

CPI™

FORM 434

CONFIGURAL ANALYSIS REPORT AN INTERPRETATION OF SCALE COMBINATIONS

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Prepared for

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This program for interpreting the CPI™ instrument is intended for professional psychologists and others who are qualified to use complex multivariate tools of assessment. In addition to a general background in personality theory and assessment methodology, as well as supervised experience in the analysis of individual test data, persons using this program should be familiar with the CPI instrument itself, and with major sources of information concerning the inventory. These sources include, in particular, *The California Psychological Inventory™ Administrator's Guide* (Gough, 1987), *The California Psychological Inventory™ Manual* (Gough & Bradley, 1996), *The California Psychological Inventory™ Handbook* (Megargee, 1972), *A Practical Guide to CPI™ Interpretation* (McAllister, 1996), and *The CPI™ Applications Guide* (Meyer & Davis, 1992).

This narrative report has six parts or sections. In Part I, the reliability of the protocol is examined. In Part II, the protocol is classified with respect to type and level. In Part III, an analysis is presented of the individual's scores on the 20 folk concept scales. In Part IV, seven special purpose scales are described. In Part V, an estimate based on the CPI instrument is given of the way in which a benevolent and knowledgeable observer would describe this person on the 100 items in the California Q-set (Block, 1961). In Part VI, interpretive hypotheses derived from configurations or combinations of two or more scales are presented.



PART I

Reliability of the protocol

The protocol has been reviewed for unreliability, whether caused by an overly favorable self-portrait, an unduly critical self-representation, or the giving of too many atypical and possibly random responses. **The protocol shows no evidence of invalidity.** The number of items left blank was 0.

PART II

Classification for type and level

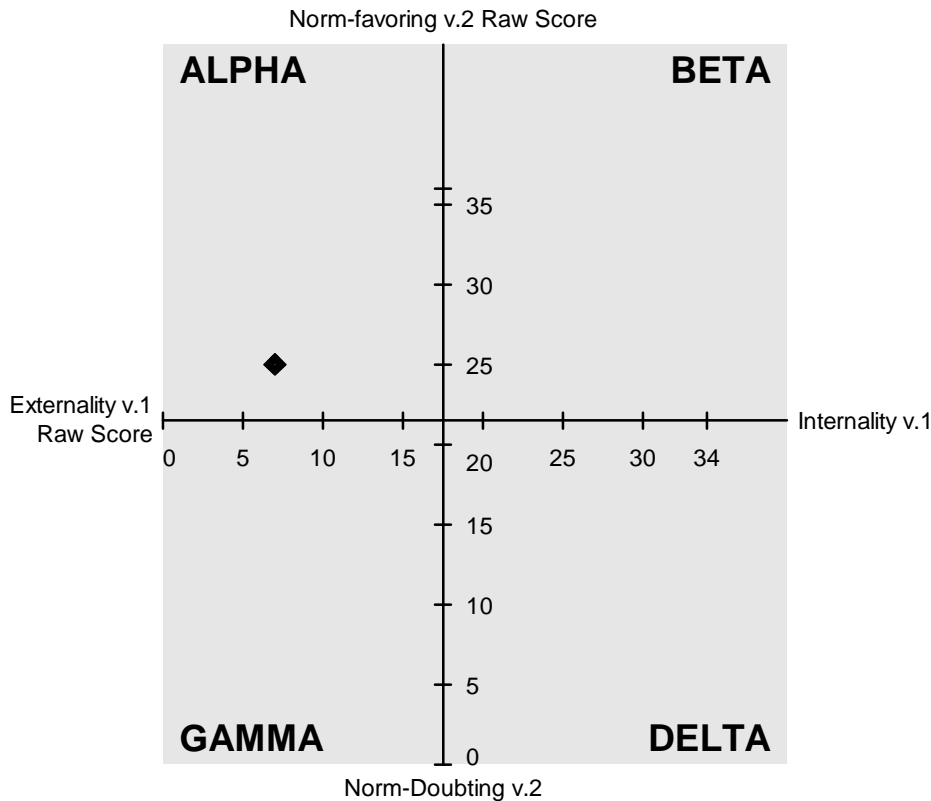
Psychometric and conceptual analyses of the CPI instrument have identified three basic dimensions underlying scores on the folk and special purpose scales. Two of these themes are manifestations of fundamental orientations—toward people and toward societal values. The third is an indicator of ego integration or competence as seen by others, or self-realization as seen by the respondent. Each dimension is assessed by a scale uncorrelated with (or orthogonal to) the other two. These vector or dimensional scales (called v.1, v.2, and v.3), taken together, define a theoretical model of personality structure called the 3-vector or cuboid model because of its geometric form.

