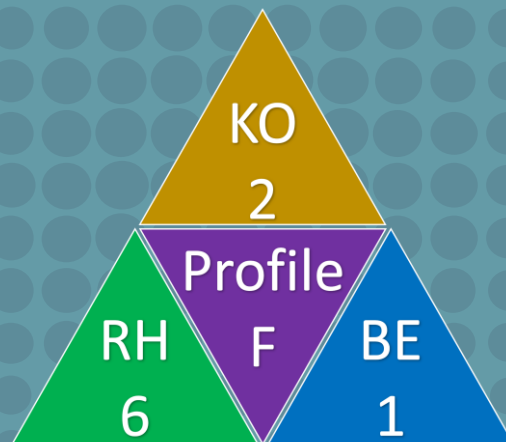


***KOR-B Steward Leader  
FREEDOM Profile<sup>©</sup>***

***Survey Construction and Psychometric Analysis***



***Dr. Mike Yoder and Dr. R. Scott Rodin***

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## Executive Summary

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### KoR-B FREEDOM PROFILE AT-A-GLANCE

The KoR-B Freedom Profile© is designed to assess an individual's leadership style and measure their place on a journey to becoming a faithful steward leader.

### REPORT HIGHLIGHTS

#### 1. Survey Construction

- a. Methodology
- b. Scales used to assess items
- c. Final 47 survey items to be utilized for individual assessments
  - i. Scales and reverse scoring included.

#### 2. Psychometric Analyses (validation study) of assessment instrument.

- a. Composite construction and calculations
- b. Internal reliability of composite scoring
  - i. Overall, there is good reliability in the composite scales indicating that this survey is a consistent assessment of the principles.
- c. Composite score benchmark grouping
- d. Calculation of KoR-B Freedom Profile© assessment map
  - i. KO
  - ii. RH
  - iii. BE
- e. Calculation of overall KoR-B Freedom Profile©

### NEXT STEPS

The information contained in this report should be utilized to craft and code assessment of an individual's KoR-B Freedom Profile©, which serves as the basis for the KoR-B Freedom Plan.

Assessment items should be copied word-for-word into a survey instrument or webpage that can capture an individual's responses to the 47 Likert style questions on a range of 1-7. The instrument should record responses and coding should be applied to results that capable of 1) identifying responses, 2) calculating composite scores, 3) comparing individual means on those composite scores to established benchmarks, 4) producing a profile map score, and 5) creating a predetermined output for each individual based on their personalized scores (27 possible unique outputs).

### APPENDIX

The appendix will contain documents utilized in the construction and analysis of the instrument as well as the SPSS coding and data collected.

## Methodology

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Initial items were constructed based on the research and work of Dr. R. Scott Rodin. The primary aim was to design an assessment that was capable of measuring an individual's place on their journey to becoming a faithful steward leader. The seven meta questions were:

1. Are we leading as a steward and not an owner?
2. Are we leading as one-kingdom leaders?
3. Are we experiencing intimacy with God in our leadership and is it our primary source of guidance?
4. Are we experiencing the freedom of having our identities secure in Jesus Christ as leaders?
5. Do we see others as fellow travelers and are we helping them on their journey?
6. Are we faithfully stewarding all God's resources and trusting Him to provide?
7. Do we understand our leadership role as spiritual warfare and are we prepared for the battle?

These 7 questions informed an initial round of items which were then fine tuned into robust survey questions which could fit into one of 3 different Likert scales (1 – 7). Consideration regarding appropriate measurement and balancing survey fatigue yielded 49 items which were assessed in the validation of this instrument. The final instrument contains 47 of these 49 items.

After the survey was constructed, participants were invited from multiple sources to complete the assessment and a resulting N of 260 was achieved. Many participants were remunerated for their time via class credit, a small monetary reward, or will be given free access to the published assessment.

## Survey Construction

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### Summary

The following items make up the KoR-B Freedom Profile© assessment.

All 47 items will be presented with their scales (Agreement, Frequency, Reflection), their item # which corresponds to the SPSS coding, item wording, and an indication of if it is a reversed scored item (R).

Alternatively, items will then be placed into a comprehensive table which can be sorted for ease of dissemination into a survey instrument or website (see end of this [section](#); also included in Excel File – Assessment Measures, Tab – Items in Survey).

### Likert Scales (3)

The following Likert scales were used in the psychometric assessment of items and should be utilized in the assessment construction moving forward.

