

FourSight® Research Summary

The science behind the theory

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Contents

FourSight: Research-based	3
Reliability and Validity	4
Key Research Findings	6
Selected Studies	8
FourSight Styles as a Predictor of Vocations	9
The FourSight Profile across Organizational Levels	10
Team Study of FourSight in an Organizational Context	11
Teachers' FourSight Styles and "Ideal" Students	13
Creating, Growing & Sustaining Innovation Teams at IBM	14
Well-Being and Creative Thinking Preferences	16
Personality Measures	17
MBTI	18
DiSC	19
Synthesis of Personality Study Results	20
References	21
Resources	22

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With 36 questions, FourSight can identify an individual's preferences for the four stages of the universal creative process.

FourSight: Research-based

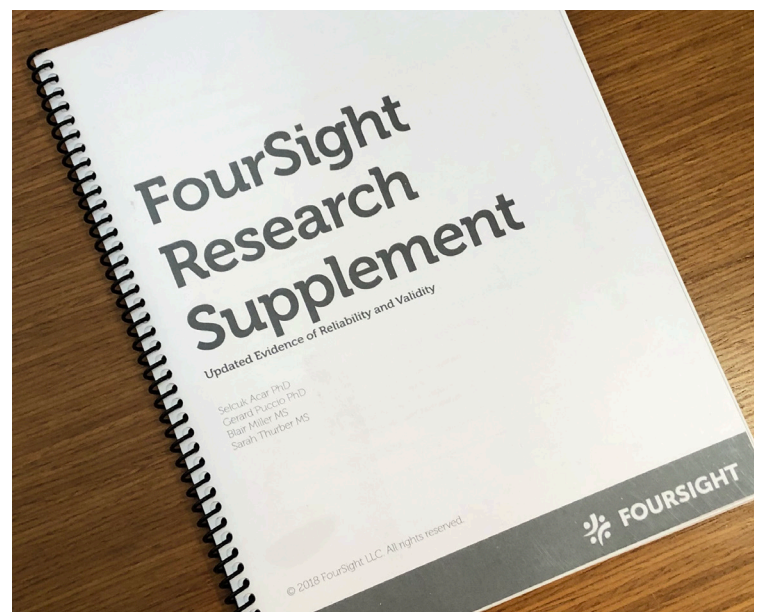
The FourSight Thinking Profile is a research-based measure of cognitive style that helps individuals and teams understand their approach to creative thinking and problem solving. With 36 questions, FourSight can identify an individual's preferences (high, neutral or low) for the four stages of the universal creative process (clarify, ideate, develop and implement).

Being research-based is one of FourSight's core values. Our two founders have PhDs in the field of creativity. Our managing partner has a Master of Science in Creativity. We proudly share our research, support research with FourSight and continue to conduct our own research to forward our understanding of the impact of thinking preferences on individuals, teams and organizations.

This summary provides a layman's overview of the research and scientific data that support the FourSight assessment and theory. Being research-based is not only a value, it's also a competitive advantage. FourSight theory and practice are guided by insights gleaned from research investigations. The research studies shared in this summary provide a glimpse into some of the findings that have informed and expanded the FourSight theory.

Details of the studies on FourSight and other references, can be found in the "FourSight Research Supplement" and the other resources listed at the end of this document.

Being research-based is one of FourSight's core values.



