



Introduction To The California Psychological Inventory 260[®]

Employee Screening ❖ Leadership Coaching ❖ Personal Growth & Development
StrategicPath.com ❖ harry@StrategicPath.com ❖ 626-643-2512

Harry V. Redinger, MBA
Corporate Trainer & Executive Coach
Empowerment Path Group



Instrument Objective

To objectively describe individuals in a way that knowledgeable others see them, to illustrate a range of personal and work-related characteristics, motivations, and thinking styles—as well as different ways people manage themselves and deal with others.



The Johari Window

Developed By Joseph Luft and Harry Ingham in 1955

The CPI 260® helps one and others view into the Johari Windows:

What Others Know About Me

What Others Don't Know About Me

What I Know About Me

What I Don't Know About Me

Public Knowledge, What We All See and Hear	Possible Hidden Strengths, Possible Blind Spots
Private, Mine To Share	Unconscious, The Realm of Self-Discovery



CPI 260 Process Objective

To Engender
Change



Primary Benefits of the CPI 260 Instrument

- Ethically approved for use in the employment screening process
- Gives an immediate indication one's level of managerial leadership
- Foretells one's preferred work environment lifestyle (Corporate Culture Fit)
- Reveals one's Strengths, Weaknesses, Opportunities, and Threats



What Makes the CPI 260[®] Special

- The CPI 260 is not a Personality Type instrument and thus augments the use of Personality Type, Career Assessment, and Emotional Intelligence instruments
- Normative, Ipsative, and Configural Analysis of CPI results, though abstract, can give amazingly accurate insight into the core issues for growth and development



CPI 260[®] 20 Folk Scales and 6 Work Related Measures

Dealing With Others

1. Dominance (Do)
2. Capacity for Status (Cs)
3. Sociability (Sy)
4. Social Presence (Sp)
5. Self-Acceptance (Sa)
6. Independence (In)
7. Empathy (Em)

Self-Management

1. Responsibility (Re)
2. Social Conformity (So)
3. Self-Control (Sc)
4. Good Impression (Gi)
5. Communality (Cm)
6. Well-Being (Wb)
7. Tolerance (Fo)

