Introduction to the CPI™ Assessments

Support leadership and coaching,
performance improvement, and selection initiatives

Topics Covered

- CPI™ Assessments Overview

- CPI 260® Assessment Overview

- Key Applications and Scenarios

- Customer Successes

- Getting Started

- Popular Products

- Support Resources

CPI™ Assessments Overview

CPI™ Assessments Overview

- Empirically derived personality instrument

- Describes you as if being characterized by knowledgeable and objective others

- Concerns itself with "normal" (*not clinical*) characteristics that are recognizable to all and that matter

- Adds to what is known about you, and allows fair comparisons to others

- Produces results on 29 scales

- Helps to identify and develop high-performing people for your organization

- Develops leadership by helping people better understand themselves and how they interact with others

CPI™ Assessments Overview

- It compares your responses on clusters of items to the responses of others

- Much descriptive information has been collected about those **thousands** of others

- Your descriptions are based on the similarity of your results to the results of those thousands of others

CPI™ Assessments Overview: Scale Example

CPI 260® Sociability (Sy) Scale Descriptive Anchors

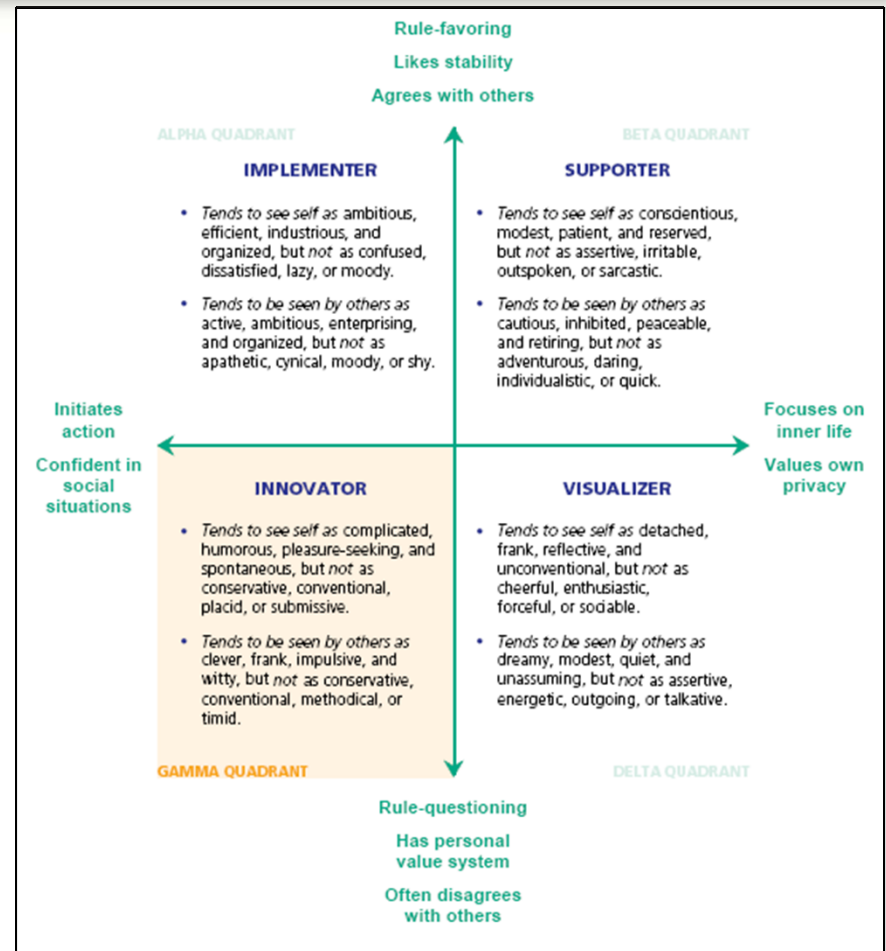| Low Scorers	High Scorers
Cautious	Active
Reserved	Energetic
Modest	Talkative
Quiet	Outgoing
Shy	Sociable
Inhibited	Self-confident
Silent	Ambitious
Timid	Enthusiastic
Unexcitable	Enterprising
Gave one-word answers	*Talked to almost everyone*
Spoke only when spoken to	*Took lead in livening up the party*
Keeps people at a distance	*Initiates humor*
Avoids interpersonal relationships	*Has poise, presence, appears at ease*
Nervous, ill at ease	*Witty, animated, interesting*

CPI 260® Assessment Overview

Client Feedback Report – Key Features

- Horizontal continuum
  - Ranging from externally oriented (left pole) to internally oriented

- Vertical continuum
  - Ranging from rule favoring at the top, to rule questioning

- 4 CPI 260 Lifestyles
  - Provide background and context for the detailed results that follow in the report, and help organize the interpretive information

Rule-favoring
Likes stability
Agrees with others

ALPHA QUADRANT   BETA QUADRANT

IMPLEMENTER   **SUPPORTER**

- Tends to see self as ambitious, efficient, industrious, and organized, but *not* as confused, dissatisfied, lazy, or moody.