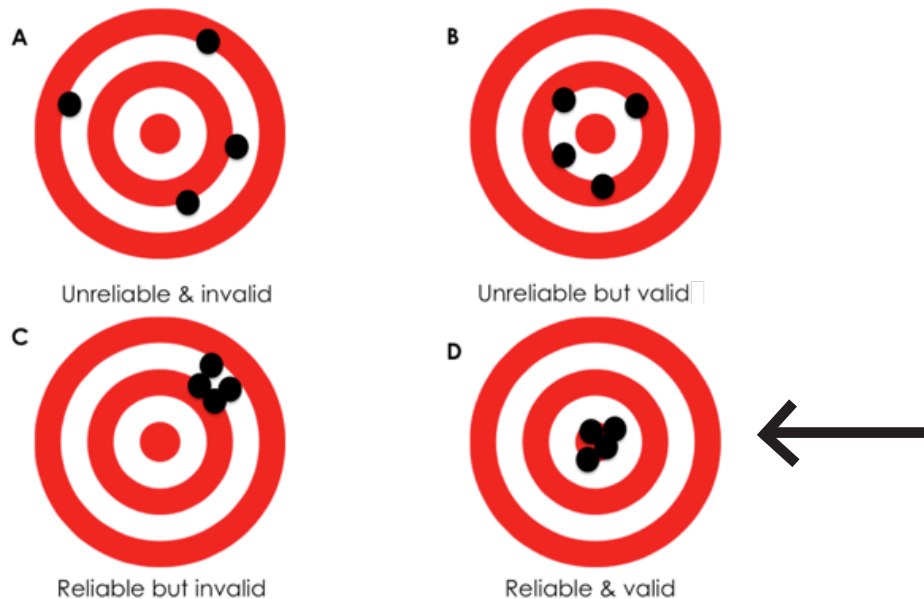
Reliability and Validity

FourSight is an academically researched, reliable and valid psychometric instrument.

Statistical **reliability** measures the degree to which a psychological instrument produces consistent results. For example, if you stepped on a scale multiple times, and it showed a different weight every time, that instrument would be unreliable. A reliable instrument is consistent in the way it measures something. The FourSight assessment is reliable in measuring creative-thinking preferences.

Statistical **validity** examines the accuracy of the research results. Validity is the extent to which a psychological instrument measures what it says it measures. For instance, a scale that shows the same weight every time you step on it might be reliable, but if the actual weight it shows is not accurate, the instrument is not valid. An assessment is only valid if it can prove that it is accurate in measuring the quality it intends to measure.

FourSight has undergone nearly 30 years of research, testing and validation studies, showing the assessment to be both valid and reliable.



The FourSight assessment measures both accurately and consistently.

“Nearly 20 empirical studies have tested the FourSight theory and all show that this theory holds up, explaining how people express their creativity and how this expression predicts behavior in both our personal and professional lives.”

—Dr. Gerard Puccio, creator of FourSight

FourSight Reliability: Cronbach’s Alpha

FourSight measures thinking preferences for four different scales: Clarifier, Ideator, Developer and Implementer. To judge the internal reliability of each scale, statisticians use Cronbach’s alpha. This statistical tool looks at how well the questions for each scale hang together. Do they truly relate to each other (scores above .70) without being totally redundant (scores approaching 1.00)? For new measures .60 is considered acceptable. For established measures .70 or greater is considered good.

For established measures, a Cronbach alpha of .70 or greater is considered good.

The current version of FourSight 8.1 (Puccio & Acar, 2015) has the following Cronbach alpha values:

Clarifier	.78
Ideator	.82
Developer	.78
Implementer	.75

This and other studies provide strong evidence that the scores on a FourSight measure can be relied on to be repeatable and consistent.

Validity: Confirmed by Multiple Studies

Unlike reliability, which can be demonstrated through Cronbach alpha values, validity cannot be summarized in a single statistic. It must be established across a series of studies. To date, nearly 20 academic studies have shown the validity of the FourSight measure.

Key Research Findings

Understanding the research behind FourSight allows us test the veracity of the theory and expand its implications. Ultimately, it helps users make powerful and credible meaning from FourSight results.

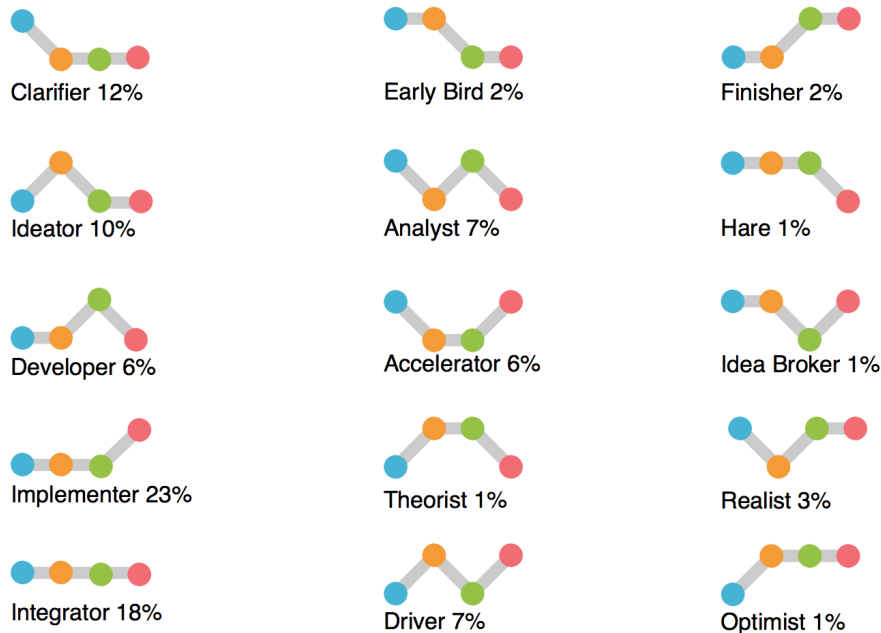
FourSight Profile Types

More than 150,000 people have taken FourSight online. Approximately...

