# CPI 260® Forum, Part II

## *Reviewing the* Coaching Report for Leaders *and Your Questions Answered*

October 16, 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, Part II: Agenda

- CPI 260 Definition and Purpose
- Brief Overview of the CPI 260 Assessment and Scales
- Coaching Report for Leaders (CRL) Refresher
- Differences Between the CFR and CRL
- The CRL Snapshot Page
- Using the CRL Worksheet
- CRL Interpretive Text for John Sample
- Using the CFR and CRL Together
- FAQs

**CPP**

# Review: 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
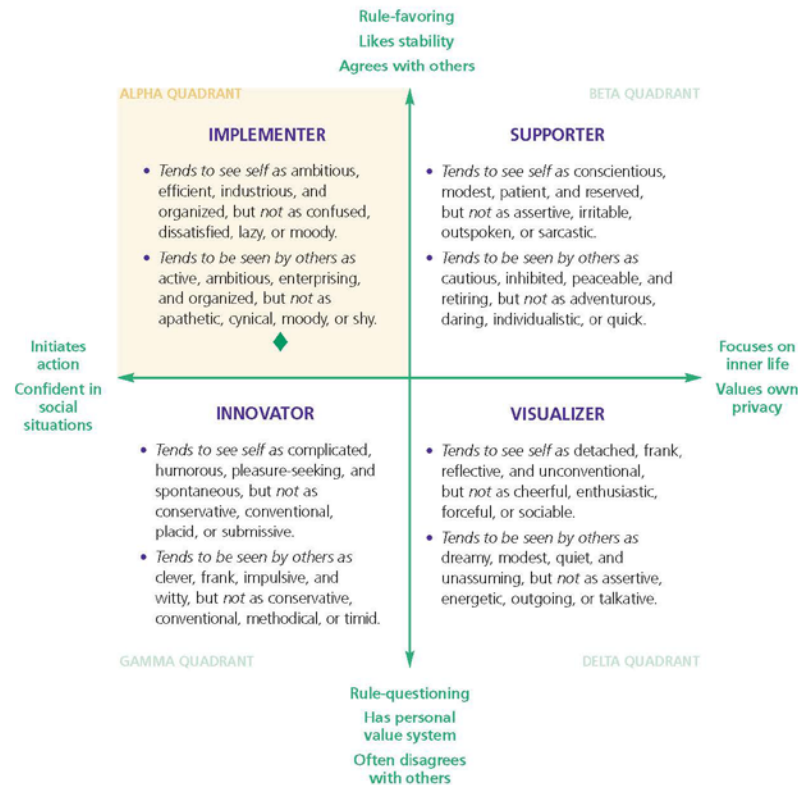
# Client Feedback Report, Page 4



CLIENT FEEDBACK REPORT  FOR JOHN

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## 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.

**Rule-favoring**
**Likes stability**
**Agrees with others**

ALPHA QUADRANT                    BETA QUADRANT

### IMPLEMENTER

- *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.

### SUPPORTER

- *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

- *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.

### VISUALIZER

- *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, Page 5



CLIENT FEEDBACK REPORT   FOR JOHN

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## 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.

Low ← | 1 | 2 | 3 | 4 | 5 | 6 | 7 | → High

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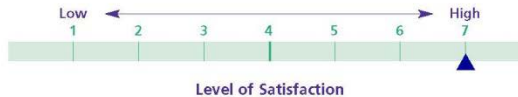
This score suggests that you feel good about the way your life is going and are comfortable in your lifestyle.