Motivations and Thinking Styles

15. Achievement via Conformance (Ac)
16. Achievement via Independence (Ai)
17. Conceptual Fluency (Cf)

Personal Characteristics

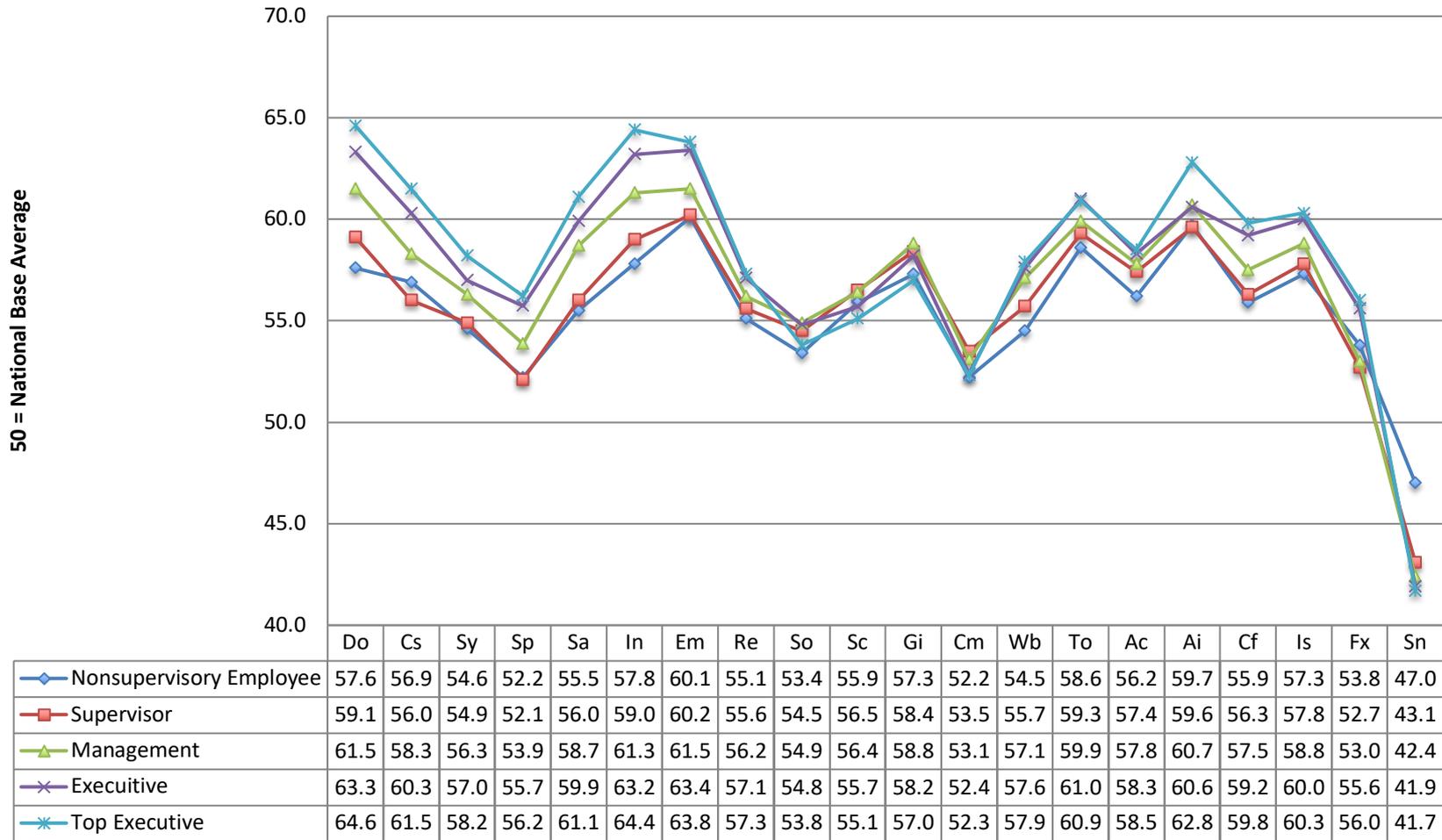
18. Insightfulness (Is)
19. Flexibility (Fx)
20. Sensitivity (Sn)

Work-Related Measures

21. Managerial Potential (Mp)
22. Work Orientation (Wo)
23. Creative Temperament (Ct)
24. Leadership (Lp)
25. Amicability (Ami)
26. Law Enforcement Orientation (Leo)



CPI 260 Normative, Ipsative, and Configural Analysis





Primary Applications of the CPI 260 Instrument

- **Screening Potential New Hires**
 - Management Maturity Fit
 - Corporate Culture Fit
 - SWOT Analysis Fit
- **Executive & Staff Coaching**
 - General Population Normative Comparison
 - Identification of behaviors that fall outside of the mainstream of “On Track Managers”
 - Awareness of preferred work environment lifestyle
- **Personal Growth & Development**
 - Awareness of configure behavior combinations that aid and/or hinder advancement
 - A sense for level of Self-Actuation direction and achievement
 - Tips and suggestions for self-improvement in key areas that promote health changes



CPI 260 Instrument Background and History



Harrison Gough, Ph.D.

- The California Psychological Inventory was developed by Harrison Gough, Ph.D. in 1956
- The Consulting Psychologists Press (now CPP) was formed the same year to publish and sell the CPI
- The CPI originally had 480 questions. Today, there are two version of the CPI:
 - CPI 260, for Certified Practitioner use
 - CPI 434 for Psychometric applications
- The CPI has been translated into more than 40 languages and has over 50 years of refinements and adjustments
- Note: The CPI number is in reference to the number of questions in the instrument – Not the degrees in a circle like a 360 Feedback Analysis



CPI 260[®]

Administration

- The CPI 260 can only be administered by a Certified Practitioner
- The purpose, uses, and how the CPI results will be interpreted must be stated in writing before CPI is used
- CPI reports can only be release to others with the consent of the individual engaging the CPI
- The individual engaging the CPI must be made aware of where their CPI results is stored



CPI 260[®] Instrument Format & Structure

- The CPI 260 develops psychometric results on 20 Folk Scales, 6 Work Related Measures, and 3 Vector Scales that deal with Lifestyle and Self-actuation
- The CPI 260 results is presented in two reports:
 - Client Feedback Report
 - Coaching Report for Leaders

CPI 260®
**CLIENT
FEEDBACK
REPORT**

DEVELOPED BY HARRISON G. GOUGH, Ph.D. AND PAMELA BRADLEY, Ph.D.



