

# CPI 260<sup>®</sup> Forum

## *Reviewing Some Basics and Your Questions Answered*

June 20, 2013

Presented by Robert Devine



# Our Speaker—Robert Devine

- Senior consultant focusing on management effectiveness training, team building, career evaluation and management, and executive selection
- Author of the CPI 260® Certification Program and the CPI 260® Client Feedback Report Guide for Interpretation; also participant assessments, computer/web-based reports, facilitation guides
- CPI 260® Certification Trainer
- MA in industrial & organizational behavior, Golden Gate University
- BA in sociology & psychology, University of Toronto



# CPI 260® Forum: Agenda

- Purposes
- Overview of the CPI 260 Assessment & Scales
- Client Feedback Report Refresher
- Four Steps to a CPI 260 Interpretation
- Applying the Steps to a CPI 260 Protocol
- FAQs

# CPI 260® Definition and Purpose



- 260-item, empirically derived personality instrument
- Describes you as though you were being characterized by knowledgeable and objective others
- Concerns itself with “normal” characteristics that are recognizable to all and that matter
- Adds to what is known about you
- Allows fair comparisons to others
- Produces results on 29 scales

# The 3-Phase Approach



## ■ What?

- Data collection phase
- Scores, descriptors, comparisons, psychological type, facet results, etc.

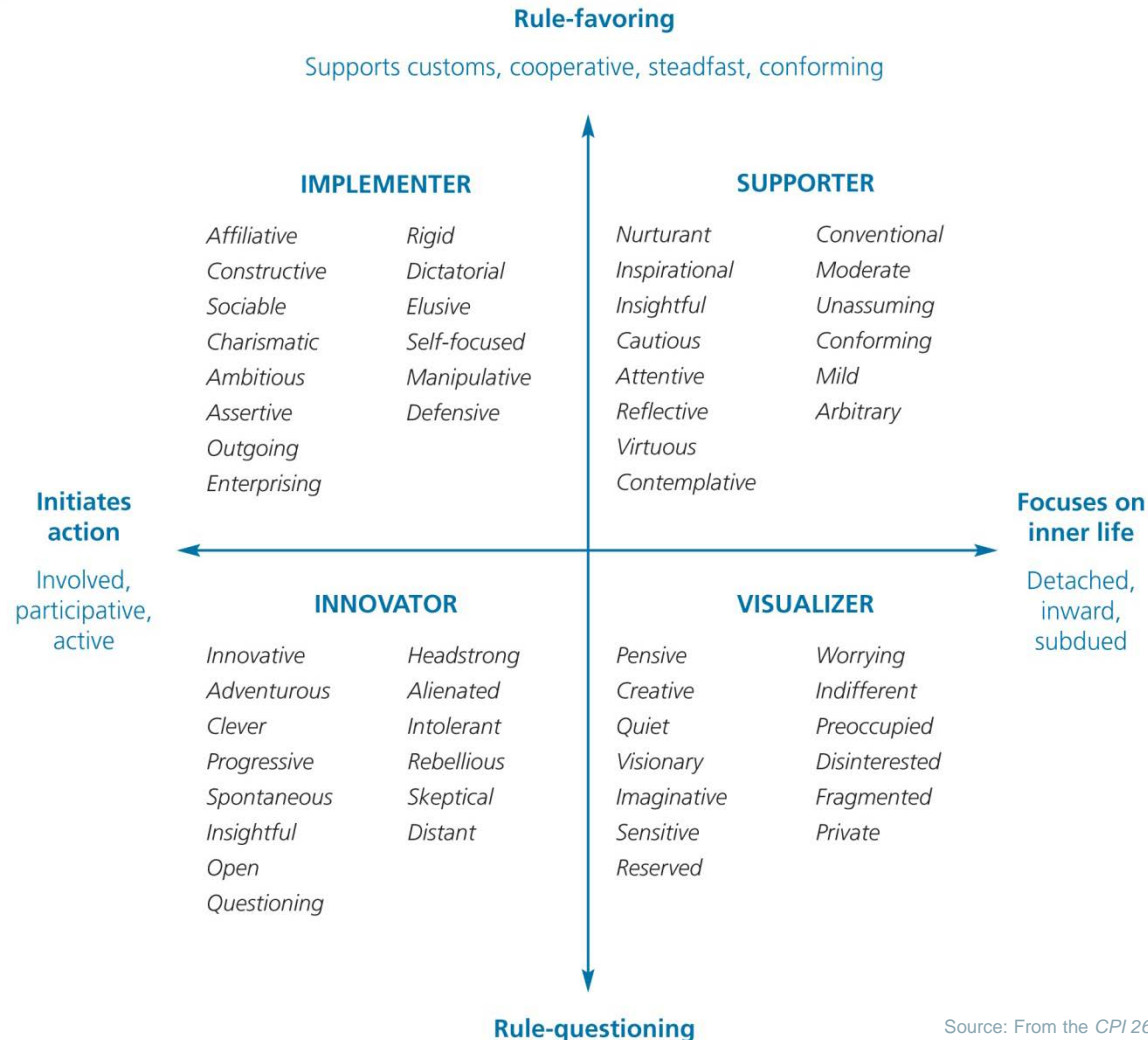
## ■ So What?