Frequency Scale (Frequency)

1                      2                      3                      4                      5                      6                      7  
 Never              Very Rarely          Rarely              Sometimes          Often              Very Often          Always

Level of Agreement Scale (Agreement)

1                      2                      3                      4                      5                      6                      7  
 Strongly disagree    Disagree              Somewhat disagree    Neither agree nor disagree    Somewhat agree          Agree              Strongly agree

Reflects Me Scale (Reflection)

1                      2                      3                      4                      5                      6                      7  
 Very untrue of me    Untrue of me          Somewhat untrue of me    Neutral              Somewhat true of me    True of me          Very true of me

Survey Items (47)

A total of 49 items were created for the KOR-B validation study. Statistical analysis suggested that 47 items may be a better measure of the 7 principles as the elimination of 2 items resulted in better internal reliability for the Intimacy and Resources Principles. Before removing the items from the assessment, they were checked against the theoretical framework utilized to create the scales and it was determined that the constructs (principles) were properly operationalized with the reduced number of items.

**The following 47 items should be utilized in the KOR-B Assessment.**

Owner/Steward Principle [Owner – Steward] (7)

The Owner/Steward scale is comprised of seven (7) items dispersed across all three (3) scales

Scale	Item #	Item	Reverse Scored?
Agreement	OS1	There is clear evidence in our work culture that God owns this organization	
Reflection	OS2	I see my role as a leader through the lens of an owner: this is my organization	R
Reflection	OS3	I see the people I lead through the lens of an owner: these are my employees/my team members	R
Frequency	OS4	I manage the resources within influence through the lens of a steward: these are God's finances	
Reflection	OS5	As a leader my title defines me	R
Reflection	OS6	I see the strategies I help create through the lens of an owner: this is our vision	R
Reflection	OS7	I see my relationship with time through the lens of a steward: all my time is God's time, and I will use it as he leads	

One-Kingdom Principle [Control – Surrender] (7-items)

The One-Kingdom scale is comprised of seven (7) items dispersed across two (2) scales

Scale	Item #	Item	Reverse Scored?
Reflection	OneK1	I more fully trust God to guide me as a leader than I did a year ago	
Frequency	OneK2	As a leader, I operate on the belief that it is more important to be faithful than successful	
Frequency	OneK3	I manage the people I work with as a gift that I must steward carefully	
Frequency	OneK4	I manage our finances without any sense of worry or fear	
Reflection	OneK5	The more I can control things in my work the better leader I become	R
Reflection	OneK6	I put my organization on my shoulders in order to lead it to success	R
Frequency	OneK7	The decisions I make can be influenced by a fear of failure	R

Intimacy Principle [Stagnancy – Intimacy] (6)

The Intimacy scale is comprised of six (6) items dispersed across two (2) scales

Scale	Item #	Item	Reverse Scored?
Reflection	Im1	Growing in my intimacy with Christ is the single most important thing I do as a leader	
Agreement	Im2	In the last month my leadership has been more reliant on the Spirit than myself	
Agreement	Im4	I rely on my own skills and abilities when it comes to strategy and execution of weekly tasks	R
Agreement	Im5	The last 3 times I encountered the need for an important decision to be made, I stopped everything I was doing and prayed	
Agreement	Im6	Thinking about the last time I was successful; a majority of that success can be attributed to what I was able to contribute	R
Reflection	Im7	Intimacy with God is the primary source of guidance in my leadership.	



Identity Principle [Distraction – Focus] (7)

The identity scale is comprised of seven (7) items dispersed across all three (3) scales

Scale	Item #	Item	Reverse Scored?
Agreement	ID1	People I work with would say that I am more concerned with how God sees me than with how others see me	
Reflection	ID2	I can fail at my job without it impacting my identity	
Frequency	ID3	I rely on positive feedback from other people to feel good about my role as a leader	R
Frequency	ID4	As I lead others, I seek critical feedback on my performance	
Frequency	ID5	The people I work with would say I am more likely to give credit to my team than take praise for myself	
Frequency	ID6	I consider the effect on my reputation when I make decisions	R
Agreement	ID7	If God was leading me to make a decision that would make me unpopular as a leader, I would make it willingly	

Relationships Principle [Means – Ends] (7)

The Relationships scale is comprised of seven (7) items dispersed across all three (3) scales

Scale	Item #	Item	Reverse Scored?
Agreement	Rel1	I stay in long-term relationships whether they are a blessing to me or not	
Reflection	Rel2	I treat the relationships in my life as a necessary means to accomplishing my goals	R
Frequency	Rel3	I get frustrated with people who are obstacles to my desire to get things done	R
Frequency	Rel4	I use my daily interactions with people as opportunities to bless them	
Agreement	Rel5	People I work with would say that I focus on the needs of others rather than my own	
Frequency	Rel6	Building team culture is more important than getting team results	
Agreement	Rel7	I am not threatened when people I lead receive recognition and reward	

Resources Principle [Scarcity – Abundance] (6)

The Resources scale is comprised of six (6) items dispersed across all three (3) scales