- Tends to be seen by others as active, ambitious, enterprising, and organized, but *not* as apathetic, cynical, moody, or shy.

- Tends to see self as conscientious, modest, patient, and reserved, but *not* as assertive, irritable, outspoken, or sarcastic.

- Tends to be seen by others as cautious, inhibited, peaceable, and retiring, but *not* as adventurous, daring, individualistic, or quick.

Initiates action

Confident in social situations

Focuses on inner life

Values own privacy

INNOVATOR   **VISUALIZER**

- Tends to see self as complicated, humorous, pleasure-seeking, and spontaneous, but *not* as conservative, conventional, placid, or submissive.

- Tends to be seen by others as clever, frank, impulsive, and witty, but *not* as conservative, conventional, methodical, or timid.

- Tends to see self as detached, frank, reflective, and unconventional, but *not* as cheerful, enthusiastic, forceful, or sociable.

- Tends to be seen by others as dreamy, modest, quiet, and unassuming, but *not* as assertive, energetic, outgoing, or talkative.

GAMMA QUADRANT   DELTA QUADRANT

Rule-questioning
Has personal value system
Often disagrees with others

Client Feedback Report Key Feature – Lifestyles

The **IMPLEMENTER LIFESTYLE** includes people who are interpersonally active and comfortable with social rules. *Implementers* step forward, take part, and do not hesitate to act. They believe that social rules are proper and should be obeyed. They are ambitious, goal-directed, strong in leadership potential, and well-organized.

At their best, *Implementers* can be charismatic leaders and initiators of constructive endeavors. At their worst, they can be opportunistic, manipulative, and hostile toward those who behave in rule-violating ways.

The **SUPPORTER LIFESTYLE** includes people who are reserved in their behavior and supportive of social norms. *Supporters* are caring, conscientious, patient, and well-organized. They value and protect their internal, private feelings, avoiding public display or disclosure. Their role is to preserve values and humanize the ways in which social rules are enforced.

At their best, *Supporters* can be inspirational models of goodness, virtue, and tolerance. At their worst, they may be self-denying, lacking in self-esteem and confidence.

Client Feedback Report Key Feature – Lifestyles

The **INNOVATOR LIFESTYLE** includes people who are interpersonally active, but who see flaws and even absurdities in the way many things are done. *Innovators* are imaginative and often creative in their work. Their values are personal, not traditional or conventional.

At their best, *Innovators* are insightful creators of new ideas, new products, and new social forms. At their worst, they are rebellious, intolerant, self-indulgent, and disruptive.

The **VISUALIZER LIFESTYLE** includes people who value their own privacy and who see many of society's conventions as arbitrary and unduly restrictive. *Visualizers* are reflective and nonconforming. They see things differently from others, but for the most part keep these perspectives private. They are most comfortable working alone in fields such as the arts and abstract sciences.

At their best, *Visualizers* are imaginative, esthetically perceptive, and have a rich inner life. At their worst, they feel fragmented, alienated from others, and internally in conflict.

CPI 260® Managerial Styles

Implementer Managers

Value	• Accountability • Goal clarity • Big-picture issues
Support	• Organizational norms • People who take charge • People who support their goals
Want	• Influence and impact • Important roles • Themselves and others to be the best
Display	• Confidence • Task orientation • Commitment
Make Mistakes By	• Ignoring creative and unusual ideas • Pushing too hard • Being overly competitive

Supporter Managers

Value	• Smooth-running systems • Strong leaders • Order over chaos
Support	• Organizational norms and goals • People who take responsibilities seriously • All employees in their assigned roles
Want	• A behind-the-scenes role • Predictability and security • Recognition in their assigned roles
Display	• Sincerity • A low-key demeanor • Planfulness
Make Mistakes By	• Adhering too strongly to policies and norms • Being too soft-spoken to get ideas heard • Accommodating the more outspoken Implementers and Innovators