- Interpretive phase
- Implications
- Evaluations: favorable? unfavorable?

## ■ Now What?

- IDP, action steps
- One or two key things

# CPI 260® Lifestyle Scales



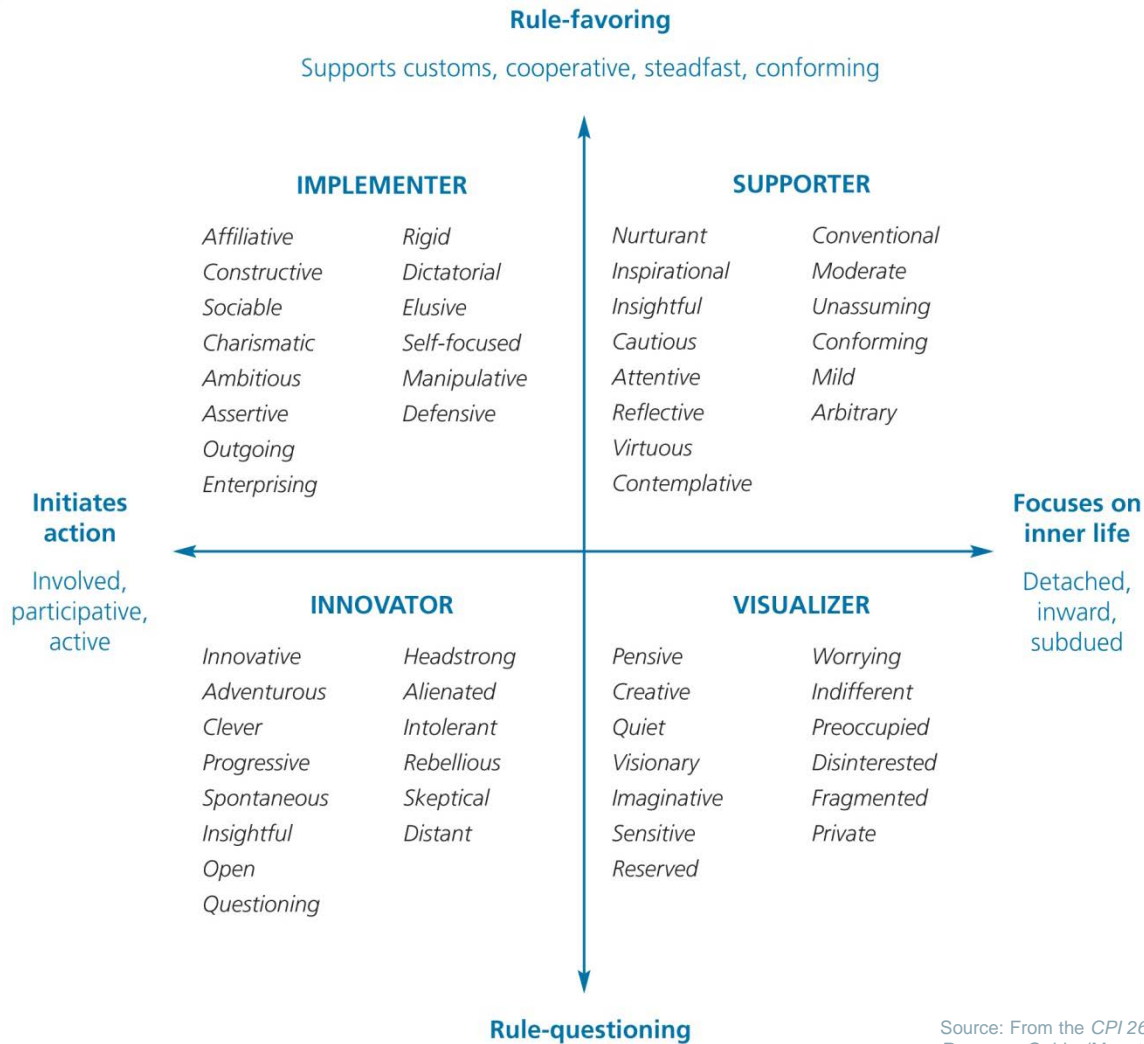
Source: From the CPI 260® Certification Program Participant's Resource Guide, (Mountain View, CA: CPP, Inc.). Copyright 2009, 2010 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.