The first vector scale (v.1) assesses a continuum going from a participative, involved, and extraversive orientation at the low end, to a detached, internal, and introversive orientation at the high pole. The second vector scale (v.2) assesses a continuum going from a norm-questioning, rule-doubting orientation at one extreme, to a norm-accepting, rule-favoring orientation at the other. Bivariate classification according to scores on v.1 and v.2 gives rise to four lifestyles or ways of living, called the Alpha, Beta, Gamma, and Delta. When scores on v.1 and v.2 are close to the cutting points, lifestyle classifications may be ambiguous, and/or mutable. Each type or lifestyle has its own specific modes of self-actualization and its own specific modes of psychopathology. Level of ego integration or self-realization is indicated by scores on the v.3 scale. The higher the score on v.3, the greater the individual's sense of self-realization or fulfillment. The lower the score on v.3, the more likely that the respondent has feelings of inefficacy, alienation, and dissatisfaction.

CLASSIFICATIONS SPECIFIC TO J. SAMPLE

Classification for type: **Alpha**
Classification for level: **4**
Type and Level Scores:

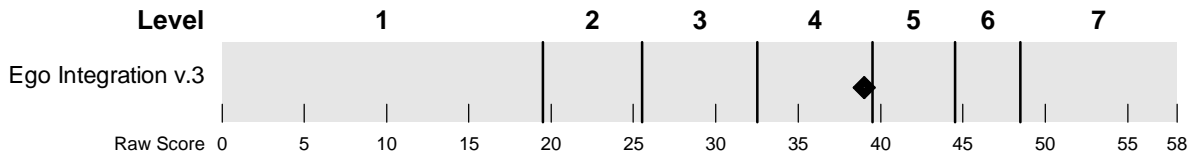
Raw	Standard	
7	31	v.1 (internality)
25	56	v.2 (norm-favoring)
39	58	v.3 (ego integration)



The scores on v.1 and v.2 obtained by J. SAMPLE place him in the Alpha quadrant, as shown above. The following brief description of the Alpha type gives some of the important implications of this classification.

The Alpha type or lifestyle is defined by below average scores on vector 1, and above average scores on vector 2. Alphas, therefore, tend to be involved, participative, entrepreneurial, and rule-favoring. At their best, they can be charismatic leaders and instigators of constructive social action. At their worst (low scores on v.3), they are rigid in their beliefs, intolerant of those who think differently, authoritarian and punitive, and seemingly incapable of introspection or candid self-evaluation.