- 50% have a single high preference
- 25% have a double-preference profile
- 5% have a triple-preference profile
- 20% are "Integrators" with roughly equal preferences

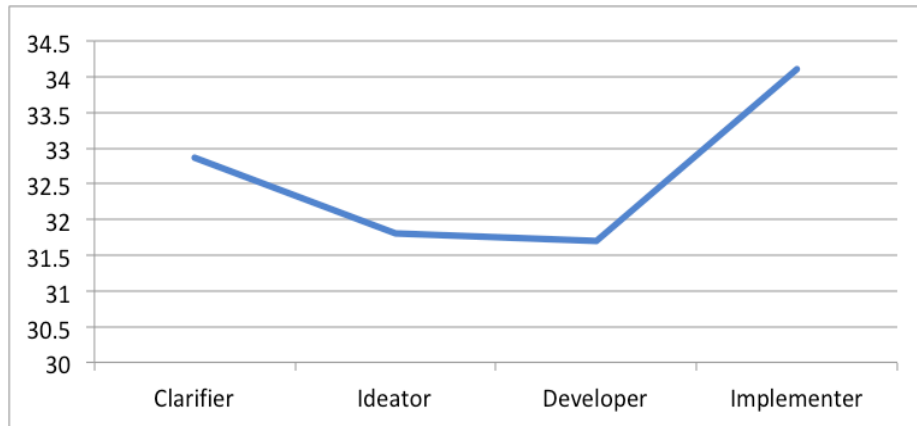
50% of people have a single high preference

Distribution across 15 FourSight Profiles:



FourSight Mean Scores (n=7,211)

In a recent study of more than 7,200 participants, people showed a preference for implementing and clarifying over ideating and developing. Mean scores are the average scores for each preference across all of the participants.



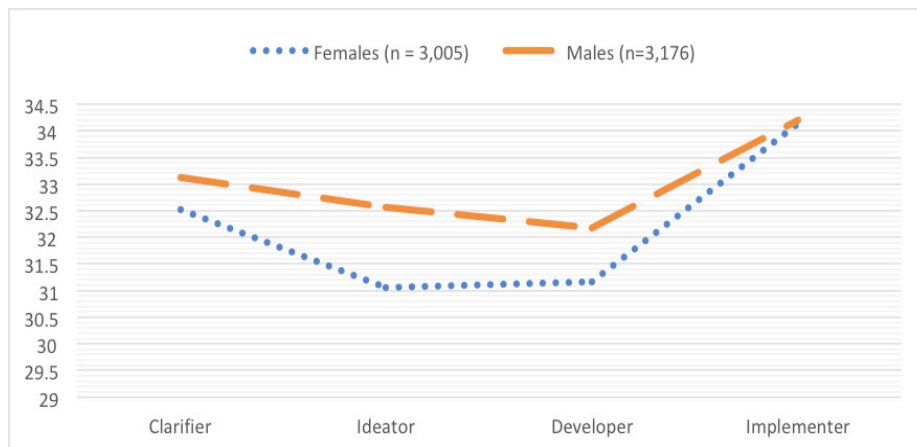
Mean scores

Clarifier	32.86
Ideator	31.80
Developer	31.70
Implementer	34.11

FourSight Mean Scores (n=7211)

Mean Scores by Gender

Men and women tend to score slightly differently. While both show similar high preferences for implementing and clarifying, men showed higher preferences for ideating and developing. Across two versions of FourSight (version 6.1 and 8.0), males had higher scores than females on Clarifier, Ideator, and Developer scales but not for the Implementer preference.



FourSight Average Scores compared across Males and Females, v. 8.0

Mean Score by Age

Age does not appear to have a strong impact on FourSight scores. In a study of 7,211 profiles,

- Clarifying: Older respondents showed a slightly lower preference.
- Ideating: Scores did not change with age.
- Developing: Older respondents showed a slightly lower preference.
- Implement: Older respondents showed a slightly higher preference.

Selected Studies

The power of the FourSight model comes from its ability to predict human behaviors, reactions, or attitudes. This aspect of FourSight makes it understandable to people because they see clear overlap between their profiles and their natural behaviors in life and work.