# CPI 260<sup>®</sup> Level of Satisfaction Scale



Source: From the *CPI 260<sup>®</sup> Certification Program Participant's Resource Guide*, (Mountain View, CA: CPP, Inc.). Copyright 2009, 2010 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.

# CPI 260® Lifestyle Scales



Source: From the CPI 260® Certification Program Participant's Resource Guide, (Mountain View, CA: CPP, Inc.). Copyright 2009, 2010 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.



# Introduction to the Detail Scales



- Five categories of scales
  - **Dealing With Others:** 7 **inter**personal scales
  - **Self-management:** 7 **intra**personal scales
  - **Motivations and Thinking Style:** 3 achievement and intellect scales
  - **Personal Characteristics:** 3 “residual” scales
  - **Work-Related Measures:** 6 “new addition” scales

# Dealing With Others Scales



## Interpersonal focus

<b>Do</b>	Getting it done, willingness to lead
<b>Cs</b>	Being noticed, ambition
<b>Sy</b>	Being heard, activity
<b>Sp</b>	Having interest, wanting impact
<b>Sa</b>	Being OK, self-esteem, self-worth
<b>In</b>	Inner resolve, willingness to detach
<b>Em</b>	Social perception, ability to sympathize and adjust

Source: From the CPI 260® Certification Program Participant's Resource Guide, (Mountain View, CA: CPP, Inc.). Copyright 2009, 2010 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.

# Self-management Scales



## Intrapersonal focus

<b>Re</b>	Rational, logical appreciation of norms
<b>So</b>	Compliance, auto-adherence to norms
<b>Sc</b>	Management of impulse, self-regulation
<b>Gi</b>	Self-presentation strategy, approval
<b>Cm</b>	Alignment and fit with others
<b>Wb</b>	Physical and emotional well-being
<b>To</b>	Openness to others and their ideas

Source: From the CPI 260® Certification Program Participant's Resource Guide, (Mountain View, CA: CPP, Inc.). Copyright 2009, 2010 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.

## Achievement and intellect focus

<b>Ac</b>	Achievement in clearly defined/structured settings
<b>Ai</b>	Achievement in open/independent settings
<b>Cf</b>	Effective use of intellectual ability

Source: From the *CPI 260® Certification Program Participant's Resource Guide*, (Mountain View, CA: CPP, Inc.). Copyright 2009, 2010 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.

# Personal Characteristics Scales



## Personal style focus

<b>Is</b>	Interest in others at the conceptual level: What makes other people tick? (vs. Em)
<b>Fx</b>	Willingness to adapt
<b>Sn</b>	Patience and interpersonal sensitivity

Source: From the *CPI 260® Certification Program Participant's Resource Guide*, (Mountain View, CA: CPP, Inc.). Copyright 2009, 2010 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.

# Work-Related Measures Scales



## Work-focused, special purpose

<b>Mp</b>	Talent/desire for supervisory roles
<b>Wo</b>	Sense/strength of work ethic
<b>Ct</b>	Creativity, unpredictability, progressivity
<b>Lp</b>	Possession of skills for leadership
<b>Ami</b>	Cooperation and consideration for others
<b>Leo</b>	Practicality, conventionality, good organization

Source: From the CPI 260® Certification Program Participant's Resource Guide, (Mountain View, CA: CPP, Inc.). Copyright 2009, 2010 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.

# Four Steps to a CPI 260<sup>®</sup> Interpretation



1. Establish the validity of the protocol
  - Did the respondent fake good or get close to faking good?
2. Identify lifestyle and satisfaction level
3. Interpret individual scales
  - Normative
  - Ipsative
4. Complete a configural analysis through combining scales

# Four Steps to a CPI 260<sup>®</sup> Interpretation



1. Establish the validity of the protocol
  - Did the respondent fake good or get close to faking good?
2. Identify lifestyle and satisfaction level
3. Interpret individual scales
  - Normative
  - Ipsative
4. Complete a configural analysis through combining scales



# Step 1: Protocol Validity



- “Your Approach to the Questionnaire” (CFR, p. 2)
  - “No indication of anything unusual was found.”
  - “Your answers put more emphasis on your favorable qualities and less on your unfavorable than is typical. As a consequence, your scores on some scales may be too high.”
- Relationship to Gi scale
- Construction properties of Gi scale
- Possible interpretive points of high Gi
- Other scales to consider with high Gi

# Client Feedback Report, Page 2



2

## CLIENT FEEDBACK REPORT FOR JOHN

This report is based on your answers to the CPI 260® instrument. It includes information about your approach to life, how you see yourself, and how you compare to others on characteristics that are important at work and in everyday living. The goal of the report is to provide as accurate a picture as possible, one that will help you to understand yourself and to achieve your own personal objectives.