J. SAMPLE
ALPHA 4 MALE



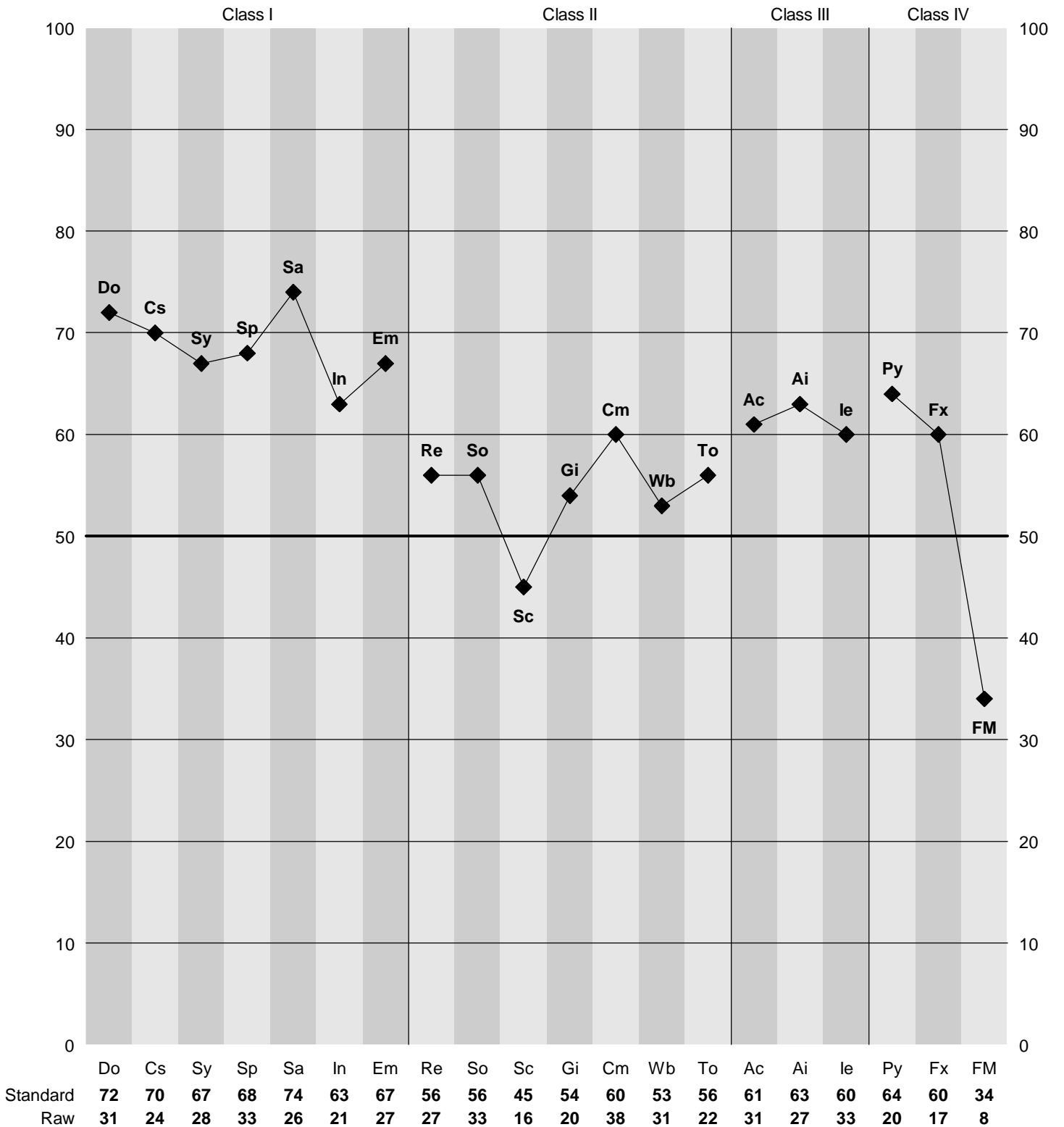
In regard to ego integration as indicated by the v.3 scale score, J. SAMPLE is at **level 4**, suggesting **an average** realization of the potentialities of his type. For persons at this level, one can expect average initiative and self-confidence, plus an aptitude for developing good leadership skills.