FourSight research studies provide empirical evidence for these individual experiences. Six studies are summarized here. Further studies can be found in the FourSight Research Supplement or the FourSight Public Trello Board.

FourSight Styles as a Predictor of Vocations	9
The FourSight Profile across Organizational Levels	10
Team Study of FourSight in an Organizational Context	11
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Creating, Growing & Sustaining Innovation Teams at IBM	14
Well-Being and Creative Thinking Preferences	16

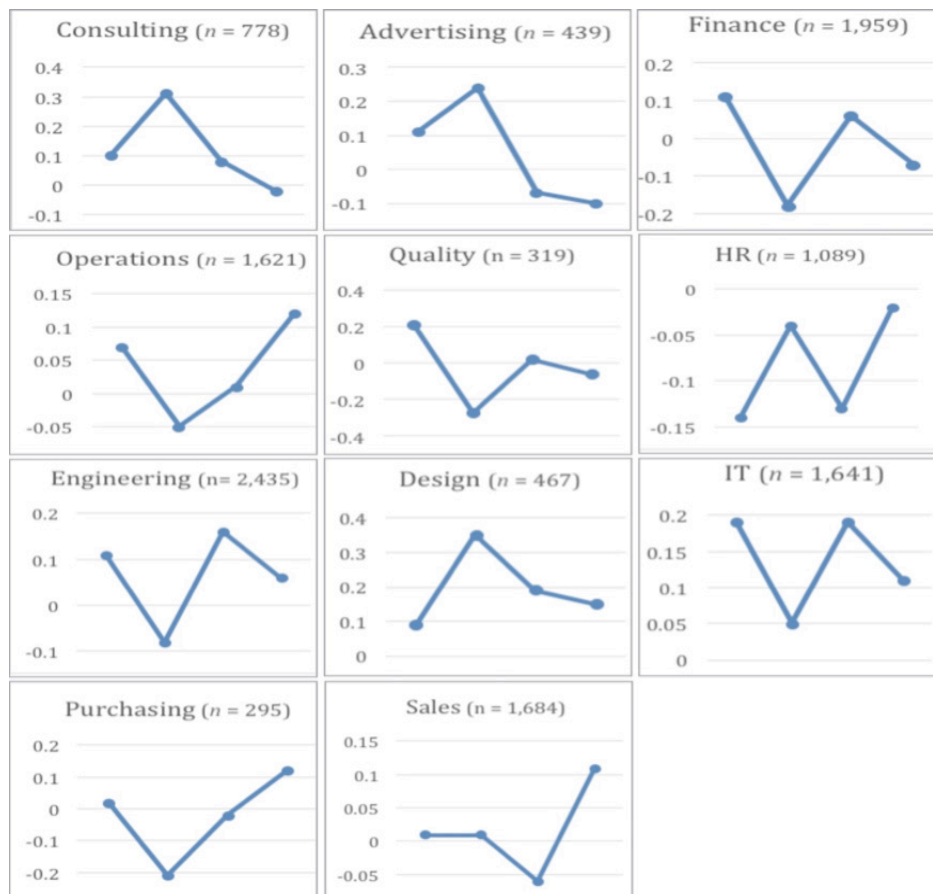
FourSight Styles as a Predictor of Vocations

Using demographic data on over 20,000 participants collected over the last 10 years, Gerard Puccio, Blair Miller and Selcuk Acar show that occupations attract distinctly different FourSight profiles.

Jobs have different cognitive demands and thereby attract different profiles.

Assuming that people are attracted to jobs that suit their thinking profiles, this research helps us understand the types of thinking typically demanded by different vocations. It also shows us the thinking styles that might be provocative in those vocations and inspire new thinking.

Knowing your FourSight profile and the dominant profile of your profession offers three distinct advantages: 1) you are more aware of the kind of thinking the job demands, 2) you can understand your cognitive fit at work, and 3) you can anticipate the problem-solving behaviors and needs of many of your coworkers.



Puccio, G. J., Miller, B., & Acar, S. (2018). "Differences in creative problem-solving preferences across occupations." *The Journal of Creative Behavior*, 53, 576-592.

