| Individual task | Team member | Organization member | WDS |
|-----------------|-------------|---------------------|-----|
|                 | Prof        | Adapt               | Proact | Prof        | Adapt | Proact | Prof        | Adapt | Proact | Int | Org |
| RW %            | RW %        | RW %                | RW %   | RW %        | RW %   | RW %   | RW %        | RW %   | RW %   |     |     |
| VIA-IS120       |             |                     |        |             |        |        |             |        |        |     |     |
| Creativity      | .009        | 1.3                 | .043*  | 7.1         | .028*  | 6.0     | .003        | 0.5     | .033*  | 5.1 | .015 |
|                 | .007        | 1.1                 | .015   | 0.3         | .018   | 0.2     | 1.3         | .010   | 0.2    | 1.0 | 0.045|
| Curiosity       | .006        | 0.8                 | .020*  | 3.2         | .021   | 4.5     | .003        | 0.5     | .008   | 1.3 | .018 |
|                 | .007        | 1.1                 | .026   | 0.1         | .024   | 4.4     | .011        | 1.1     | .026   | 1.8 | 0.012|
| Judgment        | .057*       | 8.2                 | .033*  | 5.5         | .032*  | 6.9     | .008        | 1.2     | .025*  | 3.9 | .029*|
|                 | .021        | 3.4                 | .012   | 3.9         | .017   | 7.5     | .021        | 1.8     | .016   | 2.8 | .016 |
| Love of learning| .008        | 1.1                 | .023*  | 3.8         | .052*  | 11.0    | .013        | 1.7     | .029*  | 4.5 | .051*|
|                 | .022        | 3.5                 | .016   | 2.3         | .017   | 8.4     | .022        | 3.6     | .018   | 3.1 | .019*|
| Perspective     | .018*       | 2.6                 | .014*  | 2.2         | .008   | 1.7     | .013*       | 1.8     | .016   | 3.1 | .025*|
| Bravery         | .030*       | 4.4                 | .037*  | 6.0         | .010   | 2.2     | .008        | 1.2     | .015   | 2.2 | .007 |
| Perseverance    | .122*       | 17.6                | .057*  | 9.4         | .029*  | 6.1     | .019*       | 2.7     | .029*  | 5.0 | .020*|
| Honesty         | .032*       | 4.6                 | .018*  | 2.9         | .012   | 2.5     | .040*       | 5.6     | .032*  | 4.9 | .014 |
| Zest            | .034*       | 4.9                 | .027*  | 4.5         | .013   | 2.8     | .011*       | 1.6     | .010   | 1.6 | .007 |
| Love            | .007        | 1.0                 | .005    | 0.8         | 0.03  | 0.7     | .016*       | 2.2     | .012*  | 1.8 | .007 |
| Kindness        | .021*       | 3.0                 | .017*  | 2.7         | .006   | 1.4     | .045*       | 6.3     | .035*  | 5.3 | .014 |
| Social intelligence | .018*     | 2.6                 | .008    | 1.3         | .007   | 1.5     | .065*       | 9.0     | .034*  | 5.2 | .016*|
| Teamwork        | .046*       | 6.6                 | .020*  | 3.3         | .021   | 4.5     | .157*       | 21.8    | .082*  | 12.5 | .042*|
| Fairness        | .021*       | 3.1                 | .014*  | 2.3         | .012   | 2.5     | .041*       | 5.7     | .026*  | 4.0 | .019*|
| Leadership      | .022*       | 3.2                 | .053*  | 8.7         | .047*  | 10.1    | .024*       | 3.4     | .083*  | 12.7 | .072*|
| Forgiveness     | .011        | 1.5                 | .012    | 1.9         | .006   | 1.4     | .035*       | 4.8     | .020*  | 3.0 | .017*|
| Modesty         | .008        | 1.1                 | .008    | 1.2         | .003   | 0.6     | .013*       | 1.8     | .006   | 1.0 | .004 |
| Prudence        | .016*       | 2.4                 | .015*  | 2.4         | .028*  | 1.7     | .006        | 0.8     | .009   | 1.3 | .007 |
| Self-regulation | .034*       | 4.9                 | .014*  | 2.3         | .009   | 1.9     | .013*       | 1.9     | .007   | 1.1 | .005 |
| Appreciation    | .012        | 1.8                 | .004    | 0.7         | .009   | 2.0     | .004        | 0.5     | .003   | 0.5 | .007 |
| Gratitude       | .019*       | 2.7                 | .007    | 1.1         | .007   | 1.5     | .024*       | 3.3     | .016*  | 2.5 | .005 |
| Hope            | .016*       | 2.3                 | .008    | 1.3         | .011   | 2.3     | .009        | 1.2     | .009   | 1.4 | .012 |
| Humor           | .008        | 1.2                 | .038*  | 6.2         | .012   | 2.5     | .009        | 1.3     | .027*  | 4.2 | .020 |
| Spirituality    | .002        | 3.3                 | .004    | 0.6         | 0.005  | 1.1     | .002        | 0.3     | .002   | 0.4 | .002 |

**Note:** N = 169. All data were corrected for effects of sex and age before being entered into the regression analyses. RW = Raw relative weight (within rounding error, raw weights sum up to 1), % = Relative weight rescaled as a percentage of predicted variance in the criterion attributed to each predictor (within rounding error, rescaled weights sum to 100). WRPS = Work Role Performance Scale (Griffin et al., 2007); Prof = Proficiency, Adapt = Adaptivity, Proact = Proactivity. WDS = Workplace Deviance Scale (Bennett & Robinson, 2000); Int = Interpersonal deviance, Org = Organizational deviance. VIA-IS120 = Values in Action Inventory of Strengths (Littman-Ovadia, 2015). CFT 20-R = Revised Culture Fair Intelligence Test Scale 2 (Weiß, 2006). GMA = General mental ability. MRS-25 = Minimal Redundancy Scales (Ostendorf, 1990). * 95% percent confidence interval did not include zero (p < .05).