CPI 260® Managerial Styles

Innovator Managers

Value	• Creativity and new ideas • Ways to beat the system • Freedom from organizational constraints
Support	• New initiatives and first-time efforts • People who take risks • People who challenge their thinking
Want	• A role as a change agent • Freedom from supervision • Support in handling follow-through
Display	• Enthusiasm • Independence • Flair
Make Mistakes By	• Neglecting to monitor and demand accountability • Glossing over details • Downplaying the value of stability

Visualizer Managers

Value	• Personal time to think or reflect • Autonomy and time to work alone • Their own way of looking at the world
Support	• New initiatives, particularly if they are untested • People who have strong values • People who operate outside the norm
Want	• Participation in small organizational units • Freedom from organizational politics • A unique role
Display	• Different characteristics to different people • Resistance to established ways • A lack of interest in a visible role
Make Mistakes By	• Keeping information to themselves • Forgetting about practical realities • Not reading people accurately

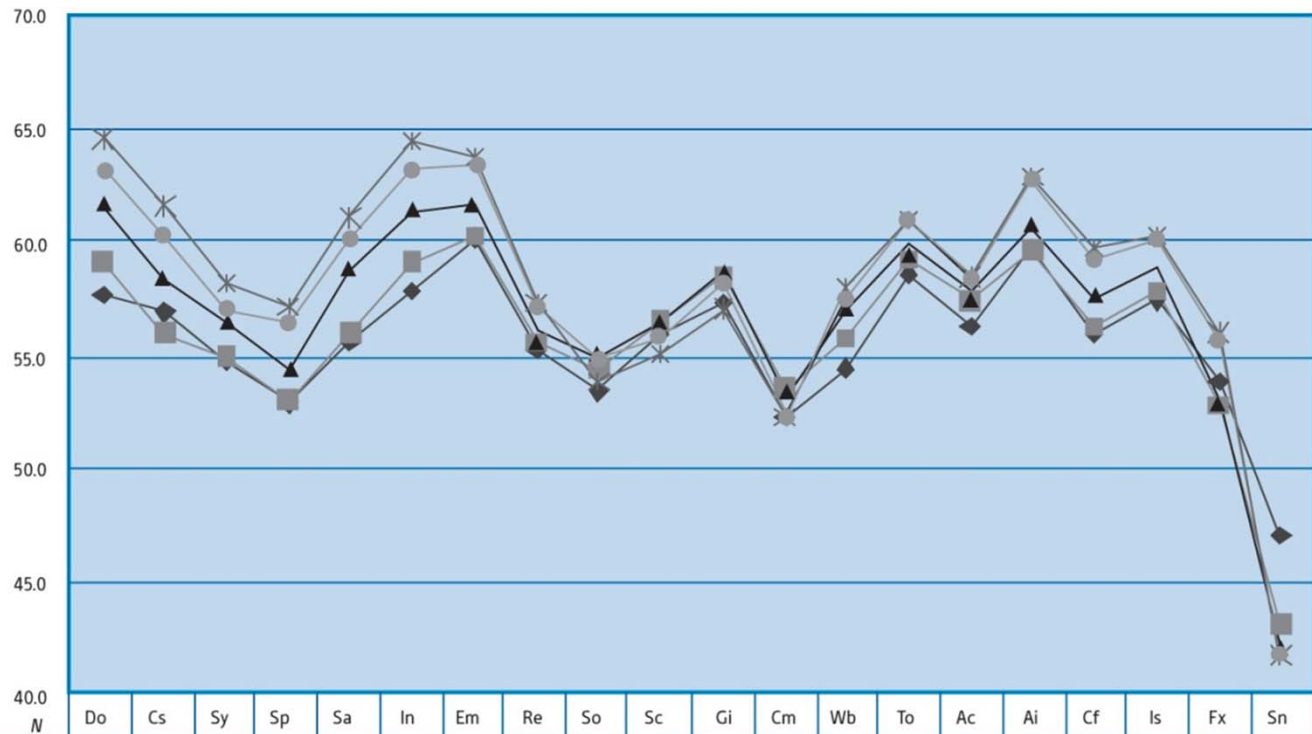# Client Feedback Report Key Feature – Results

- Shows results on 7 Interpersonal-style scales
- Average scores on each scale for most people is 50
- Client scores are indicated for each scale by the triangular marker

CLIENT FEEDBACK REPORT FOR JANE SAMPLE

Scores are reported in standardized form, based on a norm sample of 6,000 persons (3,000 men, 3,000 women). For each scale, 50 is the norm-based midpoint. The lower the score, the more relevant will be the comments to the left of the graph; the higher the score, the more relevant will be those to the right of the graph.