Report prepared for

HARRY REDINGER

July 29, 2012

Interpreted by

Rob Devine

CPP, Inc. - CPI 260 Certification Program



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CPI 260™
**COACHING
REPORT for
LEADERS**

BY SAM MANOOGIAN

IN CONSULTATION WITH

HARRISON GOUGH • ROBERT DEVINE • DAVID DONNAY



Report prepared for

Harry Redinger

August 06, 2012

Interpreted by Rob Devine

CPP, Inc. - CPI 260 Certification Program



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CPI 260[®]

Client Feedback Report

The CPI 260 Client Feedback Report has a three-part format:

1. Client Lifestyle (Implementers, Supports, Innovators, and Visualizers)
2. Level of Satisfaction (Level of Self-Actualization)
3. Folk Scale & Work Related Measures Results* organized in 5 Categories:
 - I. Dealing With Others
 - II. Self-Management
 - III. Motivations and Thinking Styles
 - IV. Personal Characteristics
 - V. Work-Related Measures

* Results is presented in relationship to a base average population of 6,000 men and women who have taken the CPI instrument



CPI 260[®]

Coaching Report for Leaders

The CPI Coaching Report for Leaders is a non-numeric report that gives a narrative interpretation of one's results on 18 Leadership Characteristics organized within 5 Core Performance Areas*:

SELF-MANAGEMENT

1. Self-Awareness
2. Self Control
3. Resilience

ORGANIZATIONAL CAPABILITIES

4. Use of Poser and Authority
5. Comfort with Organizational Structure
6. Responsibility and Accountability
7. Decisiveness

TEAM BUILDING AND TEAMWORK

8. Interpersonal Skills
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. Management Change
17. Influence
18. Comfort with Visibility

Each of the 18 Leadership Characteristics are derived from 2 of the 20 Folk Sales and/or 6 of the Work Related Measures. Statistically, the CPI Coaching Reports uses a population base of 5,610 "On Track Managers."



CPI 260[®] Coaching Report for Leaders

The CPI Coaching Report for Leaders also provides a Snapshot Report that indicates which of the 18 Leadership Characteristics is considered a Strength, A Potential Area for Development, or could go either way.

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	■		



What We Share Before Interpreting CPI 260[®] Results

1. The CPI 260 Instrument and Process Objectives
2. Why and how we are using the CPI 260
3. Who has Access and Where CPI 260 Information is Stored
4. Three Step Approach:
(1) What, (2) So What, and (3) Now What
5. The Johari Window
6. CPI Results and Recommendations will trigger both positive and negative responses
7. To look for the one area for potential growth that will have the most overall impact



How We Introduce The CPI 260[®] Client Feedback Report

1. Put client at ease
 2. Review the validity of the results
 3. Review the 3 Lifestyle Orientations
 4. Review the 26 Folk Scale & Work Related Measures for Normative, Ipsitive, and Configural results
- * Throughout the entire process, we are asking if the client agrees or disagrees with the CPI results. Often, clients have many self-discovery moments