PART III

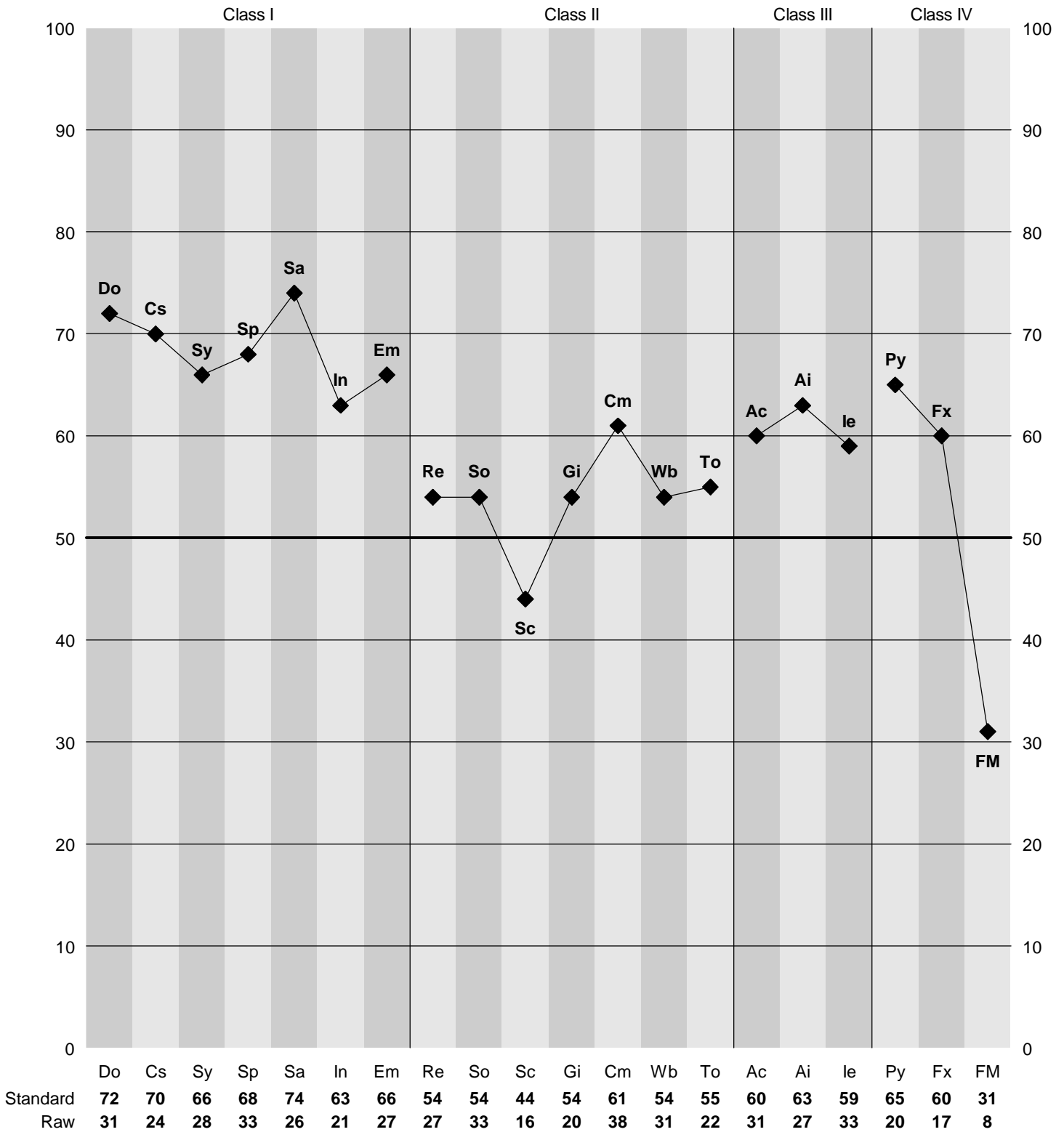
Interpretation of the 20 folk scales

The type and level classifications given just above furnish initial guidance for interpreting this protocol. The specific comments presented here in Part III should be coordinated with the prior type/level heuristics. Let us now turn to the profile of 20 folk concept scales, attending to the four regions of the profile sheet, and to the scales within each sector. A professional, individuated interpretation can, of course, go farther than this, taking account of patterns and configurations among the scales. Two excellent sources of information for configural hypotheses are the monographs by McAllister (1996), and Meyer and Davis (1992). Important information can also be gleaned, however, from a sequential reading of the scales on the profile sheet. This analysis of each of the 20 scales will lead to more specific comments than can be derived from type and level alone.

PROFILE BASED ON NORMS FOR MALES



PROFILE BASED ON TOTAL NORMS



Class I Scales and Interpretation

The first sector of the profile contains scales assessing interpersonal style and manner of dealing with others. From an analysis of the seven scales in this region of the profile we can get an impression of how he approaches others, and of qualities such as self-confidence, poise, and initiative.

From the standard scores for each scale, some inferences about J. SAMPLE may now be proposed:

CLASS I SCALES

Dominance (Do) 72

- is assertive, forceful, and self-confident
- takes the initiative and gets things done
- is typically a leader; likes to give advice

Capacity for Status (Cs) 70

- is ambitious, alert to opportunity, and enterprising
- tends to be individualistic
- is aggressive in seeking personal goals; values power and status

Sociability (Sy) 67

- likes to be with people
- is often witty and animated
- has a stable, optimistic view of life
- gets along well with others

Social Presence (Sp) 68

- is spontaneous, versatile, and clever
- is verbally fluent and articulate, at ease in nearly any situation
- is adventurous; likes excitement