DEALING WITH OTHERS

Not assertive, uncomfortable exerting authority, hesitant in making decisions, unassuming in behavior. — Dominance (Do) 63 — Likes to be in charge, self-confident, persuasive, task-centered.

Unsure of self, dislikes direct competition, not looking for major responsibilities or status, often feels that life is unfair. — Capacity for Status (Cs) 70 — Ambitious, wants to be a success, likes the good life, outgoing, has a wide range of interests.

Not gregarious, prefers to stay in the background, feels uneasy in many social situations, avoids making decisions, keeps people at a distance. — Sociability (Sy) 62 — Highly sociable and drawn towards people, enjoys meeting new people and being in new situations, optimistic, socially competent.

Cautious, does not seek attention, appears somewhat inhibited, has a readiness to feel guilty. — Social Presence (Sp) 67 — Seeks social attention and recognition, likes to play to an audience, spontaneous, witty, not easily embarrassed.

Blames self when things go wrong, often thinks others are better, has doubts about own ability, tends to withdraw from social contact. — Self-acceptance (Sa) 59 — Confident, self-assured, presents self with conviction, likes to talk, projects high sense of own personal worth.

Seeks support from others, defers to others, avoids taking a stand, tends to give up when things go wrong. — Independence (In) 69 — Has a strong sense of self-sufficiency, resourceful, keeps a certain distance between self and others, resolute.

Not good at judging other people, somewhat withdrawn, uncomfortable with change and uncertainty, often feels misunderstood. — Empathy (Em) 73 — Likeable, understands the feelings of others, versatile, adventurous, has good social skills.

Compare Client Results to Suggest Strengths and Limitations

	N	Do	Cs	Sy	Sp	Sa	In	Em	Re	So	Sc	Gi	Cm	Wb	To	Ac	Ai	Cf	Is	Fx	Sn
Nonsupervisory Employee	1,018	57.6	56.9	54.6	52.21	55.5	57.8	60.1	55.1	53.4	55.9	57.3	52.2	54.5	58.6	56.2	59.7	55.9	57.3	53.8	47.0
Supervisor	684	59.1	56.0	54.9	52.10	56.0	59.0	60.2	55.6	54.5	56.5	58.4	53.5	55.7	59.3	57.4	59.6	56.3	57.8	52.7	43.1
Management	2,919	61.5	58.3	56.3	53.86	58.7	61.3	61.5	56.2	54.9	56.4	58.8	53.1	57.1	59.9	57.8	60.7	57.5	58.8	53.0	42.4
Executive	1,386	63.3	60.3	57.0	55.73	59.9	63.2	63.4	57.1	54.8	55.7	58.2	52.4	57.6	61.0	58.3	62.6	59.2	60.0	55.6	41.9
Top Executive	511	64.6	61.5	58.2	56.21	61.1	64.4	63.8	57.3	53.8	55.1	57.0	52.3	57.9	60.9	58.5	62.8	59.8	60.3	56.0	41.7

Total   6,518

- Range of scores for expected results by organizational level (previous slide) are hand-marked.

- Recall that General population mean = 50.