### YOUR APPROACH TO THE INSTRUMENT

There are certain ways in which most people respond to the instrument. For example, most people answer all or nearly all of the questions and also acknowledge at least a few personal problems and worries. Departures from general tendencies like these can affect the validity of the information presented below. For this reason, your responses are first screened for indications of unusual trends.

No indication of anything unusual was found.

### THREE BASIC ORIENTATIONS

Interpretation of the CPI 260 instrument begins with three basic orientations:

1. Toward other people and interpersonal experience
2. Toward conventional rules and values
3. Toward one's inner feelings

The first two orientations are expressed in observable behavior. The third deals with feelings of self-realization and level of satisfaction. Each of these orientations is assessed by a separate measure.

On the first measure, implications range from a liking for social participation, pleasure in the company of others, and an active interpersonal style at one pole, to a desire for privacy and a reserved and quiet social manner at the other. The second goes from rule-testing and even rule-breaking behavior at one end, to rule-respecting and even conformist behavior at the other. The third measure shows how you feel about yourself and how sure or unsure you are about your ability to cope with the problems and opportunities you encounter in your own life.

Source: From the *CPI 260® Client Feedback Report*, (Mountain View, CA: CPP, Inc.). Copyright 2003, 2011 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.

# Four Steps to a CPI 260<sup>®</sup> Interpretation



1. Establish the validity of the protocol
  - Did the respondent fake good or get close to faking good?
2. **Identify lifestyle and satisfaction level**
3. Interpret individual scales
  - Normative
  - Ipsative
4. Complete a configural analysis through combining scales

# Client Feedback Report, Page 4

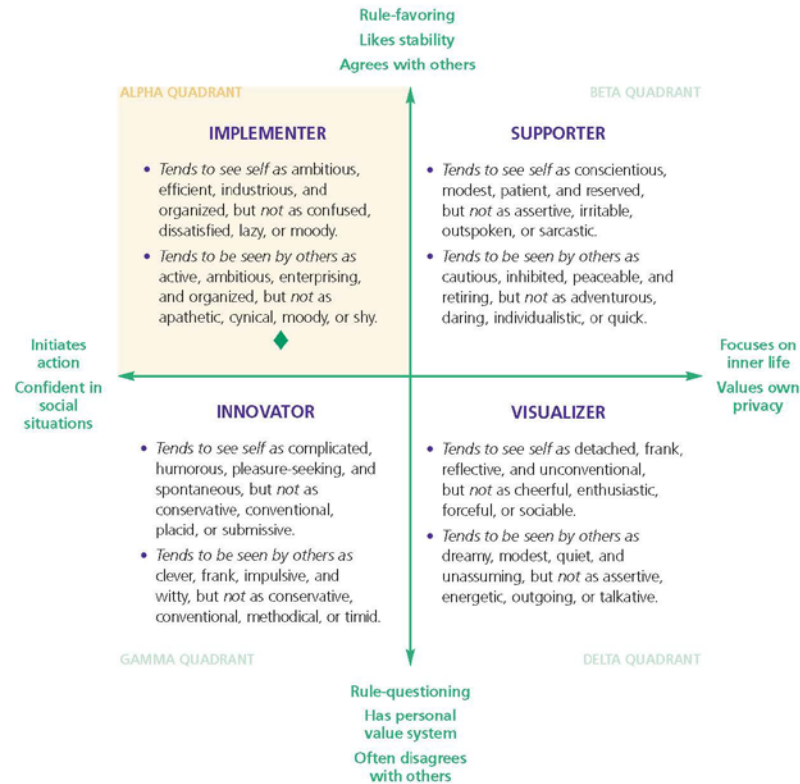


4

## CLIENT FEEDBACK REPORT FOR JOHN

### LIFESTYLE DIAGRAM

The following diagram gives specific information as to how persons in each lifestyle see themselves and as to how they are viewed by others. The diagram also shows how the interpersonal and norm-favoring orientations are combined to define the four ways of living. Your answers to the instrument place you in the Alpha quadrant, where the basic lifestyle is that of the *Implementer*. The plotting of your lifestyle score is shown by the diamond in that quadrant.



Source: From the CPI 260® Client Feedback Report, (Mountain View, CA: CPP, Inc.). Copyright 2003, 2011 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.

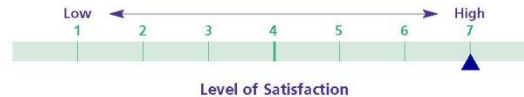
## YOUR LIFESTYLE

*Implementers* believe strongly in teamwork and try hard to achieve the goals set by the groups to which they belong. They are usually industrious, efficient, and self-disciplined.