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

# CPI 260® Managerial Styles

## Implementer Managers

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

## Innovator Managers

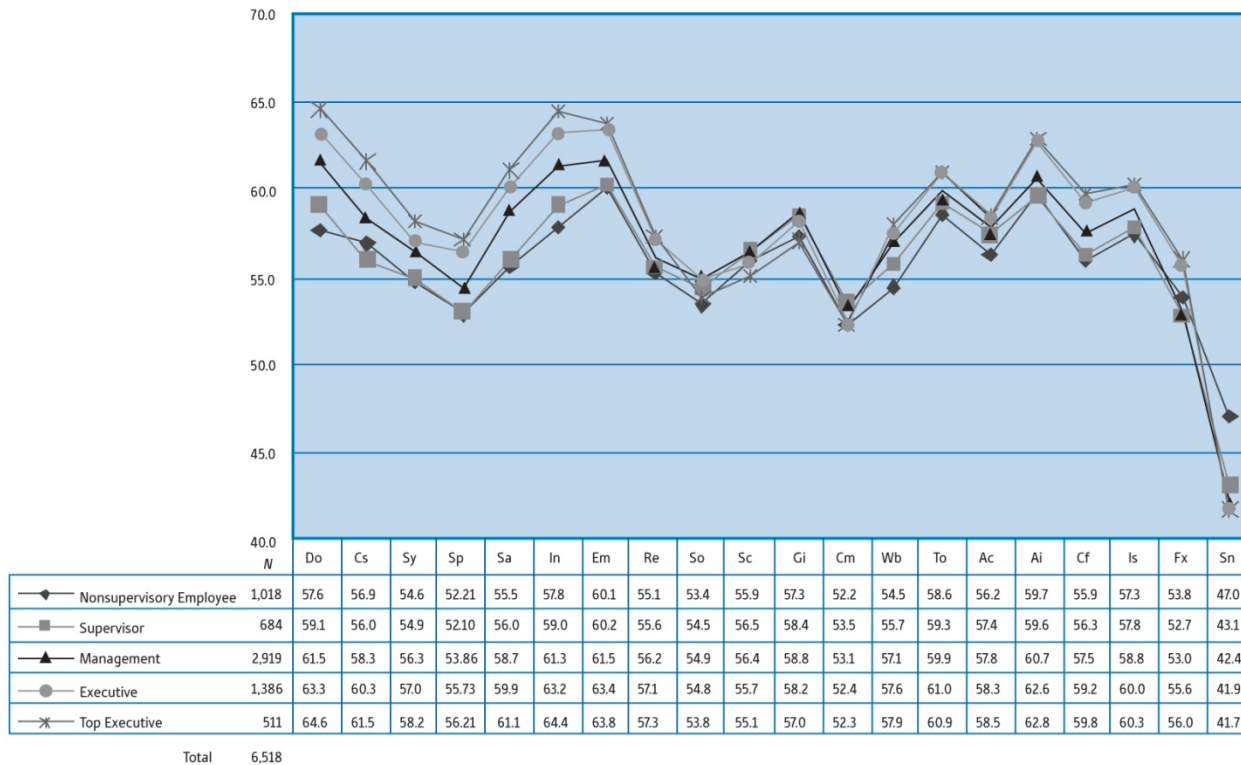| Value | • Creativity and new ideas<br>• Ways to beat the system<br>• Freedom from organizational constraints |
|---|---|
| **Support** | • New initiatives and first-time efforts<br>• People who take risks<br>• People who challenge their thinking |
| **Want** | • A role as a change agent<br>• Freedom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

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

# 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



| | 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 | | | | | | | | | | | | | | | | | | | | |