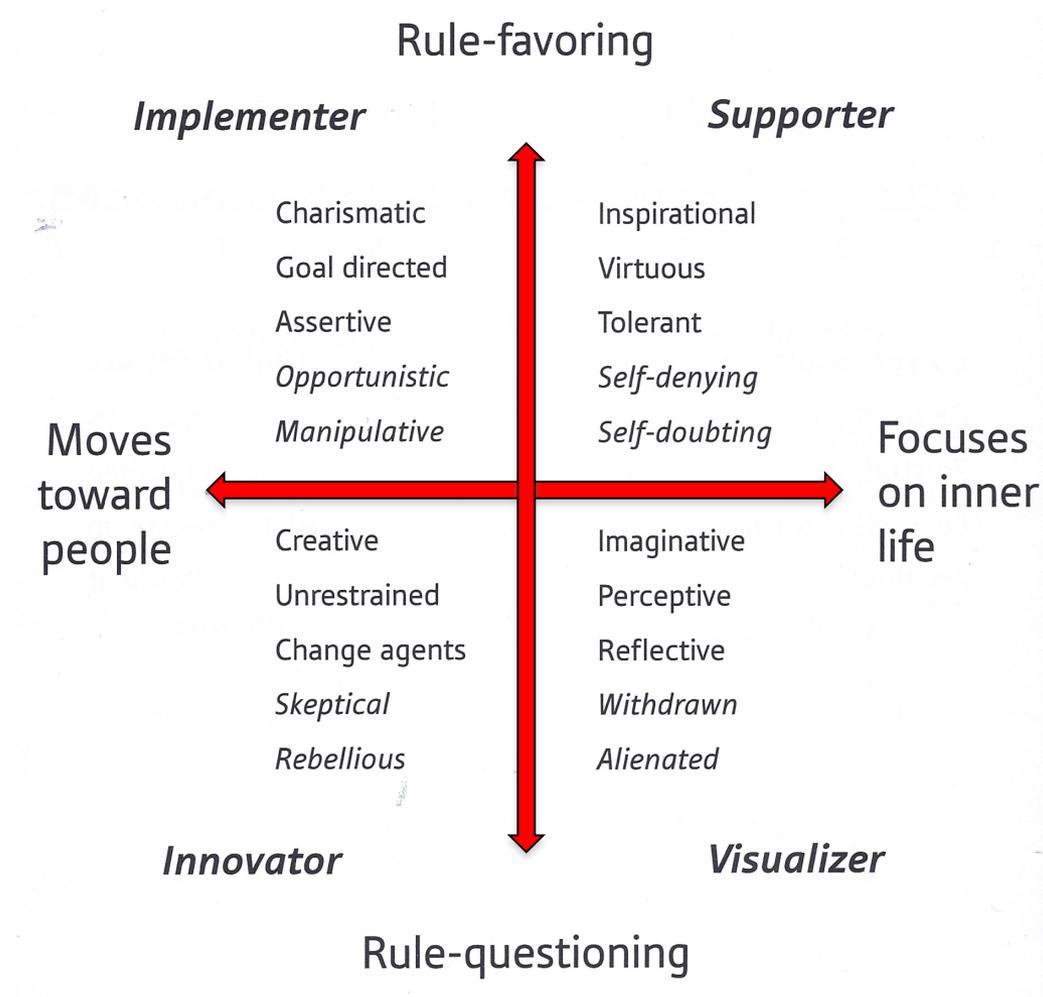
CPI 260[®] Client Feedback Report Validation

1. More than 18 questions were not answered
2. Client overstated their strengths
3. Client overstated their weaknesses
4. Client randomly answered or did not understand the the questions



CPI 260[®]