Self-Acceptance (Sa) 74

- has a strong sense of personal worth, even to the point of being self-centered and egoistic
- is optimistic concerning personal prospects
- is articulate and persuasive in dealing with others
- is socially outgoing and responsive

Independence (In) 63

- is determined, forceful, and goal-oriented
- impresses others as capable, but not necessarily as likable
- has good leadership potential and an effective way of dealing with others

Empathy (Em) 67

- is insightful concerning how others feel and think
- is quick to respond to social nuances
- is pleasant to be with
- has a wide range of interests
- is outgoing and sociable
- has progressive views on most issues

Class II Scales and Interpretation

The next sector of the profile contains scales pertaining to the internalization and endorsement of normative conventions, including norms related to self-presentation. From an analysis of scores in this region, we can obtain an impression of how he views social norms and how his conduct is affected by these considerations.

CLASS II SCALES

Responsibility (Re) 56

- is a conscientious, well-organized person
- takes duties and obligations seriously
- is usually uncomplaining and in good spirits
- behaves in a cooperative, helpful way

Socialization (So) 56

- is reliable, dependable, and conscientious; gets things done
- is industrious, equitable in temperament, seldom rash or capricious
- accepts own lot in life without complaint or resentment
- works well with others

Self-Control (Sc) 45

- likes excitement and stimulation
- is pleasure-seeking and adventurous
- expresses feelings and emotions freely
- is relatively uninhibited in regard to aggressive and erotic impulses
- may impress others as too daring and venturesome

Good Impression (Gi) 54

- is not strongly characterized by concerns over making a good impression
- behaves in a more or less natural way, claiming some virtues while acknowledging some flaws

Communality (Cm) 60

- has responded in a modal way to a set of consensually-defined items
- may be somewhat conventional and conformist in personal views

Well-Being (Wb) 53

- feels self to be about average in health and well-being
- takes a rational, realistic view of the problems of everyday living

Tolerance (To) 56

- is direct and open in behavior
- is tolerant concerning defects in others
- puts intellectual stress on being fair-minded and non-judgmental, even if internal feelings are critical
- is seen by others as honest and reliable

Class III Scales and Interpretation

The third sector of the profile sheet contains three scales pertaining to cognitive/intellectual functioning and the need for achievement in either structured or open situations. From an analysis of scores in this region we can obtain an impression of how he behaves with respect to these matters.

CLASS III SCALES

Achievement via Conformance (Ac) 61

- is ambitious and always tries to do well
- is conscientious and efficient in carrying out tasks and duties
- is intelligent and resourceful, and functions well in situations having clearly specified rules and procedures

Achievement via Independence (Ai) 63

- has a strong drive for achievement, particularly in settings calling for independent work and ingenuity
- is capable, clear-thinking, and verbally fluent
- can be impatient and is easily bored

Intellectual Efficiency (Ie) 60

- has good intellectual resources and uses them well
- is clear-thinking and foresighted
- expresses ideas well
- has a wide range of interests
- is seen by others as ambitious, insightful, and versatile

Class IV Scales and Interpretation

The final sector of the profile sheet contains three scales that assess broadly stylistic or qualitative aspects of thinking and behavior. The scores on these scales have implications in their own right, but also serve to color or even modify the expectations attached to higher or lower scores on the preceding scales. The inferences proposed for J. SAMPLE from each scale are these:

CLASS IV SCALES

Psychological Mindedness (Py) 64

- can think intuitively and is good at sensing what others feel and want
- is intelligent and verbally expressive
- is seen by others as capable, logical, and ambitious, but also as complicated and somewhat self-centered

Flexibility (Fx) 60

- adapts well to change and to new conditions
- easily becomes bored and impatient with routine and pedestrian events
- is clever and spontaneous, but also somewhat careless and erratic
- is seen by others as versatile and capable, but also as changeable and inconstant

Femininity/Masculinity (FM) 34

- is an adventurous, aggressive, and determined person, but not very perceptive about the vulnerabilities and inner feelings of others
- can be unsympathetic and domineering
- is relatively uninterested in esthetic or contemplative phenomena
- is seen by others as very masculine, but also as somewhat conventional and shallow

PART IV

Seven special purpose scales

From time to time, various special purpose scales and indices have been and will continue to be developed. These measures will not always be relevant to the purposes of testing, but in certain circumstances they may be quite informative. At the present time, seven special purpose scales are included in the Configural Analysis Report. Three of them (Managerial Potential, Work Orientation, and Law Enforcement Orientation) are directly related to occupational issues. The other four pertain to creativity, leadership, amicability, and the tender versus tough-minded continuum. Published accounts for Mp, Wo, CT, and Lp are cited in the references (see last page), and reports are being developed for Ami, Leo, and Tm.