When functioning at their best, they are ambitious, enterprising, task-focused, and well-accepted as leaders. When under stress or functioning poorly, *implementers* can be opportunistic, bossy, and overly critical of those who fail to follow the rules.

## LEVEL OF SATISFACTION

The third basic theme of this instrument pertains to one's sense of satisfaction in living and feelings of self-realization or fulfillment. Those who rank low on this measure tend to be dissatisfied with their current status and feel that their potentialities are not being fulfilled or realized. Those who score high tend to feel that they are living up to their own potentialities and also that they can cope effectively with the demands of living. Your score on this dimension is indicated by the blue triangle on the line below.



This score suggests that you feel good about the way your life is going and are comfortable in your lifestyle.

The information above gives an overview of your way of living and of broad, general trends in your personal style. In the next section, more detailed and specific information will be presented.

## DETAILED RESULTS

In this section, your scores on 26 separate measures are reported, grouped into five broad categories:

1. Dealing with others
2. Self-management
3. Motivations and thinking style
4. Personal characteristics
5. Work-related measures

Source: From the CPI 260® Client Feedback Report, (Mountain View, CA: CPP, Inc.). Copyright 2003, 2011 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.

# CPI 260® Managerial Styles



## Implementer Managers

<b>Value</b>	<ul style="list-style-type: none"> <li>Accountability</li> <li>Goal clarity</li> <li>Big-picture issues</li> </ul>
<b>Support</b>	<ul style="list-style-type: none"> <li>Organizational norms</li> <li>People who take charge</li> <li>People who support their goals</li> </ul>
<b>Want</b>	<ul style="list-style-type: none"> <li>Influence and impact</li> <li>Important roles</li> <li>Themselves and others to be the best</li> </ul>
<b>Display</b>	<ul style="list-style-type: none"> <li>Confidence</li> <li>Task orientation</li> <li>Commitment</li> </ul>
<b>Make Mistakes By</b>	<ul style="list-style-type: none"> <li>Ignoring creative and unusual ideas</li> <li>Pushing too hard</li> <li>Being overly competitive</li> </ul>

## Supporter Managers

<b>Value</b>	<ul style="list-style-type: none"> <li>Smooth-running systems</li> <li>Strong leaders</li> <li>Order over chaos</li> </ul>
<b>Support</b>	<ul style="list-style-type: none"> <li>Organizational norms and goals</li> <li>People who take responsibilities seriously</li> <li>All employees in their assigned roles</li> </ul>
<b>Want</b>	<ul style="list-style-type: none"> <li>A behind-the-scenes role</li> <li>Predictability and security</li> <li>Recognition in their assigned roles</li> </ul>
<b>Display</b>	<ul style="list-style-type: none"> <li>Sincerity</li> <li>A low-key demeanor</li> <li>Planfulness</li> </ul>
<b>Make Mistakes By</b>	<ul style="list-style-type: none"> <li>Adhering too strongly to policies and norms</li> <li>Being too soft-spoken to get ideas heard</li> <li>Accommodating the more outspoken Implementers and Innovators</li> </ul>

Source: *The California Psychological Inventory™ Applications Guide* by Pierre Meyer and Sandra Davis © 1992 by CPP, Inc. All rights reserved. Used with permission.