# Client Feedback Report, Page 6
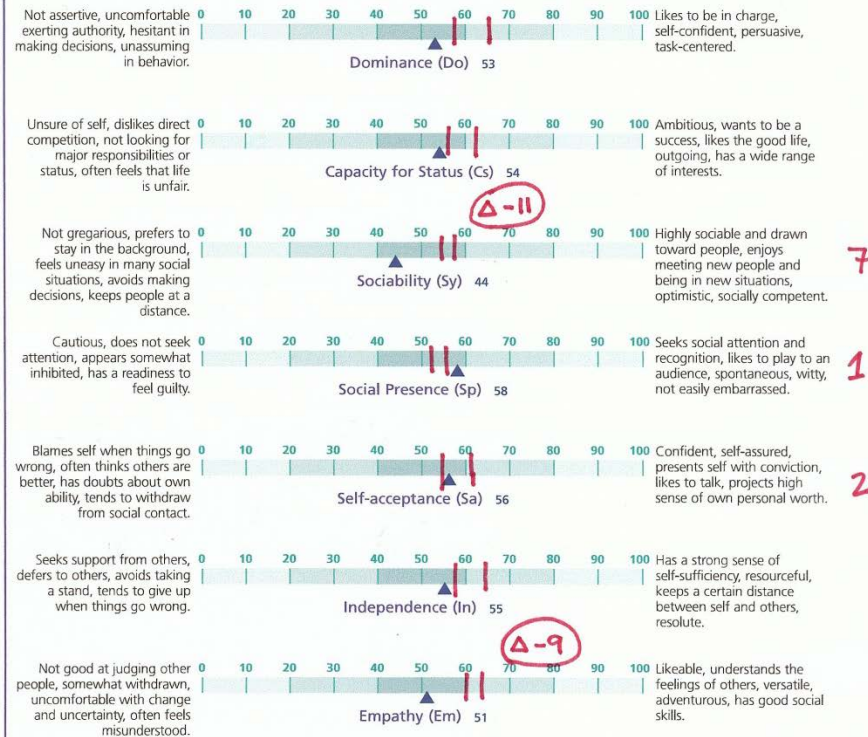


CLIENT FEEDBACK REPORT   FOR JOHN

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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

Not assertive, uncomfortable exerting authority, hesitant in making decisions, unassuming in behavior. **Dominance (Do) 53** — 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) 54** — 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) 44** — Highly sociable and drawn toward 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) 58** — 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) 56** — 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) 55** — 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) 51** — Likeable, understands the feelings of others, versatile, adventurous, has good social skills.

# Client Feedback Report, Page 6 (marked up)



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

| Left description | Scale | Right description |
|---|---|---|
| Not assertive, uncomfortable exerting authority, hesitant in making decisions, unassuming in behavior. | Dominance (Do) 53 | 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) 54 | 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) 44  (Δ −11) | Highly sociable and drawn toward people, enjoys meeting new people and being in new situations, optimistic, socially competent. 7 |
| Cautious, does not seek attention, appears somewhat inhibited, has a readiness to feel guilty. | Social Presence (Sp) 58 | Seeks social attention and recognition, likes to play to an audience, spontaneous, witty, not easily embarrassed. 1 |
| 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) 56 | Confident, self-assured, presents self with conviction, likes to talk, projects high sense of own personal worth. 2 |
| Seeks support from others, defers to others, avoids taking a stand, tends to give up when things go wrong. | Independence (In) 55 | 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) 51  (Δ −9) | Likeable, understands the feelings of others, versatile, adventurous, has good social skills. |

$I_s = 52$

# Proposed CFR Strengths for John

1. Working with People

   Can engage others when required, and be spontaneous, but more often than not…

   ✓ Is low-key, deliberate, and cautious in how he relates to others

   ✓ Keeps some distance between self and others, is hard to get to know, and is independent and individualistic

2. Working with Projects

   Likes clear objectives and expected outcomes but…

   ✓ Marches to the beat of his own drum

   ✓ Does not like to be micromanaged

   ✓ In a supervisory role, extends this "freedom from micromanagement" to his associates, even when he should not

3.  Perspectives on Leading

    Willing to take on some leadership responsibility for getting things done, but…

    ✓ Is independent-minded and individualistic

    ✓ Places own perspectives and values ahead of mandates of the broader culture

    ✓ When he agrees with them, will align behind the objectives of the organization but in his own, unique way

# Proposed CFR Strengths for John (continued)

4. Openness to Change

   ✓ Can work in structured situations and adhere to policy and procedure but also wants a good measure of personal freedom to put his own stamp on things
   ✓ Is reasonably flexible and adaptable, without necessarily being a source of creativity and innovation
   ✓ Will show strong achievement drive—wanting to "get it done"

# Proposed CFR 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 developing people, 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 become more comfortable with asserting and defending his arguments and views
- ✓ Needs to proactively and constructively deal with the conflict that naturally ensues