- Most managers and executives have elevated scores on most scales.
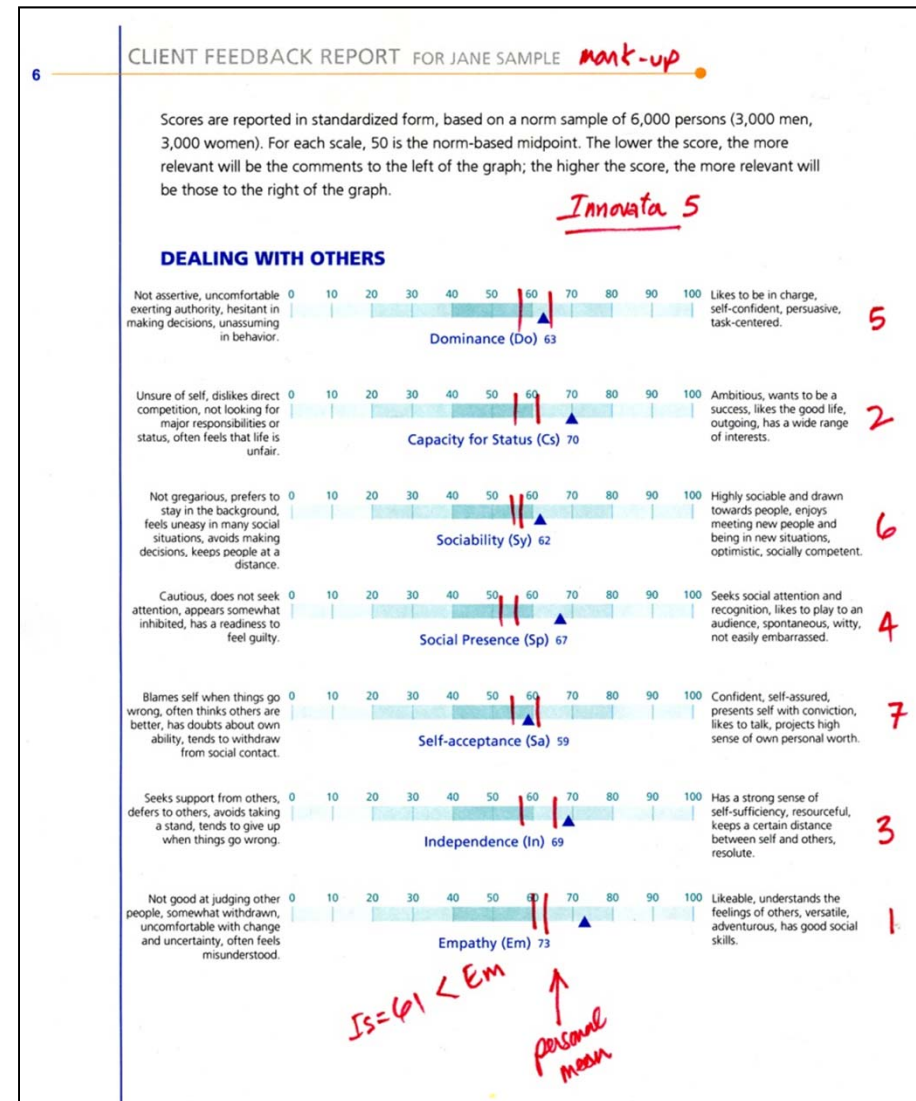
CPI 260® Assessment Overview

- Empowers clients to identify their strengths and blind spots

- Promotes clients to capitalize on:

  - Strengths

  - Target areas for development

  - Plan action steps to increase leadership effectiveness

- Provides Managerial Scales related to Lifestyles

CPI 260® Assessment Overview

Business Areas of Interest

- Leadership
    - Taking charge, taking action, use of power and authority, social confidence/influence

- Problem solving and decision making
    - Caution and consideration, involving others, flexibility, creativity

- Self-motivation
    - Achievement drive, conformity/need for structure, visibility/recognition, approval

- Interpersonal effectiveness
    - Social activity, service/helpfulness, managing up, consideration, diplomacy/tact in handling sensitive problems, political astuteness

- Administrative skills
    - Need for and/or desire to set up structure and systems

- Self-awareness and adaptability
    - Confidence, openness to change, stress tolerance, optimism

Key Applications and Scenarios

Key Applications

- ### Leadership Development

  - Identify key strengths, style, areas to develop

- ### Individual Development and Career Management

  - Clarify key organizational competencies and how they relate to an interpretation of client results

- ### Promotion, Succession Planning, and Selection

  - Bring objectivity and data-based decision-making to the identification of high potential candidates