Lifestyle Orientations

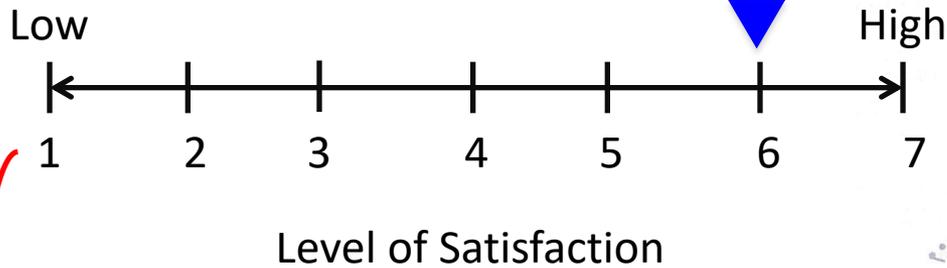




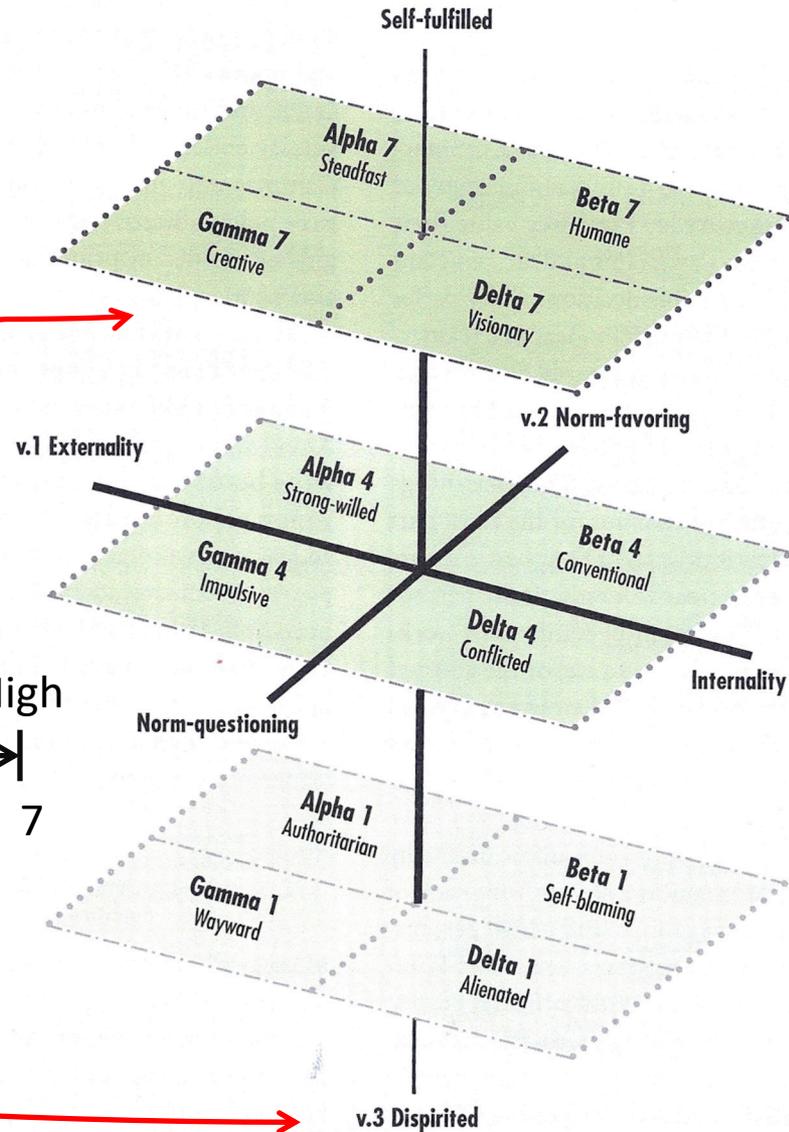
CPI 260[®]

