the extent to which people have belief or confidence in the reliability, competence, and integrity of a focal person.

Number of questions in the scale: 9

Additional Note:

THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON

This scale has 3 subdimensions:

- Perceived Competence
- Perceived Integrity
- Willingness to Risk

Reference:

Kim, P. H., Ferrin, D. L., Cooper, C. D., & Dirks, K. T. (2004). Removing the shadow of suspicion: The effects of apology versus denial for repairing competence - versus integrity-based trust violations. *Journal of Applied Psychology, 89*(1), 104–118. DOI:10.1037/0021-9010.89.1.104

Values

About:

This scale captures the extent to which individuals show a positive dedication to their work.

Number of questions in the scale: 15

Additional Note:

N/A

Reference:

Lindeman, M. & Verkasalo, M. (2005). Measuring values with the Short Schwartz's Value Survey. *Journal of Personality Assessment*, 85(2), 170-178.
DOI:10.1207/s15327752jpa8502_09

Work Engagement

About:

This scale captures the extent to which individuals show a positive dedication to their work.

Number of questions in the scale: 5

Additional Note:

N/A

Reference:

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619.
doi:10.1108/02683940610690169

Work Locus of Control

About:

This scale captures the extent to which individuals believe they have control over work outcomes.

Number of questions in the scale: 16

Additional Note:

N/A

Reference:

Spector, P. E. (1988). Development of the Work Locus of Control Scale. *Journal of Occupational Psychology*, 61(4), 335–340. doi:10.1111/j.2044-8325.1988.tb00470.x