

APPLYING THE CPI™ TO BUSINESS AREAS OF INTEREST

BY ROBERT DEVINE

Whether you use the CPI in its longer, 434-item form or in the more recently released 260-item version, individual scale scores and scale combinations can significantly add to the multi-source pool of descriptive information you assemble for an accurate and verifiable portrait of your client. But of the many scale results presented in a CPI profile report, which ones are best suited and applied to common areas of interest for managers and executives?

There are several places to look in assembling an answer to this question. First, make sure that you are familiar with the descriptive indications of higher and lower results for all of the CPI scales. You can find these characterizations in several of the CPI support materials, including the CPI™ Manual, third edition, and Loring McAllister's *Practical Guide to CPI Interpretation*. The CPI includes mostly empirically derived scales, meaning that the descriptions that accompany higher and lower results on the scales actually come from the considered ratings of many individuals by others. Knowing, for example, that very high scorers on Social Presence (Sp) may be characterized by others as being "active" and "high-energy" and "liking to move fast" will help you look to your clients' Sp results to help determine how they prefer to lead.

For another source of information about applying CPI 260™ scales, see the *Coaching Report for Leaders (CRL) User's Guide*, RM (reproducible master) 1: "Worksheet to Plot CPI 260™ Scale Scores in Relation to the Normal Range for Executives and Managers." The CRL identifies eighteen different leadership characteristics, with names such as "Self-Awareness," "Use of Power and Authority," and "Influence". For ease of use, each of these characteristics is "powered" by results on two separate CPI 260 scales, considered in combination with each other, and compared to the results of 5,610 managers. The reproducible master shows precisely which CPI 260 scales are paired behind each leadership characteristic. You'll discover that, for example, combining Dominance (Do) results with Sociability (Sy) results may be informative if you are looking to describe a client's ability to influence.

An excellent source of information for applying CPI scales to business areas can be found in Appendix A of Pierre Meyer and Sandra Davis's *CPI™ Applications Guide*. Listed are six key areas of interest in business settings, with suggestions for which CPI scales to look to for information on each. There are too many specifics to list here, but the six main classic areas are listed below, with one sample facet for each. Suggestions for CPI 260 scales to peruse for this facet are also provided.

Competency Area	Sample Facet	CPI Scales
Leadership: basic drive to get things done	Willingness to take charge	Do: most managers and executive have results between 55 and 70 Sn: most managers' results cluster around 45, with lower results suggesting task-centeredness, and elevated results indicating a more tender approach.
Problem Solving: analysis, decisiveness, and an encouragement of input and involvement of others	Willingness to make independent decisions	In, Sa: elevated results (In > 63; Sa > 60) suggest self-reliance and confidence; plus Gi: should be moderate (below 60); look also to Ac < Ai. Such results suggest willingness to defend decisions made, even if they may be unpopular.
Motivation: drive for accomplishment	Achievement, and the push for successfully getting things done	Ac, Ai, Cf: most managers score in the very high 50s on Ac and low 60s on Ai; Cf is usually 55 – 60; such results suggest high standards for self and others, plus a balance of acceptance of structure, plus a desire for individual freedom within the structure to get things done.
Interpersonal Skill: ease of forming social relationships and concern for others	Social skills and affinity for working with and through others	Consider the seven scales in the Dealing with Others category of scales: Scores are generally between 55 and 65, with a slight dipping effect (to 50–55) for Sp.
Administrative Skill: comfort with structure, being organized, detail oriented, and following through	Need for and reliance on structure	Ac, Re, So: look for results in the high 50s or low 60s, plus Sc in the low to mid-50s; such results suggest managers who like to "plan the work and work the plan" with reasonable amounts of self-discipline
Adaptability: ability to flex to suit different situations, and to cope with change	Openness to change	Fx: look for high 50s to low 60s, plus Sc in the low 50s and Sn moderate, not in the 30s

See the CP™ Applications Guide for Meyer and Davis's complete listings. Use this information to form the basis of your own "Interpreter's Checklist" for consultation when you are conduct-

ing an interpretation. It will quickly get you familiar with the application of CPI scales and how to sort out the flood of descriptive information offered in a CPI profile.