Lifestyle Orientations

Orientations



The Three-Vector Model





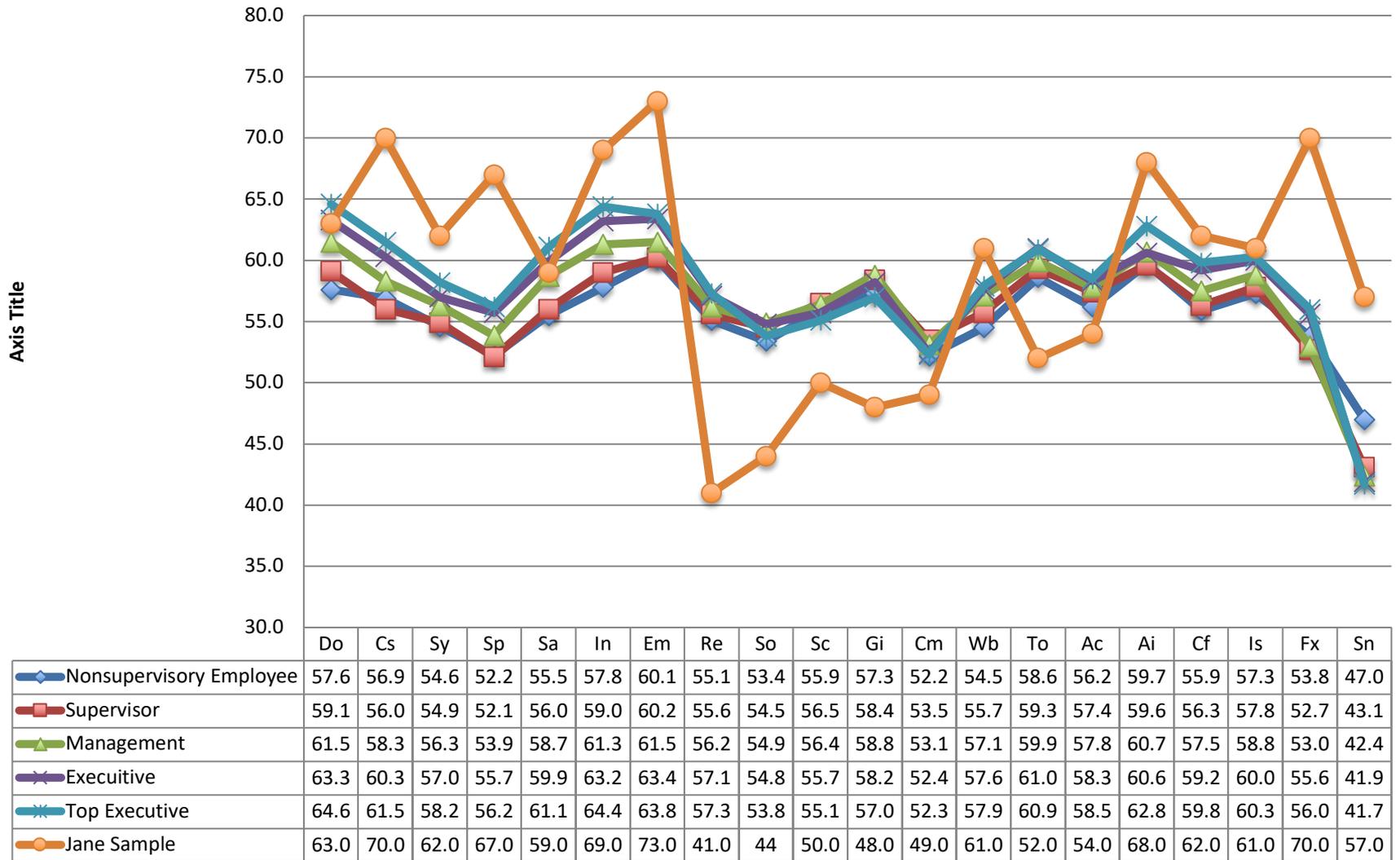
CPI 260 Normative, Ipsative, and Configural Analysis – Folk Scales

