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CHAPTER I Introduction

The *California Psychological Inventory*™ (CPI™) instrument is a personality inventory that describes and predicts what people will say or do in specific contexts. The CPI instrument has a long and distinguished history, with accuracy and practicality demonstrated in many different settings. Its latest, shortest version is known as the CPI 260™ instrument, and it continues the CPI descriptive tradition in a highly effective manner. It manages to provide useful, accurate descriptions while taking considerably less time and effort on behalf of the client. This is especially useful if the CPI 260 instrument is included in a broader battery of assessments, or in an assessment center setting.

The basic profile of the CPI 260 instrument is the CPI 260™ Client Feedback Report, and it is this report that is the subject of this guide. In nine pages, the Client Feedback Report outlines the basic architecture of the instrument. The various scales of the CPI 260 instrument are revealed in the report, as well as some descriptive anchors proposed for higher and lower scores on the scales. It is against this backdrop that the report presents specific client scores, compared to 6,000 other individuals (3,000 women and 3,000 men) from the general North American population.

OVERVIEW OF THIS GUIDE

This guide is intended for coaches, consultants, trainers, and other human resource development professionals who plan to use the CPI 260 instru-

ment and its basic profile report—the Client Feedback Report—in their work, primarily in business settings. This guide therefore aims to

- Provide an introduction and overview to the key parts of the Client Feedback Report
- Present a background to the instrument, what it is, and how it works
- Give some tips on how to introduce and administer the instrument with clients
- Supply basic information on the steps and “how-to” of interpreting results
- Provide material for feeding back the results to individuals and groups
- Illustrate some uses of the Client Feedback Report across three common applications

The purposes listed above serve as the basic contents and sequence of this guide. The six chapters in this guide elaborate on these key topics; they are followed by a list of recommended resources for further understanding.

HOW TO USE THIS GUIDE

This guide is intended as a quick “out-of-the-box” resource to provide the minimum background information needed to get up and running with the CPI 260 instrument. This guide is neither comprehensive, technical, nor assembled to be a sole resource. Neither is it intended to replace in-depth

training conducted by qualified, experienced professionals who know the CPI program and who use it in practice.

If you are new to the CPI 260 instrument, the topics here will unfold best if followed in the order presented. The content was chosen specifically to quickly get you up to speed so that you can administer and interpret the instrument and speak knowledgeably about it with your clients.

If you have experience with prior versions of the CPI instrument, much of what is presented here will be familiar. The material will serve as a useful refresher and clarify the similarities and differences between this newest CPI form and what you already know. The various sections here can thus be followed in any order that best suits your purposes. Of particular interest will be the last two sections in chapter 4, “Some CPI 260™ Norm Groups” and “Areas of Interest in Business Settings,” as well as the discussion in chapter 6, “Applications of the CPI 260™ Instrument in Business.”

Reproducible Masters

The 10 reproducible masters (RMs) located at the back of this guide will provide ideas and resources for you to refresh your use and practice with the CPI 260 instrument. For example, several RMs are intended to help you explain the CPI 260 instrument to clients, its structure and modus operandi. Also, 4 RMs will contribute to your process for handling CPI 260–based descriptions with your clients and for working with them to identify and develop their personal “next steps.”

OVERVIEW OF THE CPI 260™ CLIENT FEEDBACK REPORT

Generally, the report presents client results in a sequence that moves from the general to the specific. After a brief introduction on page 2, the report presents seven clusters of client-specific information, each of which is outlined briefly below.

The Four Lifestyles and the Lifestyle Diagram

The four “lifestyles” in the CPI 260 instrument, referred to as “ways of living” on the Client Feedback Report, are intended to act as context against which specific, detailed scale results presented later in the report can be understood. The four lifestyles indicated by the CPI 260 instrument are identified as *Implementer*, *Supporter*, *Innovator*, and *Visualizer* and are the first items presented in the report. Based on item responses, just one lifestyle is identified for your client, and it suggests how your client combines his or her interpersonal approach (participative or private) with *intrapersonal* values (rule abiding or rule questioning). If you are familiar with earlier versions of the CPI instrument, you will remember these lifestyles by their Greek letter designations: *alpha*, *beta*, *gamma*, and *delta*.

Level of Satisfaction

The level of satisfaction indicated for the client sheds more light on the client’s lifestyle, suggesting the degree to which the various elements in life seem to “come together” and/or perform in harmony. The level of satisfaction can range from 1 (at its lowest) to 7. More experienced CPI users will recall the Self-realization/Self-actualization scale on the instrument. The Level of Satisfaction scale presents this same information but in a more user-friendly way, using less threatening and less technical terminology. It is intended to suggest the degree of satisfaction that clients derive from their CPI 260 lifestyle.