SCALES AND INTERPRETATION

Scale	Raw Score	Standard Score for Males	Standard Score for Total Norms	Interpretation
Managerial Potential (Mp)	25	62	62	<ul style="list-style-type: none"> • above average in managerial potential and talent
Work Orientation (Wo)	27	48	49	<ul style="list-style-type: none"> • average in work orientation, diligence, and conscientiousness
Creative Temperament (CT)	24	58	58	<ul style="list-style-type: none"> • above average in creative temperament; has esthetic interests
Leadership Potential (Lp)	62	67	67	<ul style="list-style-type: none"> • has a distinct talent for leadership, and welcomes its responsibilities • will be seen by others as ambitious, confident, optimistic, and poised
Amicability (Ami)	27	60	59	<ul style="list-style-type: none"> • generally amicable, pleasant, and considerate • is seen as responsible and sympathetic
Law Enforcement Orientation (Leo)	30	62	64	<ul style="list-style-type: none"> • is comfortable with societal rules and regulations • accepts supervision easily • likes things to be well-organized and clearly structured • has pragmatic, utilitarian values
Tough-Mindedness (Tm)	23	55	56	<ul style="list-style-type: none"> • average standing on the tough-to-tender-mindedness continuum

PART V

A Q-sort description based on the CPI™ instrument

In Part II of this narrative (the section giving the type and level), broad or orienting notions about this person were presented. Then in Part III (the profile of scores on the folk concept scales) and in Part IV (scores on the special purpose scales), more specific comments about this person's psychological attributes were given. Now, in Part V, we go on to a fully individuated reading of the protocol, making use of the 100 descriptive items found in Block's (1961) California Q-set. From the CPI instrument, an estimate has been made of how each of the 100 items would be Q-sorted by someone in a position to know this person, for example, a close friend, a parent, a spouse, a counselor, or a co-worker. The goal in this analysis is to give an accurate and benevolent description of the person tested.

Block's method calls for placing the items in nine groupings, according to relevance or saliency. The five items believed to be most descriptive are placed in Category 9, then the eight items believed to be next in descriptive relevance are placed in Category 8. This sorting is continued down to Category 1, which contains the five items considered to be least relevant or salient. If the category numbers (9, 8, 7, etc.) are used as scores for each item, the Q-sorting based on the CPI instrument can be correlated with any other Q-sorting of this person.

In the text below, each Q-set item is identified by its number, and at the end of the item (in parentheses) the estimate based on the CPI instrument is given.

Q-SORTED DESCRIPTIONS

Category 9—Extremely characteristic or salient

Item # Q-set item text and estimate placement value

- 80. Interested in members of the opposite sex. (7.65)
- 98. Is verbally fluent; can express ideas well. (7.63)
- 92. Has social poise and presence; appears socially at ease. (7.51)
- 71. Has high aspiration level for self. (7.45)
- 52. Behaves in an assertive fashion. (7.39)

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Q-SORTED DESCRIPTIONS (CONTINUED)

Category 8—Quite characteristic or salient

Item # Q-set item text and estimate placement value

- 81. Is physically attractive; good-looking. (7.35)
- 56. Responds to humor. (7.29)
- 18. Initiates humor. (7.25)
- 54. Emphasizes being with others; gregarious. (7.14)
- 32. Seems to be aware of the impression he makes on others. (7.00)
- 84. Is cheerful. (6.98)
- 28. Tends to arouse liking and acceptance in people. (6.78)
- 35. Has warmth; has the capacity for close relationships; compassionate. (6.62)

Category 7—Fairly characteristic or salient

Item # Q-set item text and estimate placement value

- 96. Values own independence and autonomy. (6.58)
- 57. Is an interesting, arresting person. (6.56)
- 88. Is personally charming. (6.52)
- 15. Is skilled in social techniques of imaginative play, pretending, and humor. (6.48)
- 26. Is productive; gets things done. (6.46)
- 31. Regards self as physically attractive. (6.46)
- 4. Is a talkative individual. (6.40)
- 43. Is facially and/or gesturally expressive. (6.37)
- 17. Behaves in a sympathetic or considerate manner. (6.35)
- 5. Behaves in a giving way toward others. (6.33)
- 83. Able to see to the heart of important problems. (6.33)
- 93. Behaves in a masculine style and manner. (6.27)