Scale	Item #	Item	Reverse Scored?
Agreement	Res1	I manage resources carefully because they are scarce and must be managed effectively	R
Frequency	Res2	I daily submit my time to God and let Him shape the way I spend it	
Agreement	Res3	In the past three months I can point to ways God has directed me to use my finances for His purposes	
Reflection	Res5	There is clear evidence in my life that I take seriously my role to be a steward of God's creation	
Agreement	Res6	I look to my financial status to provide me a sense of security	R
Frequency	Res7	As a leader, I worry about finances	R

Warfare Principle [Apathy – Warrior] (7)

The Warfare scale is comprised of seven (7) items dispersed across all three (3) scales

Scale	Item #	Item	Reverse Scored?
Reflection	War1	As a leader, I am engaged in spiritual warfare and therefore I must be prepared for battle	
Frequency	War2	Preparation for spiritual battle is part of my daily routine	
Agreement	War3	As a leader I help prepare my followers for spiritual warfare	
Frequency	War4	Daily surrender to Christ is the part of my leadership routine	
Reflection	War5	I operate with a deep sense of victory over temptation as a leader	
Frequency	War6	I have more worry/stress/ fear than joy in my daily life as a leader	R
Agreement	War7	The challenges I face as a leader are less spiritual in nature and more related to finances and personnel	R

Interactive Table of Survey Items (see also Excel Document – Assessment Measures)

Scale	Item	Item	Reverse Scored	Principle
Agreement	ID1	People I work with would say that I am more concerned with how God sees me than with how others see me		DF
Reflection	ID2	I can fail at my job without it impacting my identity		DF
Frequency	ID3	I rely on positive feedback from other people to feel good about my role as a leader	R	DF
Frequency	ID4	As I lead others, I seek critical feedback on my performance		DF
Frequency	ID5	The people I work with would say I am more likely to give credit to my team than take praise for myself		DF
Frequency	ID6	I consider the effect on my reputation when I make decisions	R	DF
Agreement	ID7	If God was leading me to make a decision that would make me unpopular as a leader, I would make it willingly		DF
Reflection	Im1	Growing in my intimacy with Christ is the single most important thing I do as a leader		SI
Agreement	Im2	In the last month my leadership has been more reliant on the Spirit than myself		SI
Agreement	Im4	I rely on my own skills and abilities when it comes to strategy and execution of weekly tasks	R	SI
Agreement	Im5	The last 3 times I encountered the need for an important decision to be made, I stopped everything I was doing and prayed		SI
Agreement	Im6	Thinking about the last time I was successful; a majority of that success can be attributed to what I was able to contribute	R	SI
Reflection	Im7	Intimacy with God is the primary source of guidance in my leadership.		SI
Reflection	OneK1	I more fully trust God to guide me as a leader than I did a year ago		CS
Frequency	OneK2	As a leader, I operate on the belief that it is more important to be faithful than successful		CS
Frequency	OneK3	I manage the people I work with as a gift that I must steward carefully		CS
Frequency	OneK4	I manage our finances without any sense of worry or fear		CS
Reflection	OneK5	The more I can control things in my work the better leader I become	R	CS
Reflection	OneK6	I put my organization on my shoulders in order to lead it to success	R	CS
Frequency	OneK7	The decisions I make can be influenced by a fear of failure	R	CS
Agreement	OS1	There is clear evidence in our work culture that God owns this organization		OS
Reflection	OS2	I see my role as a leader through the lens of an owner: this is my organization	R	OS
Reflection	OS3	I see the people I lead through the lens of an owner: these are my employees/my team members	R	OS
Frequency	OS4	I manage the resources within influence through the lens of a steward: these are God's finances		OS
Reflection	OS5	As a leader my title defines me	R	OS
Reflection	OS6	I see the strategies I help create through the lens of an owner: this is our vision	R	OS
Reflection	OS7	I see my relationship with time through the lens of an steward: all my time is God's time and I will use it as he leads		OS
Agreement	Rel1	I stay in long-term relationships whether they are a blessing to me or not		ME
Reflection	Rel2	I treat the relationships in my life as a necessary means to accomplishing my goals	R	ME
Frequency	Rel3	I get frustrated with people who are obstacles to my desire to get things done	R	ME
Frequency	Rel4	I use my daily interactions with people as opportunities to bless them		ME
Agreement	Rel5	People I work with would say that I focus on the needs of others rather than my own		ME

## Psychometric Analyses and Calculation of KoR-B Freedom Profile©

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### Composite Construction

Utilizing the methodology described earlier, results of the survey were grouped into scales and composite scores were calculated by reverse scoring appropriate items and then averaging items within that principle. Results provide an average score between 1 and 7 on each of the seven scales. Those scores are then discretely compared to composite score benchmarks (see [below](#)) to produce an assessment map for participants.