50 = National Base Average



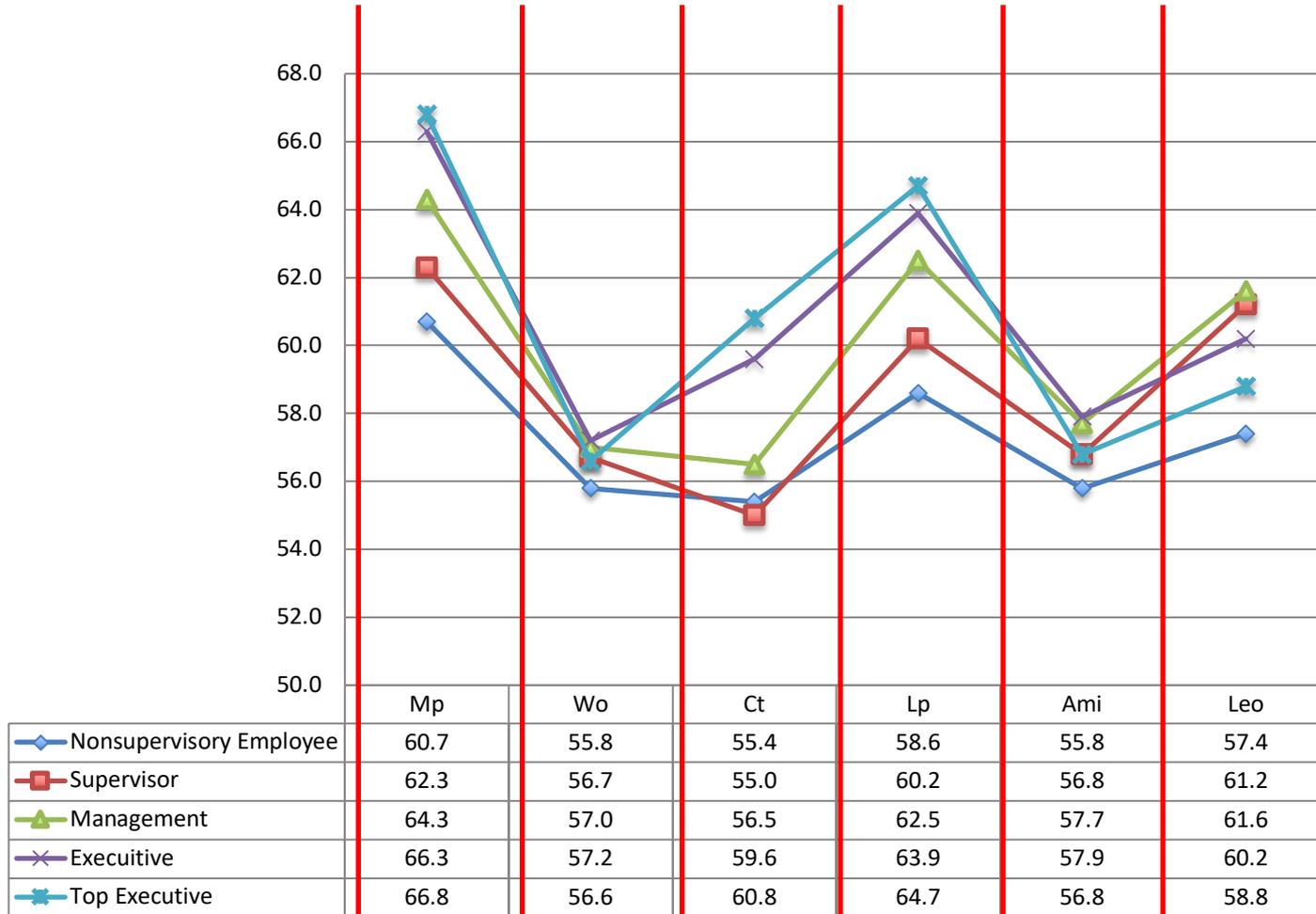
	Do	Cs	Sy	Sp	Sa	In	Em	Re	So	Sc	Gi	Cm	Wb	To	Ac	Ai	Cf	Is	Fx	Sn
◆ Nonsupervisory Employee	57.6	56.9	54.6	52.2	55.5	57.8	60.1	55.1	53.4	55.9	57.3	52.2	54.5	58.6	56.2	59.7	55.9	57.3	53.8	47.0
■ Supervisor	59.1	56.0	54.9	52.1	56.0	59.0	60.2	55.6	54.5	56.5	58.4	53.5	55.7	59.3	57.4	59.6	56.3	57.8	52.7	43.1
▲ Management	61.5	58.3	56.3	53.9	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	63.3	60.3	57.0	55.7	59.9	63.2	63.4	57.1	54.8	55.7	58.2	52.4	57.6	61.0	58.3	60.6	59.2	60.0	55.6	41.9
✱ Top Executive	64.6	61.5	58.2	56.2	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