Dealing With Others

Seven individual scales make up this category of scales. As the scale names suggest, this category is intended to provide detail about your client’s unique approach in the *interpersonal*, social realm. The scales tap characteristics such as personal assuredness, self-esteem, and ability and willingness to influence others and attract and hold attention. Also covered here are levels of gregariousness,

talkativeness, poise and versatility in social settings, likeability, and the perception of and concern for the motivations and wishes of others. Higher scores on these scales generally indicate that such characteristics and ways of behaving could be proposed as typical of your client; lower results suggest the opposite. The seven scales in the Dealing With Others category are

- Dominance (Do): 32 items
- Capacity for Status (Cs): 26 items
- Sociability (Sy): 23 items
- Social Presence (Sp): 29 items
- Self-acceptance (Sa): 23 items
- Independence (In): 23 items
- Empathy (Em): 25 items

Self-management

This second set of seven scales shifts focus to the intrapersonal values realm, shedding light on issues such as compliance, personal control, and prosocial behavior. The scales focus on characteristics such as obligation and responsibility, maturity, compliance with rules, self-discipline, and need for order. Also tapped are personal impulse control, impression management, well-being, and feelings of contentment, as well as the degree to which one anticipates that life's circumstances will generally be favorable. The final scale in this category deals with a willingness to accept the differences of others. Elevated results (at or above 50) for these scales would suggest that descriptions such as responsible, duty-bound, and controlled would be accurate for your client; lower results here would suggest quite different descriptions: impulsive, spontaneous, risk taking, and so on. The seven scales in the Self-management category are

- Responsibility (Re): 23 items
- Social Conformity (So): 30 items
- Self-control (Sc): 28 items

- Good Impression (Gi): 27 items
- Communality (Cm): 22 items
- Well-being (Wb): 20 items
- Tolerance (To): 20 items

Motivations and Thinking Style

This category of scales is made up of just three scales, concerned with achievement, need for structure, and intellectual style/comfort with abstraction. The first two deal with achievement. The first scale looks at personal drive and the push for superior performance in circumstances in which order and structure have already been established, and against which success is determined. The second scale sheds light on personal determination to succeed through personal planning, intuition, and individual effort—that is, the client seeks to establish the criteria and structure. The third scale in this category looks at one's focus of personal intellect on conceptual versus more tangible matters. Higher scores here suggest higher drive and determination to succeed, and an intellectual approach. Lower scores indicate a more cautious, guarded, tangible approach. The three scales in the Motivations and Thinking Style category are

- Achievement via Conformance (Ac): 29 items
- Achievement via Independence (Ai): 25 items
- Conceptual Fluency (Cf): 30 items

Personal Characteristics

This category also comprises three separate scales that, in various ways, contribute to the client's "portrait." The three are important residual scales; that is, they don't easily fit into the other categories but do shed much-needed light on clients' way of understanding and approaching co-workers, and on their need for, or aversion to, change and variety. The third scale in this category establishes the extent to which clients take a tough-versus-tender approach

to dealing with people and tasks. Higher results across the scales here suggest an open, perceptive, adaptable, and sensitive style. Lower results indicate a more tangible, deliberate, tough-minded, and goal-oriented approach. The three scales in the Personal Characteristics category are

- Insightfulness (Is): 22 items
- Flexibility (Fx): 22 items
- Sensitivity (Sn): 28 items

Work-Related Measures

This category is made up of six individual scales that are relative newcomers to the CPI 260 instrument, having been added after the development of the original 23 scales, and are intended to pinpoint specific aspects of managing, leading, and approaching work life. Though these scales are the most recent, they were constructed of existing items from the CPI 260 instrument, not new items added for the new scales. Thus, they represent somewhat of a refocus of basic characteristics onto issues relevant to the world of work. The six scales in the Work-Related Measures category are

- Managerial Potential (Mp): 25 items
- Work Orientation (Wo): 23 items
- Creative Temperament (Ct): 29 items
- Leadership (Lp): 36 items
- Amicability (Ami): 28 items
- Law Enforcement Orientation (Leo): 29 items

More specific information regarding these categories and scales will be provided throughout this guide. Full descriptions are provided in the *CPI™ Manual* (3rd ed.) and in the list of resources at the end of this guide.

Use the information presented in the Client Feedback Report to help you describe and characterize your client. No matter what your application—development/performance improvement, management or leadership training, career counseling, or even promotion/selection—the candid, objective descriptions provided by the CPI 260 instrument will be of use. Blend the information with other information that you collect for and about your client to produce an accurate word portrait of strengths, style, and developmental opportunities.