### Internal Reliability of Composite Scoring

One important component of this assessment is to create scales that have good internal reliability (consistency). Reliability of scale scores were assessed using Cronbach's Alpha which typically ranges from 0-1. Scores above 0.6 are generally considered acceptable and above 0.8 are considered having high reliability. Only the Identity scale does not meet the 0.6 threshold, but the theoretical foundation is robust. Future analyses should explore potentially alternative ways to ask this question.

See [Appendix B](#) for additional SPSS output data.

Seven Levels of Assessment	Scale in Validation Study	# Of Items in Scale	Cronbach's Alpha
Owner – Steward	Owner-Steward	7	.816
Control – Surrender	One Kingdom	7	.779
Stagnancy – Intimacy	Intimacy	6	.876
Distraction – Focus	Identity	7	.569
Means – End	Relationships	7	.614
Scarcity – Abundance	Resources	6	.749
Apathy Warrior	Warfare	7	.864

### Assessment Map Calculations

Utilizing the composite score averages for each participant will place them on the assessment map for each of the 7 principles based on the benchmarks. Participants will be able to see their assessment map position, but not the composite averages that are used to calculate their position. The [KoR-B Freedom Profile© Calculation](#) table will then be used to score and round (up or down) the 7 principles into 3 categories, **Kingdom Orientation (Ko) [Scored 2-8]**, **Relational Health (R) [Scored 4-16]**, and **Battle Engagement (B) [Scored 1-4]**, which have been weighted to reflect the number of principles contained in that category and possible score on the assessment map.

## Composite Score Benchmarking

Benchmarks and cutoff scores are based on the quartiles of the 170 participants who are affiliated with Asbury University, Columbia International University, and The Steward's Journey blog (see frequencies in [Appendix C](#)).

Assessment Map Cutoff Scores

<b>Owner Steward Scale</b>	Strong Owner	<	4.43	>	Moderate Owner	<	5.14	>	Moderate Steward	<	5.86	>	Strong Steward
<b>One Kingdom Scale</b>	Strong Control	<	4.43	>	Mod Control	<	5.14	>	Mod Surrender	<	5.71	>	Strong Surrender
<b>Intimacy Scale</b>	Very Stagnant	<	4.17	>	Mod Stagnant	<	4.67	>	Mod Intimacy	<	5.50	>	Deep Intimacy
<b>Identity Scale</b>	Very Distracted	<	4.43	>	Mod Distracted	<	4.86	>	Mod Focused	<	5.18	>	Very Focused
<b>Relationships Scale</b>	Strong Tendency	<	4.71	>	Mod Tendency	<	5.14	>	Mod Tendency	<	5.57	>	Strong Tendency
<b>Resources Scale</b>	Strong Tendency	<	4.00	>	Mod Tendency	<	4.50	>	Mod Tendency	<	5.17	>	Strong Tendency
<b>Warfare Scale</b>	No Engagement	<	4.25	>	Little Engagement	<	4.86	>	Mod Engagement	<	5.46	>	Strong Engagement

## KoR-B Freedom Profile© Calculation

Score Possibilities	KO	Scored AS - KO	RH	Scored AS - RH	BE	Scored AS - BE	Mean	FREEDOM	FP3 (Round)
1	2-3	2	4-8	6	1	1	3.00	F	3.00
2	2-3	2	4-8	6	2-3	2	3.33	R	3.00
3	2-3	2	4-8	6	4	4	4.00	R	4.00
4	2-3	2	9-13	11	1	1	4.67	E-1	5.00
5	2-3	2	9-13	11	2-3	2	5.00	E-1	5.00
6	2-3	2	9-13	11	4	4	5.67	E-2	6.00
7	2-3	2	14-16	15	1	1	6.00	E-2	6.00
8	2-3	2	14-16	15	2-3	2	6.33	D	6.00
9	2-3	2	14-16	15	4	4	7.00	D	7.00
10	4-6	5	4-8	6	1	1	4.00	R	4.00
11	4-6	5	4-8	6	2-3	2	4.33	E-1	4.00
12	4-6	5	4-8	6	4	4	5.00	E-1	5.00
13	4-6	5	9-13	11	1	1	5.67	E-2	6.00
14	4-6	5	9-13	11	2-3	2	6.00	E-2	6.00
15	4-6	5	9-13	11	4	4	6.67	D	7.00
16	4-6	5	14-16	15	1	1	7.00	D	7.00
17	4-6	5	14-16	15	2-3	2	7.33	O	7.00
18	4-6	5	14-16	15	4	4	8.00	O	8.00
19	7-8	7	4-8	6	1	1	4.67	E-1	5.00
20	7-8	7	4-8	6	2-3	2	5.00	E-1	5.00
21	7-8	7	4-8	6	4	4	5.67	E-2	6.00
22	7-8	7	9-13	11	1	1	6.33	D	6.00
23	7-8	7	9-13	11	2-3	2	6.67	D	7.00
24	7-8	7	9-13	11	4	4	7.33	O	7.00
25	7-8	7	14-16	15	1	1	7.67	O	8.00
26	7-8	7	14-16	15	2-3	2	8.00	O	8.00
27	7-8	7	14-16	15	4	4	8.67	M	9.00

Normality for the three categories is reported in [Appendix D](#).