# Four Steps to a CPI 260<sup>®</sup> Interpretation



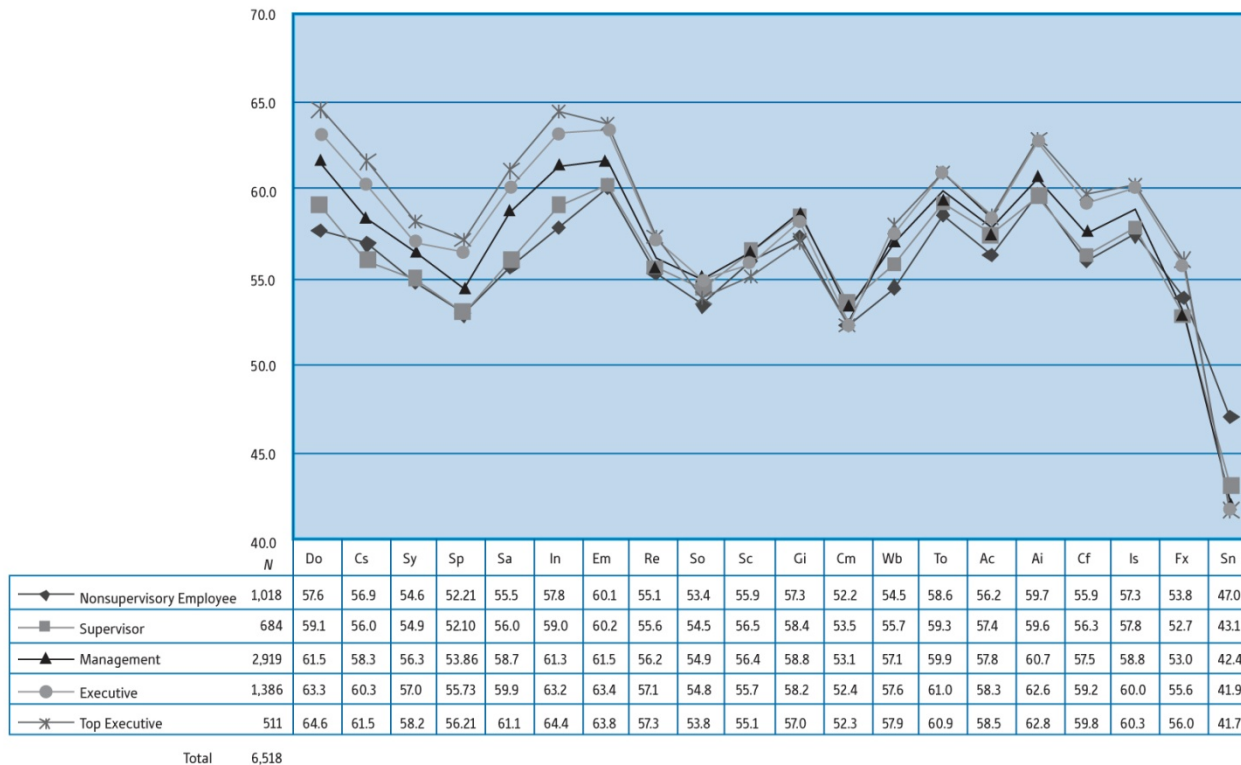
1. Establish the validity of the protocol
  - Did the respondent fake good or get close to faking good?
2. Identify lifestyle and satisfaction level
3. Interpret individual scales
  - Normative
  - Ipsative
4. Complete a configural analysis through combining scales

# Step 3: Normative Interpretation



## Mean Scale Results by Organizational Level

CPI™ Mean Scale Results by Organizational Level:  
Dealing with Others, Self-management, Motivations and  
Thinking Style, Personal Characteristics



Source: CPI 260® Client Feedback Report Guide for Interpretation, CPP, Inc.



# Client Feedback Report, Page 6

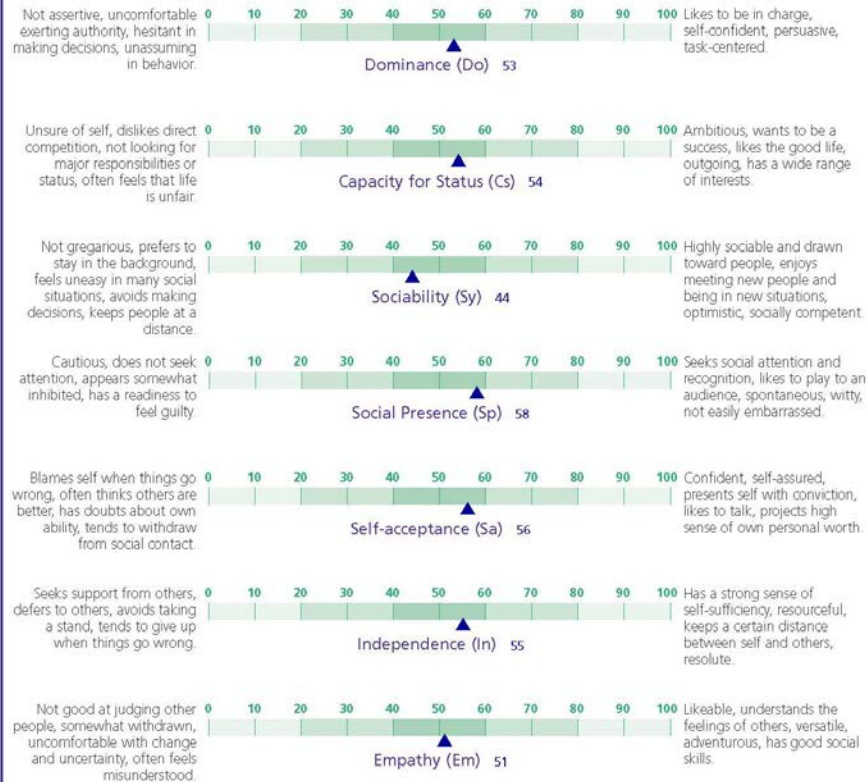


6

## CLIENT FEEDBACK REPORT FOR JOHN

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 the comments to the left of the graph will be; the higher the score, the more relevant those to the right of the graph will be.