Category 6—Somewhat characteristic or salient

Item # Q-set item text and estimate placement value

- 51. Genuinely values intellectual and cognitive matters. (6.22)
- 91. Is power oriented; values power in self or others. (6.12)
- 3. Has a wide range of interests. (6.05)
- 64. Is socially perceptive of a wide range of interpersonal cues. (6.03)
- 74. Is subjectively unaware of self-concern; feels satisfied with self. (6.02)
- 24. Prides self on being "objective," rational. (5.91)
- 75. Has a clear-cut, internally consistent personality. (5.84)
- 20. Has a rapid personal tempo; behaves and acts quickly. (5.78)
- 2. Is a genuinely dependable and responsible person. (5.76)
- 95. Tends to proffer advice. (5.66)
- 72. Concerned with own adequacy as a person, either at conscious or unconscious levels. (5.60)
- 67. Is self-indulgent. (5.58)
- 8. Appears to have a high degree of intellectual capacity. (5.57)
- 77. Appears straightforward, forthright, candid in dealing with others. (5.51)
- 60. Has insight into own motives and behavior. (5.42)
- 6. Is fastidious. (5.34)

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Q-SORTED DESCRIPTIONS (CONTINUED)

Category 5—Relatively neutral or unimportant

Item # Q-set item text and estimate placement value

- 58. Enjoys sensuous experiences (including touch, taste, smell, physical contact). (5.34)
- 11. Is protective of those close to him. (5.29)
- 7. Favors conservative values in a variety of areas. (5.28)
- 53. Various needs tend toward relatively direct and uncontrolled expression; unable to delay gratification. (5.28)
- 29. Is turned to for advice and reassurance. (5.22)
- 94. Expresses hostile feelings directly. (5.10)
- 73. Tends to perceive many different contexts in sexual terms; eroticizes situations. (5.04)
- 16. Is introspective and concerned with self as an object. (4.83)
- 44. Evaluates the motivation of others in interpreting situations. (4.82)
- 89. Compares self to others. Is alert to real or fancied differences between self and other people. (4.81)
- 69. Is sensitive to anything that can be construed as a demand. (4.76)
- 90. Is concerned with philosophical problems; e.g., religions, values, the meaning of life, etc. (4.73)
- 37. Is guileful and deceitful, manipulative, opportunistic. (4.72)
- 63. Judges self and others in conventional terms such as "popularity," "the correct thing to do," social pressures, etc. (4.72)
- 66. Enjoys esthetic impressions; is esthetically reactive. (4.71)
- 33. Is calm, relaxed in manner. (4.69)
- 85. Emphasizes communication through action and non-verbal behavior. (4.60)
- 27. Shows condescending behavior in relations with others. (4.56)

Category 4—Somewhat uncharacteristic or salient

Item # Q-set item text and estimate placement value

- 99. Is self-dramatizing; histrionic. (4.54)
- 12. Tends to be self-defensive. (4.43)
- 25. Tends toward over-control of needs and impulses; binds tensions excessively; delays gratification unnecessarily. (4.39)
- 49. Is basically distrustful of people in general; questions their motivations. (4.39)
- 86. Handles anxiety and conflicts by, in effect, refusing to recognize their presence; repressive or dissociative tendencies. (4.32)
- 19. Seeks reassurance from others. (4.31)
- 70. Behaves in an ethically consistent manner; is consistent with own personal standards. (4.30)
- 41. Is moralistic. (4.26)
 - 1. Is critical, skeptical, not easily impressed. (4.24)
- 23. Extrapunitive; tends to transfer or project blame. (4.22)
- 65. Characteristically pushes and tries to stretch limits; sees what he can get away with. (4.10)
- 13. Is sensitive to anything that can be construed as criticism or an interpersonal slight. (4.07)
- 59. Is concerned with own body and the adequacy of its physiological functioning. (4.07)
- 82. Has fluctuating moods. (4.03)
- 46. Engages in personal fantasy and daydreams, fictional speculations. (3.99)
- 100. Does not vary roles; relates to everyone in the same way. (3.97)