The FourSight Profile across Organizational Levels

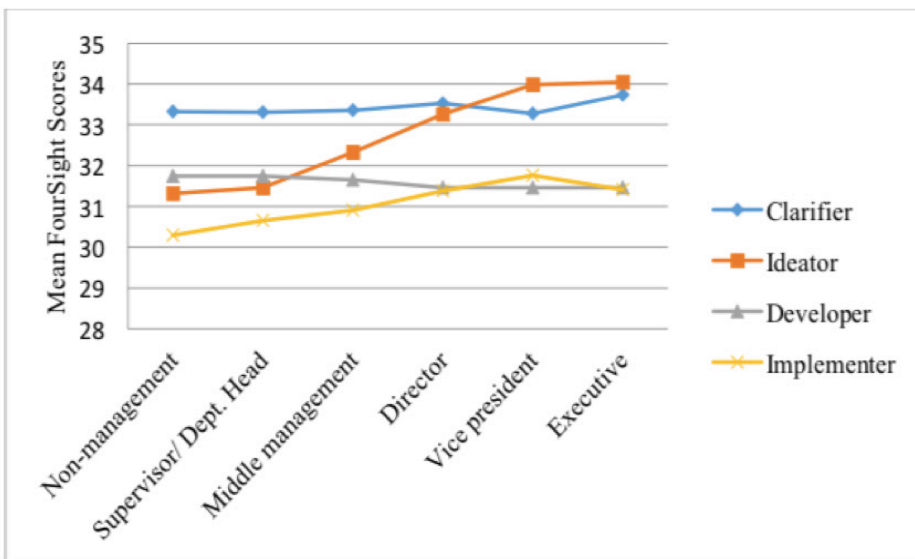
FourSight profiles change across organizational levels. Puccio and Acar (2015) hypothesized that they would find a higher preference for ideating at upper-level leadership. They reasoned that high-level leaders need to be visionary, see the big picture, and think of new possibilities to keep up with change.

Executive leaders must hone their skills for ideating.

Data was collected from 7,280 participants in the workforce, representing a wide variety of organizations and industries in both the private and public sectors. Results confirmed their hypothesis: While clarifying and developing scores remained fairly constant, ideating scores increased at higher organizational levels. Implementing scores also increased, although far less dramatically.

Recalling the vocational study, we can say that executive-level work calls more heavily on ideation (seeing the big picture, imagining future opportunities) and implementation (focus on results, motivating action).

All FourSight profiles are found in leadership positions. This study reveals that tasks and responsibilities of senior leadership positions call on the ideating and implementing mindset. Given this fact, those aspiring to strategic-level leadership positions would be wise to train their ideating and implementing skills and attitudes.



Puccio, G. J., & Acar, S. (2015). "Creativity will stop you from getting promoted, right? Wrong! A comparison of creative thinking preferences across organizational levels." *Business Creativity and the Creative Economy*, 1, 62-70.

Team Study of FourSight in Organizations

How do different FourSight profiles show up on teams? Laura Barbero Switalski explored this question in her study of 56 employees at a global organization, DeAgostini, where employees took FourSight as part of a training program in Creative Problem Solving.

The study revealed how participants perceived their own creative problem skills and their manner of team engagement. The results looked at Clarifiers, Ideators, Developers, Implementers and Integrators. In each case, the findings show how team members with different FourSight profiles contribute to team success.

How do different profiles add to team success?



Clarifiers on Teams

<u>Skills</u>	<u>Manner of Engagement</u>
Persistent Focus	Challenging
Analyze situations	Take time to identify the right problem
Clarity	Think before moving
Logical thought	Stand back
Concreteness	Control Ideators
Ask the right questions	
Prevent Mistakes	



Ideators on Teams

<u>Skills</u>	<u>Manner of Engagement</u>
Visionary	Open-minded
Innovative thinking	Optimistic
Flexibility	Idealistic
Lateral thinking	Playful and fun
Original perspective	Speed
	Less concerned about details

Switalski (2002)



Developers on Teams

Skills

Solve problems
Make concepts concrete
Transform ideas into products

Manner of Engagement

Disciplined
Control wild ideas
Act as a filter
Serve as a “reality check”



Implementers on Teams

Skills

Able to focus on action
Overcome obstacles
Get results
Clear sense of direction

Manner of Engagement

Self-confident
Risk-taking
Hard work
Sense of commitment



Integrators on Teams

Skills

Adaptable
Listen to diverse perspectives
Sensitive
Consistency
Versatility

Manner of Engagement

Relationship focus
Cooperative
Concern for harmony
Team player
Moderator
Bridge gaps and perspectives

Switalski (2002)

Teachers' FourSight Styles and the "Ideal" Student

Serap Gurak-Ozdemir did a study of 275 teachers, analyzing the relationship between their FourSight profiles and their description of the "ideal student." She explored the extent to which their FourSight preferences could predict their view of favorable student characteristics.