Introducing the **Coaching Report for Leaders**

CPI 260™
COACHING REPORT for LEADERS

BY SAM MANOOGIAN

IN CONSULTATION WITH
HARRISON GOUGH • ROBERT DEVINE • DAVID DONNAY

cpi 260

Report prepared for

Jane Sample

April 17, 2008

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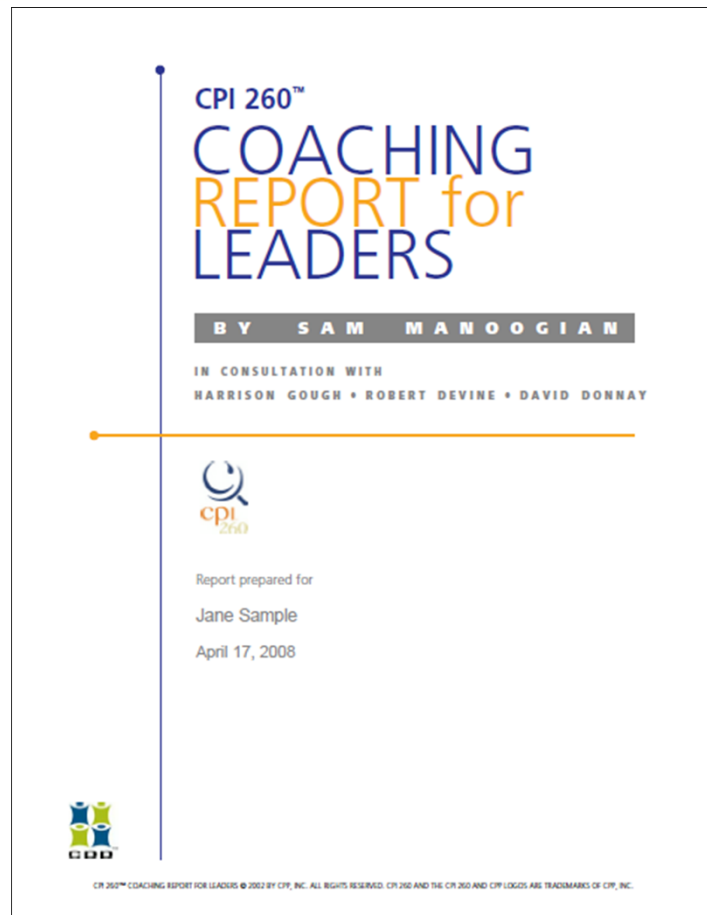
CRL
Narrative report (no explicit scale scores or names)
General population, plus $N = 5{,}610$ on-track managers and executives
Uses a coach's voice
Big-picture view; provokes discussion by running ideas up the flagpole

Using the **Coaching Report for Leaders** in Key Applications

Leadership characteristics and core areas

Client strengths

Client developmental opportunities

TBD—client decides

14

SNAPSHOT OF YOUR LEADERSHIP CHARACTERISTICS

YOUR LEADERSHIP CHARACTERISTICS	CONSIDER THESE YOUR STRENGTHS	EXAMINE THESE POTENTIAL DEVELOPMENTAL OPPORTUNITIES	ASSESS WHETHER THESE BEHAVIORS WORK TO YOUR ADVANTAGE
SELF-MANAGEMENT			
1. Self-Awareness	■		
2. Self-Control		■	
3. Resilience	■		
ORGANIZATIONAL CAPABILITIES			
4. Use of Power and Authority	■		
5. Comfort with Organizational Structures			■
6. Responsibility and Accountability		■	
7. Decisiveness	■		
TEAM BUILDING AND TEAMWORK			
8. Interpersonal Skill		■	
9. Understanding Others	■		
10. Capacity for Collaboration		■	
11. Working with and Through Others		■	
PROBLEM SOLVING			
12. Creativity	■		
13. Handling Sensitive Problems	■		
14. Action Orientation			■
SUSTAINING THE VISION			
15. Self-Confidence	■		
16. Managing Change	■		
17. Influence	■		
18. Comfort with Visibility	■		

Using the **Coaching Report for Leaders** in Key Applications

Core summary area

Leadership characteristics on-track behavior descriptions

Descriptions of client behavior relative to the on-track behavior

Pervasive suggested action steps—even for strengths

Using the **Coaching Report for Leaders** in Key Applications

Two interactive approaches: Starting with Yourself and Starting with Others

Focus on strengths, both known and surprises; leverage these more

Consider developmental opportunities, both known and blind spots; take action

Focus on two or three key things

15

NEXT STEPS

So what does all this mean? How can you further develop yourself as a manager or executive? There are two alternative ways to begin planning your next steps: (1) You can start with what you have learned about yourself from this report and then move on from there. (2) You can start with the challenges you are currently facing as a leader and then look to this report for some insight in meeting these challenges. Below, we offer some guidance on both approaches. They are not mutually exclusive, and you may want to consider both.

STARTING WITH YOURSELF

CONSIDER YOUR STRENGTHS

First, look at your strengths as indicated on your Snapshot page. In addition to the Leadership Characteristics listed in the Check Mark column, which of the characteristics in the Arrows column do you consider to be personal strengths?

In the left column of the table below, list the three strengths that you tend to rely on most. These represent skills or competencies that you exercise frequently and comfortably. In the right column, list three characteristics that you were surprised to discover were strengths or that you use less comfortably or less frequently.

STRENGTHS I RELY ON	STRENGTHS I COULD USE MORE
1.	1.
2.	2.
3.	3.

The strengths in the first column are those that, in your own judgment, already work well for you. Most managers and executives will realize the greatest benefit by focusing on those areas of strength that they are *less* comfortable using—those in the right column.