### DEALING WITH OTHERS



Source: From the CPI 260® Client Feedback Report, (Mountain View, CA: CPP, Inc.). Copyright 2003, 2011 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.

# Client Feedback Report, Page 6 (Marked-up)

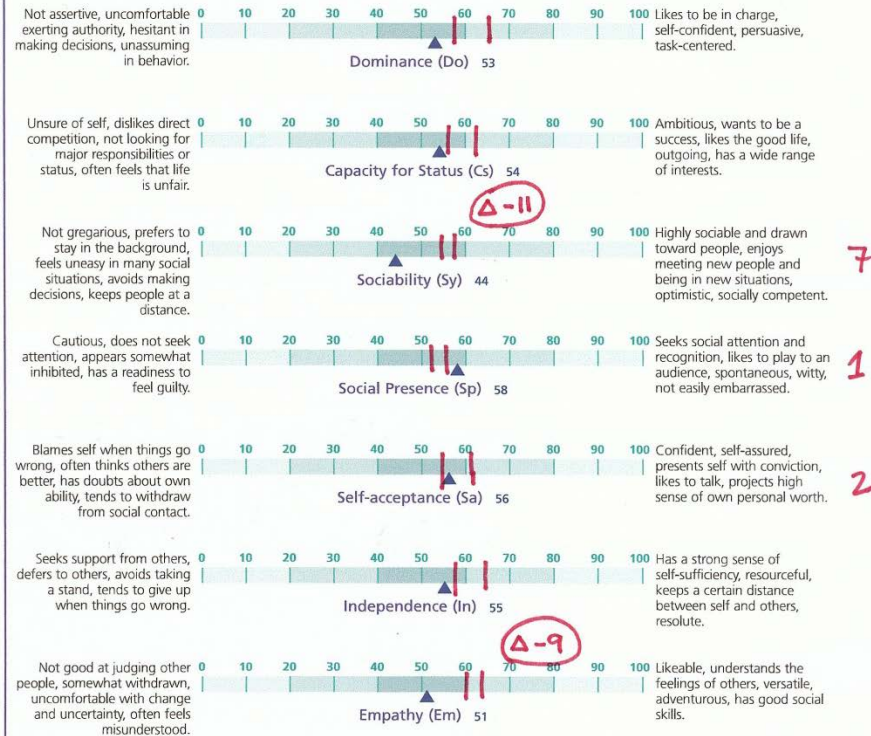


6

## CLIENT FEEDBACK REPORT FOR JOHN *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 the comments to the left of the graph will be; the higher the score, the more relevant those to the right of the graph will be.

### DEALING WITH OTHERS



*I<sub>s</sub> = 52*

Source: From the CPI 260® Client Feedback Report, (Mountain View, CA: CPP, Inc.). Copyright 2003, 2011 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.

# Proposed Strengths for John



## 1. Working with People

- ✓ Can get along with others, but...
- ✓ Is low-key, deliberate, and cautious in how he relates;
- ✓ Keeps some distance between self and others, hard to get to know; independent;
- ✓ Works best alone, and/or with small groups of professionals whom he knows well;
- ✓ Needs to guard against being perceived as aloof and as keeping information to himself.

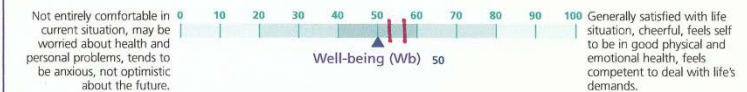
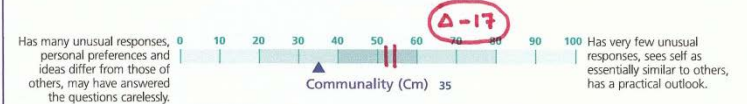
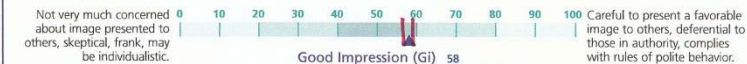
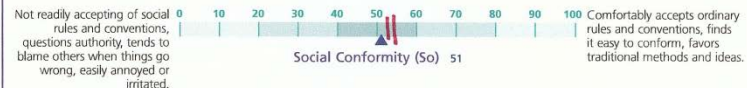
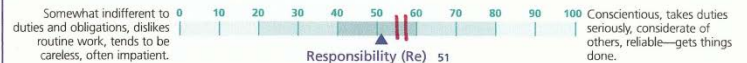
# Client Feedback Report, Page 7 (Marked-up)



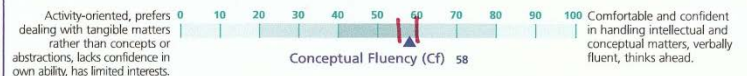
7

## CLIENT FEEDBACK REPORT FOR JOHN *Sample*

### SELF-MANAGEMENT



### MOTIVATIONS AND THINKING STYLE



*HoP*

Source: From the CPI 260® Client Feedback Report, (Mountain View, CA: CPP, Inc.). Copyright 2003, 2011 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.