The teacher's preferred student characteristics were measured using the Torrance Ideal Child Checklist, a list of 66 adjectives used to identify qualities that should be encouraged or discouraged in students.

The results show that teachers tend to support characteristics associated with their own FourSight preferences. Further, it points to potential cognitive biases in other areas, such as in parenting and in leadership. Overall, the study supports the importance of training for teachers, managers, leaders and others, to promote awareness of creative thinking preferences and possible bias toward one's own preference.



Do teachers' FourSight profiles influence how they feel about their students?

Characteristics that Teachers Prefer

Clarifier teachers prefer students who are:

- Doing work on time
- Feeling emotions strongly
- Refined, free from coarseness
- Remembering well
- Thorough
- Willing to accept the judgment of authorities

Ideator teachers prefer students who are:

- Courageous in convictions
- Critical of others
- Curious, searching
- Guessing, hypothesizing
- Independent in judgment

- Intuitive
- Unwilling to accept things on mere say-so
- Visionary, idealistic
- Altruistic, working for good of others
- Asking questions about puzzling things
- Energetic, vigorous
- Independent in thinking
- Never bored, always interested

Developer teachers prefer students who are:

- Sincere, earnest
- Thorough
- Willing to accept the judgement of authorities

Implementor teachers prefer students who are:

- Self-starting, initiating
- Domineering, controlling
- Truthful, even when it hurts

Integrator teachers prefer students who are:

- Industrious, busy
- Preferring complex tasks
- Striving for distant goals

Gurak-Ozdemir, S., Acar, S., Puccio, G., & Wright, C. (2019). "Why do teachers connect better with some students than others? Exploring the influence of teachers' creative thinking preferences." Gifted and Talented International, p.1-14

Creating, Growing & Sustaining Efficient Innovation Teams at IBM

What’s the best way to support innovation teams? At IBM, Master Inventor Casimir DeCusatis, holder of more than 150 patents, wanted to understand which team-forming strategy worked best to support the younger generation of innovators.

He analyzed the changing nature of innovation, the characteristics of different generations of innovators, and four different types of team formation methods (Genius Teams, Improv teams, Virtual Teams using Second Life, and FourSight teams).

DeCusatis defined FourSight teams as those where members understand their individual FourSight profiles, their team profile and the FourSight Creative Problem Solving Process. This combination of personal awareness and process awareness allowed teams to leverage their strengths, develop their weaknesses and balance team membership to increase the prospects of long-term success.

While every method of team formation had its advantages, in his final analysis, DeCusatis found that FourSight was the best way to create, grow and sustain efficient innovation teams. (See additional findings on the following page.)

DeCusatis, C. (2008) "Creating, growing and sustaining efficient innovation teams." Creativity and Innovation Management, 17(2), 155-164.



FourSight gives teams both personal and process awareness, increasing their prospects for long-term success.

Table 3. Comparison of Innovator Traits and Team Approaches

Traits of Gen-Y Innovators	Genius Teams	FourSight Teams	Virtual Teams	Improv Teams
Continuous learning	High	High	Medium	Medium
Highly networked, free expression	Low	Medium	High	High
Team decisions/no strong leader	Low	High	Medium	High
Immediate feedback	High	Medium	High	High
Inherent use of technology	Medium	Medium	High	Low
Embrace diversity	Low	Medium	High	High
Balance mixed generation team members	Medium	High	Low	Low
Achieve self-actualization	High	High	Low	Medium

Figure 1. The Changing Nature of Innovation

From	To
Monolithic Invention	Collaborative Innovation
Patent Based / Own and Protect	Customer Value Based / Share and Expand
Well Defined Objectives	Sense and Respond to Demand
Specialized, Local R&D Teams / "Not Invented Here"	Everyone is an Innovator / Best from Anywhere
Single Discipline	Multiple Discipline
Structured, Top-Down	Symbiotic Partnerships
Passive Consumers	Consumers are Producers

	Traditionalist	Gen X	Gen Y
Training	The hard way	Required to keep me	Continuous and expected
Learning style	Classroom	Independent	Collaborative and networked
Communication style	Top down	Hub and spoke	Collaborative
Problem-solving	Hierarchical	Independent	Collaborative
Decision-making	Seeks approval	Team included	Team decided
Leadership style	Command and control	Coach	Partner
Feedback	No news is good news	Weekly/Daily	On demand
Technology use	Uncomfortable	Unable to work without it	Unfathomable if not provided
Job changing	Unwise	Necessary	Part of my daily routine