# CPI 260® Coaching Report for Leaders

# Snapshot of John's Leadership Characteristics



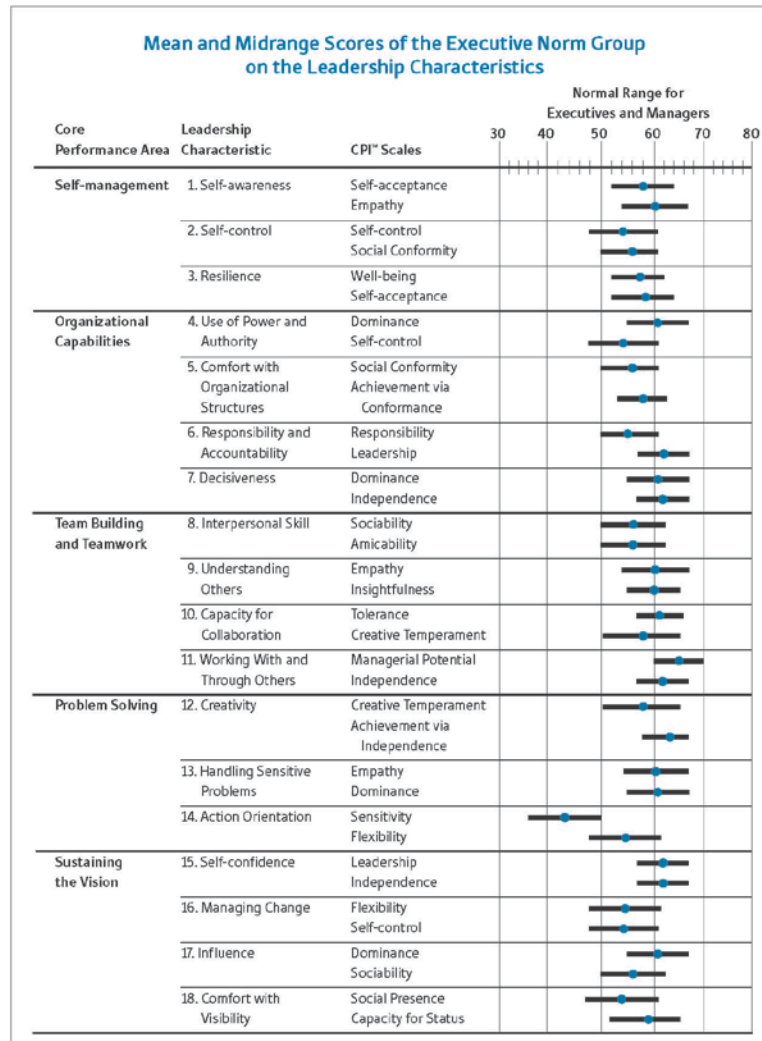SNAPSHOT OF YOUR LEADERSHIP CHARACTERISTICS

| 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 | ■ | | |

# Snapshot of John's Strengths



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## 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 | ■ | | |

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# Snapshot of John's Developmental Opportunities



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**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 | ■ | | |

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# Snapshot of John's "You Decide"

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## 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 | ■ | | |

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# Coaching Report for Leaders Worksheet



CPI 260® Certification Program Coaching Report for Leaders Worksheet
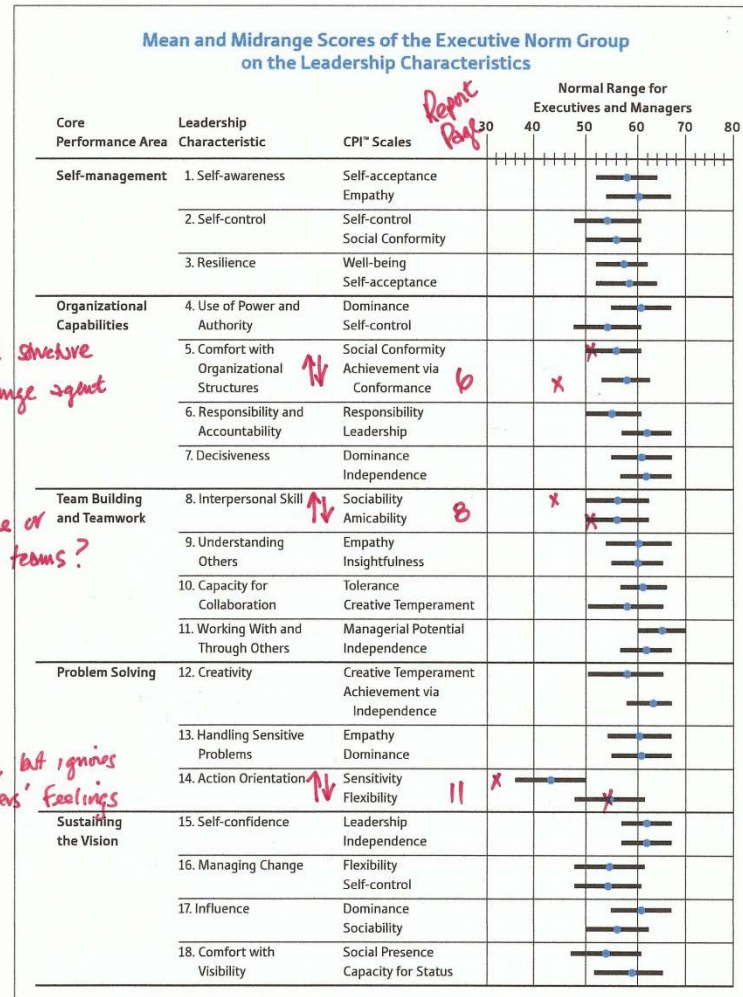
# Comparing the CPI 260® Reports