## Your Profile Outcomes

Your results for each of the three coordinates above (Ko-R-B) were used to create your Profile, which describes your place on the journey of becoming a steward leader. Your Profile corresponds to the following seven-point scale depicted by the word FREEDOM.

- F**     **First Steps** - Leaders at this point on the scale are at the beginning of their journey of becoming a faithful steward leader
- R**     **Recognition** - Leaders at this point on the scale recognize the value of the journey and are committed to becoming more faithful steward leaders
- E<sup>1</sup>**   **Encounter** - Leaders at this point on the scale have moved from recognition to action in their journey of becoming more faithful steward leaders
- E<sup>2</sup>**   **Engagement** - Leaders at this point on the scale are becoming more deeply engaged in the disciplines of the steward leader journey
- D**     **Dedication** - Leaders at this point on the scale have made the steward leader journey their highest priority and are committed to the journey at all four levels
- O**     **Obedience** - Leaders at this point on the scale are experiencing a deeper level of surrender and a more boundless experience of freedom as one-kingdom steward leaders
- M**     **Maturing** - Leaders at this point on the scale are combining the fruit of the Obedience level with a hunger and thirst for continuing growth in their relationship with Christ.

## Single Item Measures

Participants were asked at the beginning of the survey to self-assess the extent to which single item measures of each of the 7 principles were reflective of themselves.

Owner Steward	I lead as a steward and not as an owner
One Kingdom	I lead as a one-kingdom leader, where everything is under God's Lordship
Intimacy	I experience intimacy with God, and it is the primary source of guidance in my leadership.
Identity	I experience freedom as a leader because my identity is secure in Jesus Christ.
Relationships	I see the people I lead as fellow travelers, and I help them on their journey.
Resources	I faithfully steward all of God's resources and trust him to provide
Warfare	I see my leadership as engaging in spiritual warfare and preparing for battle

Correlational analysis indicated that there is a strong correlation between the single item measures and their respective scales scores, but in general, individuals rated themselves higher on the single item measures than their composite scale scores (see [Appendix E](#)). For example, the mean scores of the single item measure for Owner/Steward = 5.42 ( $\sigma = 1.34$ ) whereas the composite scale score resulted in a mean = 4.50 ( $\sigma = 1.30$ ).

## Application of Content and Next Steps

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The KoR-B Profile Assessment has undergone reliability testing and benchmarks have been established on the 7 principles which will be used to determine a participant's position on a The Steward Leader Assessment Map. Participants will receive their assessment map positioning and results, a freedom profile, interpretation of that profile, and a plan which indicates next steps on their journey to becoming a faithful steward leader.

Assessment items should be copied word-for-word into a survey instrument or webpage that can capture an individual's responses to the 47 Likert style questions on a range of 1-7. The instrument should record responses and coding should be applied to results that capable of 1) identifying responses, 2) calculating composite scores, 3) comparing individual means on those composite scores to established benchmarks, 4) producing a profile map score, and 5) creating a predetermined output for each individual based on their personalized scores (27 possible unique outputs).

The survey items, composite scoring, benchmarking, and freedom profile calculations contained in this report should be utilized to inform survey construction in an assessment instrument and programming of outputs which will generate the KoR-B Freedom Profile for participants.

Dr. R. Scott Rodin will tweak the separate profile report to align with the scoring contained in this report and create the 27 possible profile categories which can be loaded and automatically generated for participants.



## Sample Scoring for Random Participants

	PID13	PID14	P141	PID19	PID35	
Owner Steward Scale	4	5	6.00	6.29	4.71	5 Sample Participants
One Kingdom Scale	3.43	4.86	6.43	5.57	4.86	
Intimacy Scale	2	4.5	5.17	5.83	4	
Identity Scale	3.57	4.57	5.86	4.43	6	
Relationships Scale	3.86	4	5.57	4.86	6.57	
Resources Scale	3	4.83	6.50	4.67	4.5	
Warfare Scale	2.71	5.43	6.43	5.57	4.29	
Owner Steward Scale	1	2	4	4	2	Comparison to Benchmarks
One Kingdom Scale	1	2	4	3	2	
Intimacy Scale	1	2	3	4	1	
Identity Scale	1	2	4	2	4	
Relationships Scale	1	1	3	2	4	
Resources Scale	1	3	4	3	2	
Warfare Scale	1	3	4	4	2	
Kingdom Orientation	2	4	8	7	4	Addition of Assessment Map Scores
Relational Health	4	8	14	11	11	
Battle Engagement	1	3	4	4	2	
Kingdom Orientation	2	5	7	7	5	Coded Freedom Profile Scores Based on Addition Above
Relational Health	6	6	15	11	11	
Battle Engagement	1	2	4	4	2	
Average	3.00	4.33	8.67	7.33	6.00	Rounded Average Correlates to FREEDOM PROFILE
Rounded Average	3.00	4.00	9.00	7.00	6.00	
Freedom Profile	<b>F</b>	<b>R</b>	<b>M</b>	<b>D</b>	<b>E-2</b>	

## Appendix A – Attached Document List

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The following documents will be attached to provide context and potential nuanced adjustments to the underlying psychometrics of this instrument.