Table 2. Best Practices for FourSight Team Preferences

	Actions
Clarifier	<ul style="list-style-type: none"> • Look at the situation from all angles • Understand the background information and key data • Isolate obstacles that stand in your way • Know what is and is not relevant
Ideator	<ul style="list-style-type: none"> • List lots of ideas • Look at the problem from a new angle • Use brainstorming to come up with many diverse ideas • Use random associations to think outside the box
Developer	<ul style="list-style-type: none"> • Use success criteria to rate competing solutions • Modify solutions to better meet success criteria • Identify sources that may assist and resist implementation • With this in mind, create an action plan
Implementer	<ul style="list-style-type: none"> • Get into action, realizing that you will learn as you go • 'Test fast. Fail fast. Adjust fast.' • Ask what's working well? What should we do differently? What have we learned? • Monitor progress and be prepared to cycle back to other phases

DeCusatis, C. (2008) "Creating, growing and sustaining efficient innovation teams." *Creativity and Innovation Management*, 17(2), 155-164.

Well-Being & Creative Thinking Preferences

FourSight researchers, inspired by an article correlating ADHD with Ideators, began to explore the link between FourSight preferences and other mental health dimensions. In addition to expanding the FourSight theory, researchers hoped to help people understand the link between their creative preferences and their mental well-being. Participants (n=196) took their FourSight profile and a wellness survey designed by Pam Szalay and Amber Boyer, testing for six dimensions they thought might correlate with FourSight preferences.

Dimensions of mental health measured:

- 1. Premeditation**
the ability to engage in careful thinking and planning before acting
- 2. Urgency**
the tendency to act rashly under extreme emotions
- 3. Anxiety**
persistent feelings of worry or fear that interfere with daily activities
- 4. Obsessive Compulsive Disorder (OCD)**
uncontrollable thoughts leading to repetitive behaviors
- 5. Sensation seeking**
the search for intense, complex and novel experiences
- 6. Perseverance**
the ability to remain focused and complete a task

6 dimensions	Hypothesis	Actual Findings
Premeditation	Clarifier	Clarifier correlates strongly
Urgency	Implementer	Implementer correlates strongly Ideator also correlates Clarifier has INVERSE relation
Anxiety	Clarifier	Implementer has INVERSE relation
OCD	Developer	Clarifier & Developer correlate
Sensation seeking	Ideator	Ideator correlates strongly Implementer & Developer correlate
Perseverance	Implementer	Implementer correlates strongly Clarifier & Developer also correlate Ideator has INVERSE relation

Puccio, G. J., Szalay, P. A., Acar, S., & Boyer, A. (2019). "Understanding the intersection between well-being and creative process: An exploratory study of creative-thinking preferences and aspects of mental health." The International Journal of Creativity and Problem Solving, 29(2), 5-15

Personality Measures

Insight from other personality measures has greatly contributed to our knowledge of FourSight. Nearly a dozen studies, some by the FourSight team and some by independent researchers, have correlated FourSight with other personality measures. The findings from these studies have helped FourSight describe with specificity and confidence the personality traits most prevalent in the four thinking preferences, Clarifier, Ideator, Developer and Implementer.

Correlative studies include:

1. Myers-Briggs Type Indicator (MBTI)
2. DISC Personal Profile
3. Adjective Checklist
4. Big-Five Personality Traits
5. Kirton Adaption-Innovation Inventory (KAI)
6. Creative Problem Solving Profile (CPSP)

The earliest of these studies (Adjective Checklist, Kirton Adaption-Innovation Inventory, Creative Problem Solving Profile) can be found in the FourSight Technical Manual. Additional studies are available on the FourSight Public Research Trello Board. See resources on page 20.

The following pages show the correlations between FourSight and MBTI and DiSC. As popular measures, people often ask how their FourSight scores correlate with MBTI and DiSC.

On Page 18, we list a synthesis of characteristics revealed by the collective findings from all these correlative studies.

Correlations with other personality measures help FourSight describe preference characteristics with confidence.

FourSight and MBTI

FourSight shows some correlations to the traits described in the MBTI. While none of the FourSight preferences are biased towards extra-version/introversion or thinking/feeling, the following correlations do apply:



Ideators have highly iNtuitive personalities.

- Future focused
- Concerned with possibilities
- Innovative
- Imaginative
- Drawn to change

Ideators have Perceiving personalities.

- Take a more open view
- Fluid approach towards life
- Flexible lifestyle
- Spontaneous
- Flexible
- Curious
- Enjoy exploring opportunities without limits

Clarifier and Developers have Judging personalities.