| CFR | CRL |
|---|---|
| - **Profile** report (provides scale scores, some descriptive information) | - **Narrative** report (no explicit scale scores or names) |
| - General population, norms ($N = 6,000$) | - General population, plus $N = 5,610$ on-track managers and executives |
| - Scales and T-scores | - Uses a coach's voice |
| - Precision | - Big-picture view; provokes discussion by running ideas up the flagpole |

# Coaching Report for Leaders (marked up): John's Strengths

# Coaching Report for Leaders (marked up): John's "You Decide"

# Coaching Report for Leaders: Leadership Characteristics

## YOUR LEADERSHIP CHARACTERISTICS

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### TEAM BUILDING AND TEAMWORK

Whether leading a project team or sharing leadership with others on an executive team, today's managers and executives must possess the people skills needed to forge united, smoothly functioning, goal-oriented teams made up of people with disparate skills, motivations, and personalities.

### 8. INTERPERSONAL SKILL

In their interactions with team members, effective leaders listen attentively, send clear signals, and convey openness, friendliness, and cooperation. They are approachable, in spite of the formal or informal authority that goes with a management position. See also *17. Influence.*

- Others probably experience you as friendly and approachable, but, unlike most other executives and managers, you may not proactively engage in social interaction with others. You may be more comfortable working alone or with a small number of coworkers than on teams.

- You may dislike the fact that many leadership roles place you at the center of attention and require public speaking and interacting with large numbers of people.

- **SUGGESTED ACTION STEP:**  Work to establish an early and consistent "voice" at the table of any ongoing group meeting in which you participate by offering your views, even when you are in agreement with the ideas or suggestions of others, and look for opportunities to state your unique perspective or viewpoint.

### 9. UNDERSTANDING OTHERS

Strong team leaders have a cognitive understanding of personality differences, individual behavior, interpersonal dynamics, and group process, as well as an ability to empathize with others—to understand their feelings and subjective reactions on an intuitive level. See also *1. Self-Awareness.*

- You may be less likely than other executives and managers to be described by team members or colleagues as compassionate, considerate, and caring.

- You may experience stress or discomfort in work environments that involve a team mentality, interpersonal closeness, or a heavy reliance on interdependence.

- Others likely experience you as more task oriented than people oriented. You may not be interested in or able to easily grasp interpersonal dynamics.

- **SUGGESTED ACTION STEP:**  Consider participating in a leadership development course or program targeted at increasing your interpersonal sensitivity, awareness, and understanding. Evaluate whether you are more satisfied as an individual contributor than in a management role.