### Assessment Measures Excel File

Tabs include:

- Theory
- Response Scales
- Items in Survey
- Items-Response Scales
- Single Items Measures
- Scale Quartiles (benchmarks) & Normality
- Freedom Profile Scoring
- Sample of 5 Participants
- Each scale's items and reliability

### Cleaned Data File (SPSS)

**SLA Cleaned System File [2022-10-03]** – includes Amazon MTurk participants for internal reliability.

**KOR-B Filtered System File [2022-10-03]** – MTurk participants filtered out for benchmarking.

### Other SPSS Files

1. SLA Data Cleaning File - 2022-09-12
2. SLA Data Cleaning Output - 2022-10-03
3. Reliability Scales, and Correlations Syntax
4. Reliability Scales, and Correlations
5. Quartiles and Normal Distributions

### KOR-B Validation Study Participant Emails

Participants who were invited to participate in the validation through The Steward's Journey blog were given the opportunity to provide their email address if they wanted to receive a thank you gift of the full assessment. 93 participants provided their email address. They can be linked back to the respondents and their profiles can be calculated as email addresses are also included in the filtered file **KOR-B Filtered System File [2022-10-03]**

“Our commitment is to send you a link to a free version of the full assessment when it is ready to roll out early in 2023. That is our way of saying ‘thank you’ for helping us with this beta version. Please enter the email address where you would like us to send this free gift.”

## Appendix B – Technical Statistics for Scales

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### Owner/Steward Principle [Owner – Steward]

#### Case Processing Summary

		N	%
Cases	Valid	257	98.8
	Excluded <sup>a</sup>	3	1.2
	Total	260	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.816	.803	7

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OS1	26.7665	55.508	.686	.720	.766
OS2R	26.3152	64.162	.511	.487	.799
OS3R	26.7549	61.436	.587	.509	.786
OS4	26.7626	54.518	.748	.771	.753
OS5R	26.1284	66.120	.491	.336	.802
OS6R	28.6965	75.743	.190	.055	.839
OS7	26.9805	58.949	.633	.664	.777

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.4008	82.335	9.07385	7

## One-Kingdom Principle [Control – Surrender]

### Case Processing Summary

		N	%
Cases	Valid	256	98.5
	Excluded <sup>a</sup>	4	1.5
	Total	260	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.779	.777	7

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OneK1	27.4648	42.783	.543	.503	.744
OneK2	27.4688	43.152	.629	.597	.723
OneK3	27.1367	48.495	.578	.433	.740
OneK4	27.7891	48.865	.484	.269	.755
OneK5R	28.1563	44.721	.580	.517	.734
OneK6R	28.1992	46.066	.491	.468	.753
OneK7R	28.2695	55.037	.226	.164	.795

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
32.4141	61.718	7.85609	7

## Intimacy Principle [Stagnancy – Intimacy]

### Case Processing Summary

		N	%
Cases	Valid	258	99.2
	Excluded <sup>a</sup>	2	.8
	Total	260	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.876	.865	6

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Im1	19.7054	50.543	.814	.829	.830
Im2	20.0620	51.879	.825	.727	.829
IM4R	21.1938	64.616	.486	.330	.883
Im5	20.2442	52.022	.776	.654	.837
IM6R	20.8256	69.032	.316	.222	.904
Im7	19.7713	49.772	.858	.866	.821

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.3605	79.126	8.89530	6

## Identity Principle [Distraction – Focus]

### Case Processing Summary

		N	%
Cases	Valid	258	99.2
	Excluded <sup>a</sup>	2	.8
	Total	260	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.569	.525	7

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ID1	27.2713	20.907	.541	.555	.409
ID2	26.9845	24.615	.409	.184	.483
ID3R	27.6938	30.167	.131	.192	.583
ID4	26.7016	31.502	.068	.158	.598
ID5	25.9341	30.560	.200	.076	.560
ID6R	27.9845	30.630	.074	.125	.605
ID7	26.7093	20.269	.596	.583	.380

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.5465	34.225	5.85025	7

## Relationships Principle [Means – Ends]

### Case Processing Summary

		N	%
Cases	Valid	258	99.2
	Excluded <sup>a</sup>	2	.8
	Total	260	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.614	.630	7