- Mark these strengths from the right column on your Snapshot page and then go back and read the detailed comments printed for you in the body of this report.

- Consider your functional area, your role and level in the organization, and the written and unwritten rules in your organization as you assess the analysis presented. Do you agree with the observations and descriptions as reasonably accurate?

- Consider ways in which you can develop these strengths further. For example, you can accept a new assignment, find a mentor or role model, or just make a mental note to yourself to practice the skills or behaviors conscientiously.

Using the **Coaching Report for Leaders** and the **Client Feedback Report** Together

- If you have time, use both, or perhaps CFR for you the administrator, and the CRL for the client

- Both reports are written for the client

- CFR provides validity protocol and scale scores and is ideal as background/detail for the administrator

- CRL is ideal takeaway report for the client

- Use both reports to provoke conversation, and confirm descriptions of possible strengths and blind-spots

Customer Successes

Testimonials

"As a leadership coach, the CPI 260® assessment provides the client with meaningful interpretations of their leadership styles and a compass that informs how they can use these strengths to transform the workplace and create sustainable organizations."

--Hollis M. Pierce, Educational Consultant and Leadership Coach, Advanced Strategies for Professional Development

"Combined with the MBTI® assessment, the CPI 260® assessment will yield powerful and predictive information regarding the leadership potential of our candidates."

--Stephen Paul Santore, Principal, Santore Partners Executive Search

Getting Started

Getting Started

The CPI 260® instrument:

■ Successfully complete CPP's certification training program
  OR

■ Have a master's degree or higher in psychology, counseling, organizational development, or a related field

The CPI™ 434 instrument:

■ Have a master's degree or higher in psychology, counseling, organizational development, or a related field

Getting Started

CPI 260® Certification Program

- Addresses what practitioners need to know to ethically administer, score, and interpret results

- Provides access to purchase and administer the assessment and reports

- Gives instruction on the basic statistics needed to understand and interpret reports, how to help clients make sense of their results, and ways to address frequently asked questions

- Includes a range of learning experiences (lectures, activities, practice sessions, assignments)

- Public program offerings nationwide as well as in-house delivery options

- Qualifies for hours/CEUs from several professional organizations (public programs only)

- Visit www.cpp.com/cpicertification

Getting Started

The CPI assessments can be delivered:

- ■ **Online via CPP's assessment delivery platform SkillsOne.com**
    - – Enable client access and assessment administrations from anywhere Internet access is available
    - – Real-time notifications when an assessment is complete
    - – Instant report generation, printing, and ability to e-mail PDFs to your clients
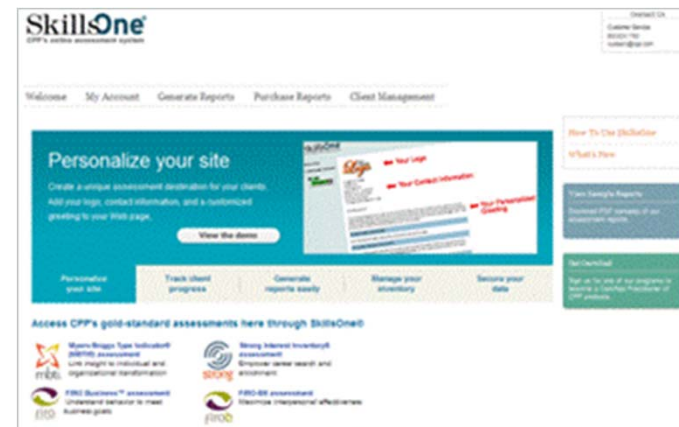
Popular Products and Support Resources

CPI 260® Assessment

- **CPI 260® Assessment**
  - Accurate descriptions of your client's professional and personal styles
  - Insights for your clients to become more successful leaders
  - 260 true/false items
  - 30-minute administration time
  - Certification or educational eligibility
  - 2 reports intended for client
    - Client Feedback Report
    - Coaching Report for Leaders
  - Coach's voice