- Approach life in an organized manner
- Prefer to reach closure
- Decisive
- Have clear limits
- Plan in advance

Developers apply structure to refine and improve ideas.

Clarifiers apply structure to gathering and organizing information and framing challenges.

Puccio, G., & Grivas, C. (2009). "Examining the relationship between personality traits and creativity styles." Creativity and Innovation Management, 18(4), 247. doi:10.1111/j.1467-8691.2009.00535.x

FourSight and DiSC

FourSight shows some correlations to the behavioral traits described in DiSC.



Ideators do not generally show Steadiness or Conscientiousness traits. Instead they:

- Like variety
- Don't mind rocking the boat and are drawn toward change
- Can be impulsive
- Play with possibilities
- Are not overly concerned with rules and structure

Clarifiers tend to show Conscientiousness traits, not influence traits.

- Likely to adhere to rules and structure
- Ask questions to understand all the details
- Examine a situation from lots of angles
- Persuade others through data and facts rather than feelings

Implementers do not tend to show Conscientiousness traits, but may show some Dominance traits.

- Do not like to get bogged down in details
- Tend to be independent
- Decisive
- Have a "get it done" attitude
- Plan in advance
- May push their ideas through without getting consensus

Puccio, G., & Grivas, C. (2009). "Examining the relationship between personality traits and creativity styles." Creativity and Innovation Management, 18(4), 247. doi:10.1111/j.1467-8691.2009.00535.x

Synthesis of Personality Study Results



Below is a synthesis of findings from the correlative studies done with FourSight and other personality measures, including MBTI, DiSC, Adjective Checklist and Big Five Personality Traits, etc. While FourSight styles contain more characteristics than those listed below, these qualities were confirmed by comparative studies of FourSight with multiple established personality measures.

Clarifiers tend to be

- more factual
- conscientious
- diligent
- dutiful
- considerate of social harmony
- organized
- analytical
- conventional
- judgmental
- less sociable
- exerting less influence over the situation
- less anxious and worrisome in general
- concerned about negative outcomes of change

Developers tend to be

- more efficient
- methodical
- well-versed in using existing systems
- analytical
- persistent
- lack of respect toward traditional values
- preference for change and improvement.

Ideators tend toward

- strong imagination
- intuition
- autonomy
- spontaneity
- tolerance
- preference for (or openness to) change
- new experiences
- novelty
- originality
- influence
- restless
- tendency to take risks
- variety of interests
- more perceiving than judging
- dislike of order, structure, and traditional values

Implementers tend to be

- socially confident
- self-starting
- take initiative
- act toward change
- less tolerant for theoretical talk without action
- more controlling
- masculine and dominant

References

The research presented in this FourSight Research Summary is supported by more than 20 studies & research journal articles, including...

- Campos, H. M., et al. (2015). "Relationship between creativity , personality and entrepreneurship: An exploratory study." *International Business Research*, 8, 59-71.
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- White, H.A. & Shah, P. (2011). "Creative style and achievement in adults with attention-deficit/hyperactivity disorder." *Personality and Individual Differences*, 50, 673-677.

For more studies, see the Research Supplement (listed on following page)

Resources

FourSight Research Supplement

The most thorough and up-to-date compilation of academic and statistical data on FourSight. Available on the FourSight Public Trello Board under the heading FourSight Published Research

<https://trello.com/b/9m3dunj7/foursight-public-research>

FourSight Technical Manual

The initial proof of FourSight validity and reliability. Published in 2002 and updated by the FourSight Research Supplement. Available on the FourSight Public Trello Board under the heading FourSight Published Research

<https://trello.com/b/9m3dunj7/foursight-public-research>

FourSight Trello Board

A public resource with links to Academic Research on FourSight (published and unpublished) FourSight handouts, and books.

<https://trello.com/b/9m3dunj7/foursight-public-research>

FourSight YouTube Channel

A dedicated YouTube channel featuring videos and television coverage related to FourSight.

<https://www.youtube.com/watch?v=dv1SMXLP9KU>

FourSight on LinkedIn

<https://www.linkedin.com/company/foursight/>

FourSight on Facebook

<https://www.facebook.com/FourSightThinkingProfile/>

Reliability

A short video explaining reliability measurements in psychological testing

https://www.youtube.com/watch?v=_1tLkRmQbuU

Validity

A short video explaining validity measurements in psychological testing

<https://www.youtube.com/watch?v=kkjjZtFV9ZE>