# Proposed Strengths for John (Continued)



## 2. Working with Projects

- ✓ Likes clear objectives and expected outcomes but...
- ✓ Wants to find his own path for getting results;
- ✓ Marches to the beat of his own drummer;
- ✓ Does not like to be micromanaged;
- ✓ In a supervisory role, extends this “freedom from micromanagement” to his associates, even when he should not.

# Client Feedback Report, Page 8 (Marked-up)

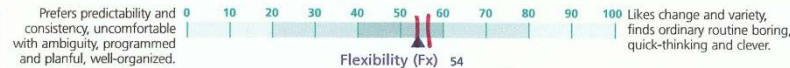


8

## CLIENT FEEDBACK REPORT FOR JOHN *Sample*

*Em = 51*

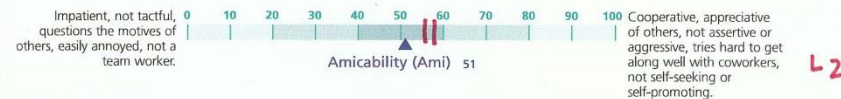
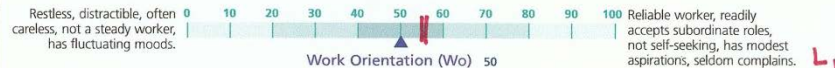
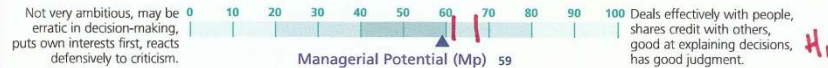
### PERSONAL CHARACTERISTICS



*LOP*



### WORK-RELATED MEASURES



Source: From the *CPI 260® Client Feedback Report*, (Mountain View, CA: CPP, Inc.). Copyright 2003, 2011 by CPP, Inc. Further reproduction, distribution, or use is prohibited without the publisher's written consent.



# Proposed Strengths for John (Continued)



## 3. Perspectives on Leading

- ✓ Independent-minded and individualistic;
- ✓ Places own perspectives and values ahead of mandates of the broader culture;
- ✓ When he agrees, will align behind the objectives of the organization but in his own, unique way;
- ✓ Will use his subject matter expertise to exert authority and get people to agree, more so than assertiveness, social persuasion, or forcefulness.

# Proposed Strengths for John (Continued)



## 4. Openness to Change

- ✓ Can work in structured situations, and adhere to policy and procedure, but also wants personal freedom to put his own stamp on things;
- ✓ Will show strong achievement drive—wanting to “get it done;”
- ✓ Comfortable with change, keeps open to new ideas and ways to proceed.



# Proposed Developmental Opportunities



## 1. Be more attentive to people

- ✓ Can appear aloof and distant to others;
- ✓ Can be inconsistent in letting empathy, consideration, and understanding for associates and colleagues show through;
- ✓ Needs to become more of a student of people, pay more attention to them and try to understand their motivations, drives, and what makes them tick;
- ✓ Attending to this will enable him to be more persuasive in selling his ideas, in building team spirit, and in getting others behind his initiatives and ideas.

# Proposed Developmental Opportunities (Continued)



## 2. Be more constructively assertive

- ✓ Needs to seek ways to increase the vigor and/or volume of his involvement and the conviction with which he expresses his ideas;
- ✓ Needs to increase comfort in asserting and defending his arguments and views;
- ✓ Needs to proactively and constructively deal with the conflict that naturally ensues;
- ✓ Attending to this will enable him to get his voice heard, especially with his more forceful or skeptical colleagues.

# FAQs

# You Asked ...



- How do you suggest framing a client's test-taking mind-set to address the issue (e.g., home vs. work setting) without influencing the results?
- How changeable are the scale scores?
- How can I handle a confidentiality issue when my client's manager demands to see his results but my client doesn't want his manager to see them?
- And more FAQs from you ...

# CPI 260® Certification Refer-a-Colleague

Refer your friends and colleagues to a CPI 260 certification program and receive a \$50 Amazon gift card for each person who registers as our way of saying thanks. There's no limit on the number of referrals. Visit [www.cpp.com/referral](http://www.cpp.com/referral) to get started.



# Thank You

For more information:

CPP Customer Relations

800.624.1765

[custserv@cpp.com](mailto:custserv@cpp.com)

[www.cpp.com](http://www.cpp.com)

Robert Devine

Devine & Associates

Office: 530.642.8430

[rdevine@cwo.com](mailto:rdevine@cwo.com)