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Rel1	28.6512	26.251	.414	.233	.545
Rel2R	28.8798	30.970	.119	.075	.658
Rel3R	29.2907	32.254	.172	.054	.622
Rel4	28.4574	26.389	.438	.356	.536
Rel5	27.5969	29.230	.484	.287	.541
Rel6	28.2907	28.378	.400	.238	.554
Rel7	27.5543	28.668	.359	.160	.567

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
33.1202	36.931	6.07709	7

## Resources Principle [Scarcity – Abundance]

### Case Processing Summary

		N	%
Cases	Valid	258	99.2
	Excluded <sup>a</sup>	2	.8
	Total	260	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.749	.734	6

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Res1R	21.4574	45.992	.164	.119	.785
Res2	19.8140	32.946	.683	.703	.653
Res3	19.5581	32.465	.659	.731	.659
Res5	19.4302	32.269	.689	.775	.650
Res6R	20.5775	41.576	.318	.288	.756
Res7R	20.3643	40.769	.419	.293	.731

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.2403	51.654	7.18708	6



## Warfare Principle [Apathy – Warrior]

### Case Processing Summary

		N	%
Cases	Valid	256	98.5
	Excluded <sup>a</sup>	4	1.5
	Total	260	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.864	.851	7

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
War1	25.6367	60.177	.857	.793	.810
War2	26.1289	64.058	.784	.727	.823
War3	25.9961	61.941	.817	.774	.817
War4	25.6367	61.503	.807	.704	.818
War5	25.3945	76.342	.467	.279	.865
War6R	25.4570	84.704	.157	.110	.896
War7R	26.1250	70.525	.531	.404	.859

### Scale Statistics

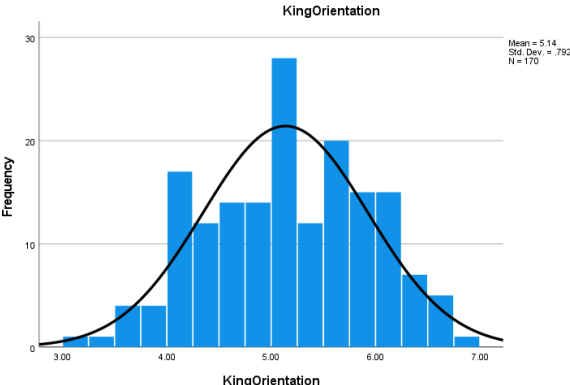
Mean	Variance	Std. Deviation	N of Items
30.0625	91.118	9.54556	7

## Appendix C – Frequency Statistics

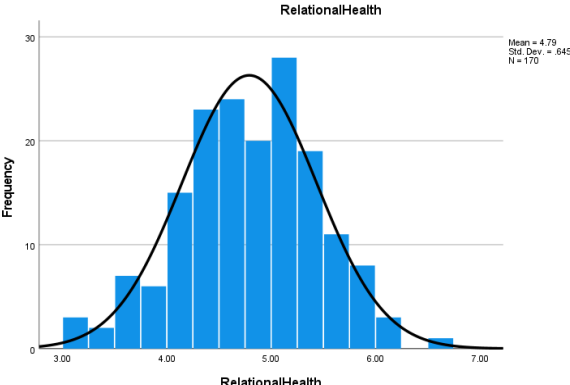
		<b>Statistics</b>									
		Owner-Steward Scale	One Kingdom Scale	Intimacy Scale	Identity Scale	Relationships Scale	Resources Scale	Warfare Scale	King Orientation	Relational Health	Battle Engage
N	Valid	170	170	170	170	170	170	170	170	170	170
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		5.1144	5.1601	4.7172	4.8059	5.0654	4.5725	4.8496	5.1373	4.7902	4.8496
Median		5.1429	5.1429	4.6667	4.8571	5.1429	4.5000	4.8571	5.1429	4.7798	4.8571
Std. Deviation		0.89579	0.82458	1.00905	0.69274	0.66772	0.81655	0.95485	0.79157	0.64470	0.95485
Variance		0.802	0.680	1.018	0.480	0.446	0.667	0.912	0.627	0.416	0.912
Minimum		2.71	3.43	1.50	3.00	3.29	2.50	2.14	3.07	3.00	2.14
Maximum		6.86	7.00	7.00	6.86	6.71	6.50	7.00	6.79	6.60	7.00
Percentiles	25	4.4286	4.4286	4.1667	4.4286	4.7143	4.0000	4.2500	4.5000	4.3690	4.2500
	50	5.1429	5.1429	4.6667	4.8571	5.1429	4.5000	4.8571	5.1429	4.7798	4.8571
	75	5.8571	5.7143	5.5000	5.1786	5.5714	5.1667	5.4643	5.7857	5.2366	5.4643