1. Working with People

   Can engage others when required and be spontaneous, but more often than not…

   ✓ Is low-key, deliberate, and cautious in how he relates to others

   ✓ Keeps some distance between self and others, is hard to get to know, and is independent and individualistic

   ✓ 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

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 drum
   - ✓ Does not like to be micromanaged
   - ✓ In a supervisory role, extends this "freedom from micromanagement" to his associates, even when he should not

3. Perspectives on Leading

   Willing to take on some leadership responsibility for getting things done, but…

   ✓ Is independent-minded and individualistic

   ✓ Places own perspectives and values ahead of mandates of the broader culture

   ✓ When he agrees with them, 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

   ✓ Prefers that staff self-manage and solve their own issues

4. Openness to Change

- ✓ Can work in structured situations and adhere to policy and procedure but also wants a good measure of personal freedom to put his own stamp on things
- ✓ Reasonably flexible and adaptable, without necessarily being a source of creativity and innovation
- ✓ Will show strong achievement drive—wanting to "get it done"
- ✓ Is comfortable with change and remains open to new ideas and alternate ways to get things done

# Proposed CFR/CRL Developmental Opportunities for John

1. Be more attentive to people

   ✓ Can appear aloof and distant to others

   ✓ Can seem to be more task- than people-focused

   ✓ 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 get involved with them to explain his thinking 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 developing people, in building team spirit, and in getting others behind his initiatives and ideas

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 become more comfortable with asserting and defending his arguments and views
- ✓ Needs to proactively and constructively deal with the conflict that naturally ensues
- ✓ <span style="color:red">Attending to this will enable him to enhance this influence and authority and get his voice heard, especially with his more forceful or skeptical colleagues</span>

# FAQs

# You Asked …

- <span style="color:red">My client has all strengths indicated on her CRL. How to handle this?</span>
- My client has no strengths indicated on his CRL. How to handle this?
- Does the CPI 260 assessment show anything specifically related to EQ, and also Critical Thinking?
- And more FAQs from you…

# Clients with Mostly Strengths

- Clients with all 18 Leadership Characteristics identified as strengths may doubt the validity of the report

- Scan the report for action steps, even for characteristics identified as strengths (i.e., overdone characteristics?)

- Scan the CFR for largest differences relative to appropriate norms

- Look to other, non-test criteria (360 results, performance reviews) for possible suggestions

# You Asked …

- My client has all strengths indicated on her CRL. How to handle this?

- My client has no strengths indicated on his CRL. How to handle this?

- Does the CPI 260 assessment show anything specifically related to EQ, and also Critical Thinking?

- And more FAQs from you…

# Clients with No Strengths

- Clients with all 18 Leadership Characteristics identified as developmental opportunities usually acknowledge challenges in their work

- Look for repeated-use scales (such as Do, In, Em, Sc) that could be exacerbating the negative results

- Use CFR scores to see largest differences relative to executive norms

- Help client prioritize, identify pivotal developmental opportunities

# You Asked …

- My client has all strengths indicated on her CRL. How to handle this?
- My client has no strengths indicated on his CRL. How to handle this?
- Does the CPI 260 assessment show anything specifically related to EQ, and also Critical Thinking?
- And more FAQs from you…

# According to Goleman (1998)

## EQ is about…

- Self-awareness

- Self-regulation

- Empathy

- Social skill

- Motivation

## CPI 260 indicative scales…

- Self-acceptance (Sa), Empathy (Em), Sensitivity (Sn), v.1

- Responsibility (Re), Social Conformity (So), Self-control (Sc), Independence (In), Flexibility (Fx)

- Em, Insightfulness (Is), Tolerance (To), Sn

- Dealing with Others, In, Good Impression (Gi), Fx, Sn, Managerial Potential (Mp), Amicability (Ami)

- Dominance (Do), Achievement via Conformance (Ac), Achievement via Independence (Ai)

Source: *Working with Emotional Intelligence*, Daniel Goleman, 1998, Bantam Books

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# Problem Solving, Decision Making, Critical Thinking

## Facets

- Caution vs. impulse, speed

- Involving others vs. standing apart

- Flexibility vs. rigidity

- Creativity

- Pure Critical Thinking

## CPI 260 indicative scales…

- Do, In, Sp, Ac, Ai

- To, Fx, In, Gi, Ac < Ai

- Fx, Cf, To, Re

- Sa, Ai, Fx, Ct

- WGCTA (from Pearson)

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