



Reveal leadership competencies and work styles and help employees *be better*.

## Using the CPI 260® and MBTI® Assessments Throughout the Employee Life Cycle

Managing the process of developing successful leaders requires attention to multiple competencies and behaviors throughout the employee life cycle. When employers use the ideal assessment tools, such as the CPI 260® and MBTI® instruments, at the appropriate junctures along the way, both the organization and individual employees can achieve stellar results.

**1. Selection.** Take the time to assess for the right fit. It's an investment that will pay off down the road. It also sets the stage for retention. The CPI 260 assessment is ideal for use in selection, yielding valuable data for describing and predicting behaviors. It also provides information about strengths and developmental opportunities that can be used at later points in an employee's career. *Remember, though, the MBTI assessment should never be used as a selection instrument.*

**2. Onboarding.** After an employee is hired, assessments can provide a rich understanding of his or her strengths, blind spots, and communication and leadership styles. Results from the MBTI and CPI 260 assessments, when used together, give individuals a clearer view of how their style might affect the choices they make early on in terms of projects and relationships, people and tasks. For example, an employee whose assessment results point toward the CPI 260 lifestyle "Visualizer" and the MBTI function pair ST could build on his or her diligent and reflective leadership style, as well as determine areas for growth.

**3. Identifying high-potentials.** By revealing strengths and enabling comparison to on-track leaders, the MBTI and CPI 260 assessments can help organizations identify high-potential employees, leverage their talents, and create development plans to maximize their performance. These assessments can help high-potentials develop self-awareness, learn to adapt—or "flex"—their personality in certain situations, and understand their conflict and stress management styles. In particular, the MBTI assessment can help individuals understand their stress reactions and how to stop potential derailment.

**4. Leveraging style differences.** The MBTI and CPI 260 assessments provide insight into the positive differences in leadership styles and approaches. These assessments also show employees how they can improve their effectiveness on a team and, in the process, increase their productivity and performance level.

**5. Defining leadership.** Every organization has unique leadership requirements. As an employee progresses through the organization, assessment data can provide important clues to his or her potential fit with those requirements. The CPI 260 tool pinpoints specific leadership development areas for individuals. The MBTI tool targets ways to build on strengths and overcome potential blind spots of a person's innate personality. *Keep in mind that the MBTI assessment does not predict behavior, so there is no ideal MBTI type for a successful leader.*

**6. Succession planning.** As part of succession planning, organizations groom and develop high-potential employees for top leadership roles. The CPI 260 assessment is an ideal coaching and leadership development tool that helps individuals gain insight into areas such as dealing with others, self-management, and motivation and thinking style. The MBTI assessment offers perspective on many aspects of leadership, including decision making, project management, change management, approach to conflict, and stress management. It can also shed light on employees' less used personality preferences and show individuals how to leverage their natural preferences for success.

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