# Appendix D – Normality Graphs for Higher Order Constructs

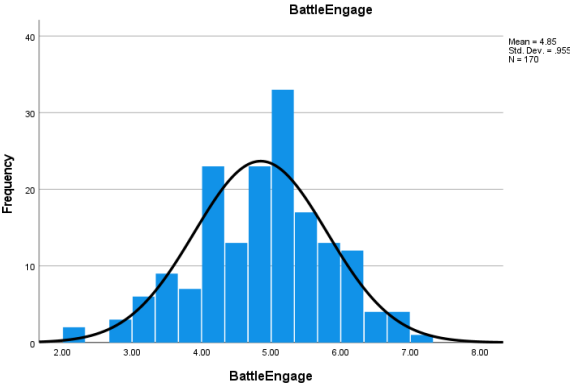
## Kingdom Orientation



## Relational Health



## Battle Engagement



## Appendix E – Correlation Table

Correlations between single item measures of the 7 principles and the scale scores.

### Owner/Steward Principle [Owner – Steward]

#### Descriptive Statistics

	Mean	Std. Deviation	N
SI - Steward Not Owner	5.42	1.341	260
OwnerStewardScale	4.4962	1.29570	260

#### Correlations

		SI - Steward Not Owner	OwnerStewardScale
SI - Steward Not Owner	Pearson Correlation	1	.476**
	Sig. (2-tailed)		<.001
	N	260	260
OwnerStewardScale	Pearson Correlation	.476**	1
	Sig. (2-tailed)	<.001	
	N	260	260

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

### One-Kingdom Principle [Control – Surrender]

#### Descriptive Statistics

	Mean	Std. Deviation	N
SI - One Kingdom Leader	4.73	2.062	260
OneKingdomScale	4.6343	1.11623	260

#### Correlations

		SI - One Kingdom Leader	OneKingdomScale
SI - One Kingdom Leader	Pearson Correlation	1	.697**
	Sig. (2-tailed)		<.001
	N	260	260
OneKingdomScale	Pearson Correlation	.697**	1
	Sig. (2-tailed)	<.001	
	N	260	260

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

## Intimacy Principle [Stagnancy – Intimacy]

### Descriptive Statistics

	Mean	Std. Deviation	N
SI - Intimacy w/God	4.72	1.974	260
IntimacyScale	4.0644	1.47801	260

### Correlations

		SI - Intimacy w/God	IntimacyScale
SI - Intimacy w/God	Pearson Correlation	1	.833**
	Sig. (2-tailed)		<.001
	N	260	260
IntimacyScale	Pearson Correlation	.833**	1
	Sig. (2-tailed)	<.001	
	N	260	260

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

## Identity Principle [Distraction – Focus]

### Descriptive Statistics

	Mean	Std. Deviation	N
SI - Identity in Christ	4.85	2.040	260
IdentityScale	4.5104	.83415	260

### Correlations

		SI - Identity in Christ	IdentityScale
SI - Identity in Christ	Pearson Correlation	1	.674**
	Sig. (2-tailed)		<.001
	N	260	260
IdentityScale	Pearson Correlation	.674**	1
	Sig. (2-tailed)	<.001	
	N	260	260

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

Relationships Principle [Means – Ends]

**Descriptive Statistics**

	Mean	Std. Deviation	N
SI - Fellow Travelers	5.57	1.547	260
RelationshipsScale	4.7367	.86691	260

**Correlations**

		SI - Fellow Travelers	Relationships Scale
SI - Fellow Travelers	Pearson Correlation	1	.572**
	Sig. (2-tailed)		<.001
	N	260	260
RelationshipsScale	Pearson Correlation	.572**	1
	Sig. (2-tailed)	<.001	
	N	260	260

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

Resources Principle [Scarcity – Abundance]

**Descriptive Statistics**

	Mean	Std. Deviation	N
SI - Steward of Resources	4.93	1.937	260
ResourcesScale	4.0436	1.19392	260

**Correlations**

		SI - Steward of Resources	ResourcesScale
SI - Steward of Resources	Pearson Correlation	1	.737**
	Sig. (2-tailed)		<.001
	N	260	260
ResourcesScale	Pearson Correlation	.737**	1
	Sig. (2-tailed)	<.001	
	N	260	260

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

## Warfare Principle [Apathy – Warrior]

### Descriptive Statistics

	Mean	Std. Deviation	N
SI - Engagement in Spiritual Warfare	4.41	2.067	260
WarfareScale	4.3033	1.36903	260

### Correlations

		SI - Engagement in Spiritual Warfare	WarfareScale
SI - Engagement in Spiritual Warfare	Pearson Correlation	1	.806**
	Sig. (2-tailed)		<.001
	N	260	260
WarfareScale	Pearson Correlation	.806**	1
	Sig. (2-tailed)	<.001	
	N	260	260

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