CPI 260® Assessment: Popular Products

- *CPI 260® Manual*, #1921

- *CPI 260® Client Feedback Report Guide for Interpretation,* #1928

- *CPI 260® Coaching Report for Leaders User's Guide*, #1931

- *CPI 260® Coaching Report for Leaders Advanced Guide for Interpretation,* #1937
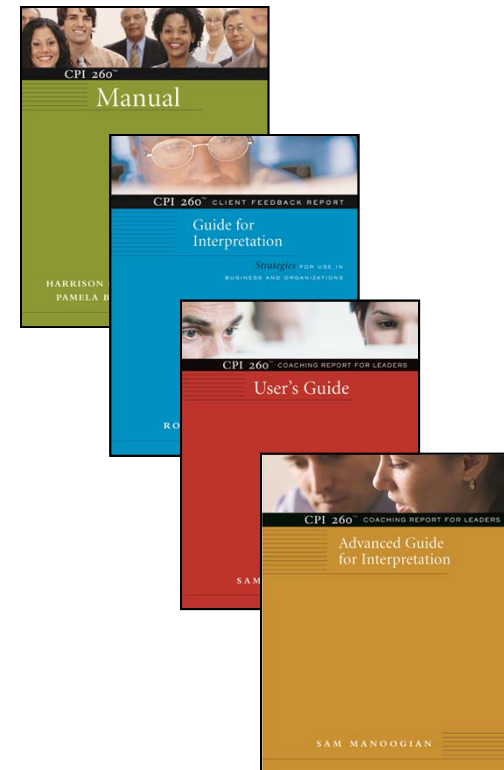
CPI™ 434 Assessment

- **CPI™ 434 Assessment**
  - Insights for your client on their approach to life and work, maturity, and development
  - 434 true/false items
  - 60-minute administration time
  - 3 reports intended for administrator
    - Profile
    - Gough Narrative
    - Configural Analysis
  - Educational eligibility

CPI™
FORM 434

PROFILE REPORT
by Harrison G. Gough, Ph.D.

Prepared for

JOHN SAMPLE
(ID # 6358793)

July 11, 2005

PART I
Reliability of the protocol

The CPI™ protocol has been reviewed for unreliability, whether caused by an overly favorable self-portrait, an unduly critical self-representation, or the giving of too many atypical and possibly random responses. The protocol shows no evidence of invalidity. The number of items left blank was 0.

PART II
Classification for type and level

CLASSIFICATIONS SPECIFIC TO JOHN SAMPLE

Classification for type:	Alpha	
Classification for level:	6	

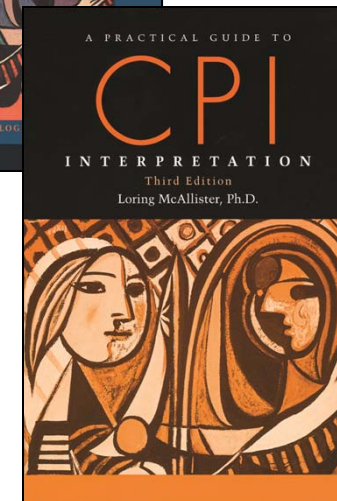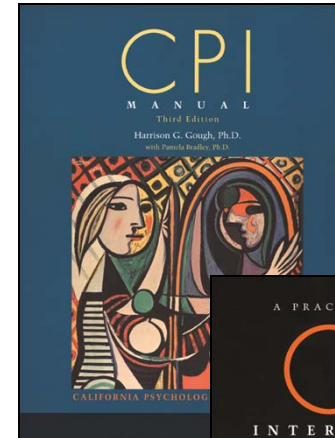| Type and Level Scores:	Raw	Standard	
	15	44	v.1 (internality)
	22	50	v.2 (norm-favoring)
	45	65	v.3 (ego integration)

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CPI™ 434 Assessment: Popular Products

- *CPI™ Manual, #1971*

- *Practical Guide to CPI™ Interpretation, #7294*

Support Resources

Available on www.cpp.com in the Knowledge Center:

■ Case Studies

■ Webinars

■ White Papers

 – "Developing Great Leaders: A Measured Approach"

 – "Personality Assessment in Personnel Selection"

■ Technical Brief for the CPI assessments

■ Research Reports

 – CPP Global Human Capital Report

Networking Opportunities

■ LinkedIn - http://www.linkedin.com/company/cpp-inc.

■ Independent Consultant community: ICON Success - www.cppiconsuccess.com

■ Twitter - @cppinc
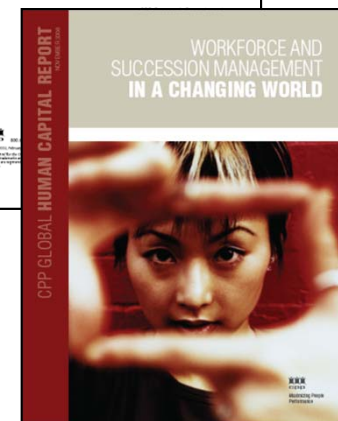
Thank You

Contact Us for More Information:

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