Jane Sample Folk Sales Analysis

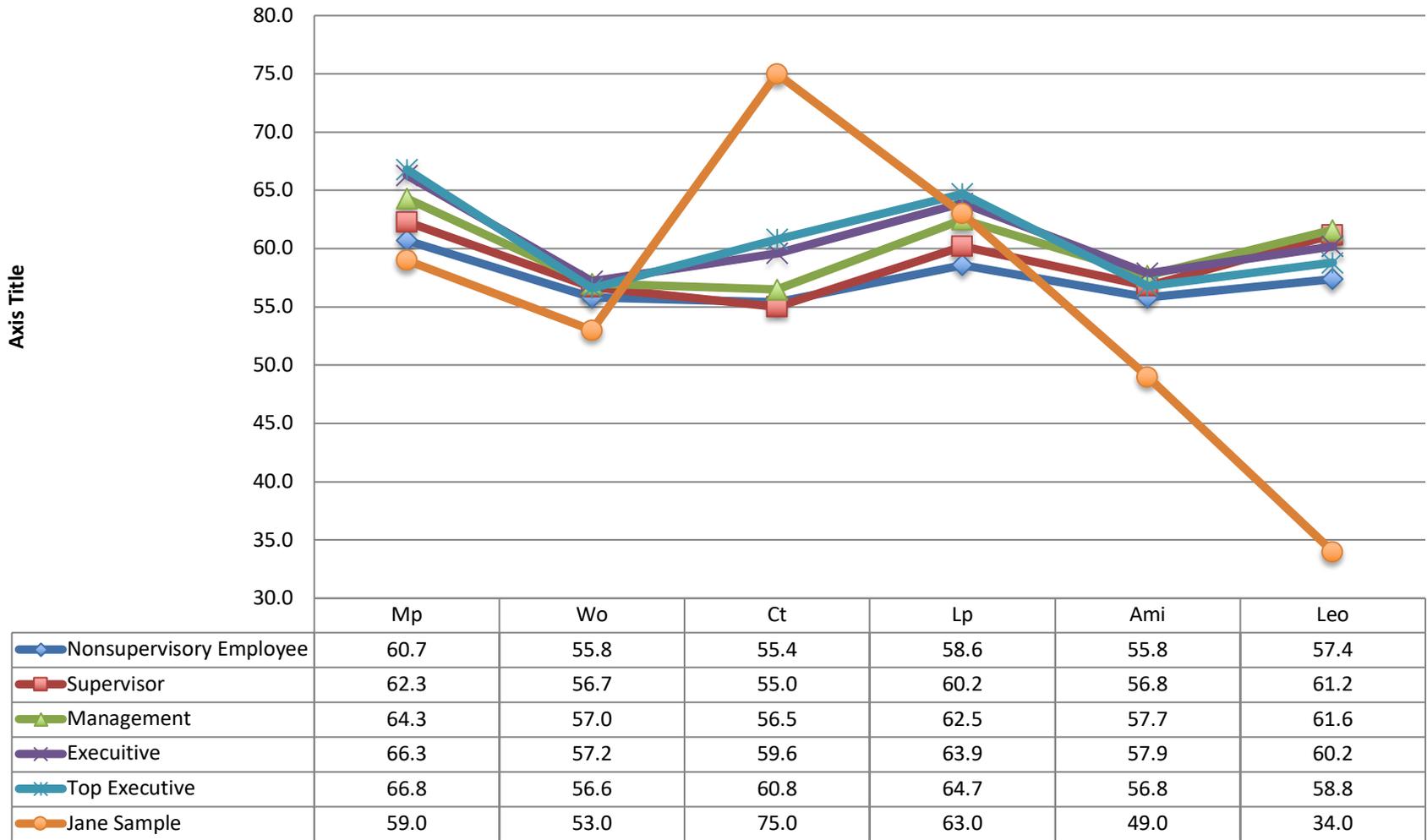




CPI 260 Normative, Ipsative, and Configural Analysis – Work Related Measures



Jane Sample Work-Related Scales Analysis





How We Introduce The CPI 260[®] Coaching Report for Leaders

1. Make the client aware that the Coaching Report for Leaders is based on a population of 5,610 On-Track Managers
2. Review the Snapshot Report on Page 14 and see which of the 18 Leadership Characteristics are considered Strengths, Areas for Development, or Could Go Either Way.
3. Conduct a Normative and Ipsative Analysis
4. Combine Highs and Lows looking for Configural results
5. Review report's interpretations and Suggested Action Steps while asking the client if they agree or disagree



The End Results of The CPI 260[®] Process

For the Client:

- ❖ We try to lead the client to a self-discovery of what one or two areas that they can improve that will pull their results back into the management mainstream and/or how to under the results to make career/life direction adjustments

For the Employer:

- ❖ We develop a report giving our assessment and interpretation of the CPI 260 results for staff hiring and/or coaching purposes



The Empowerment Path Group

StrategicPath.com ❖ harry@StrategicPath.com ❖ 626-643-2512



Harry V. Redinger, MBA

- Psychological Type Practitioner since 1995
- Over 25 years experience, Business Plan Development and Implementation consulting
- Over 20 years experience, Teaching Business Plan Development courses, UCLA Extension
- Author, The Strategic Path, Business Plan Development for the Emerging Entrepreneur
- Master of Business Administration, Pepperdine University, 1990
- Bachelor of Science, Industrial Technology, California State University, Long Beach, 1980
- Board Member, Professionals In Human Resources Association (PIHRA) District 3 - Pasadena
- 3X Ironman Triathlon Finisher