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Q-SORTED DESCRIPTIONS (CONTINUED)

Category 3—Fairly uncharacteristic or negatively salient

Item # Q-set item text and estimate placement value

- 76. Tends to project his own feelings and motivations onto others. (3.86)
- 97. Is emotionally bland; has flattened affect. (3.83)
- 62. Tends to be rebellious and non-conforming. (3.73)
- 48. Keeps people at a distance; avoids close interpersonal relationships. (3.50)
- 61. Creates and exploits dependency in people. (3.50)
- 34. Over-reactive to minor frustrations; irritable. (3.46)
- 21. Arouses nurturant feelings in others. (3.37)
- 9. Is uncomfortable with uncertainty and complexities. (3.32)
- 47. Has a readiness to feel guilty. (3.17)
- 79. Tends to ruminate and have persistent, preoccupying thoughts. (3.17)
- 50. Is unpredictable and changeable in behavior and attitudes. (3.12)
- 10. Anxiety and tension find outlet in bodily symptoms. (3.11)

Category 2—Quite uncharacteristic or negatively salient

Item # Q-set item text and estimate placement value

- 45. Has a brittle ego-defense system; has a small reserve of integration; would be disorganized and maladaptive when under stress or trauma. (3.07)
- 39. Thinks and associates to ideas in unusual ways; has unconventional thought processes. (2.99)
- 68. Is basically anxious. (2.99)
- 36. Is subtly negativistic; tends to undermine and obstruct or sabotage. (2.93)
- 38. Has hostility towards others. (2.79)
- 87. Interprets basically simple and clear-cut situations in complicated and particularizing ways. (2.72)
- 40. Is vulnerable to real or fancied threat; generally fearful. (2.43)
- 30. Gives up and withdraws where possible in the face of frustration and adversity. (2.35)

Category 1—Extremely uncharacteristic or negatively salient

Item # Q-set item text and estimate placement value

- 22. Feels a lack of personal meaning in life. (2.21)
- 42. Reluctant to commit self to any definite course of action; tends to delay or avoid action. (2.15)
- 55. Is self-defeating. (2.09)
- 14. Genuinely submissive; accepts domination comfortably. (1.78)
- 78. Feels cheated and victimized by life; self-pitying. (1.38)

J. SAMPLE
ALPHA 4 MALE

PART VI

Configural analysis

A scale combinations interpretation

Part VI is based closely upon *A Practical Guide to CPI™ Interpretation, Third Edition* (McAllister, 1996). These interpretive hypothesis are derived from configurations of two or more scales, and are presented here in two distinct sections. Hypotheses derived from empirical research will be considered first, followed by more speculative hypotheses developed by McAllister and his colleagues. In general, comments will be restricted only to those configurations on which J. SAMPLE has obtained extreme scores.

A disclaimer is in order: As scale configurations are inherently less stable than scores on individual scales, the remaining comments, particularly those in the speculative section, must be considered as tentative.

EMPIRICALLY BASED HYPOTHESES

■ **High**

Dominance 72

Capacity for Status 70

Social Presence 68

- appears to be an executive type who seeks attention through the power of being in charge
- enjoys being at the center of attention
- is likely to be a spirited, high-energy go-getter who is both persuasive and socially charismatic

■ **High**

Dominance 72

Sociability 67

- exhibits strong, out-front leadership qualities
- appears outgoing; demonstrates initiative
- is likely to exercise dominance through people
- is likely to enjoy directing, advising, and coordinating the activities of others

■ **High**

Achievement via Conformance 61

Achievement via Independence 63

- appears mature, inventive, efficient, organized, and stable
- has broad interests
- is independent, yet able to conform
- puts pressure on self to do well at whatever is undertaken
- evidences considerable determination, tenacity, and high expectations of self and others

SPECULATIVE HYPOTHESES

■ **High**

Dominance 72

Capacity for Status 70

- may appear arrogant, imperious and superior
- may want to be approached and asked for expertise and information

■ **High**

Dominance 72

Empathy 67

Psychological-mindedness 64

- tempers dominance with a degree of sensitivity to others
- is assertive and dominant, though not likely to come off as overly authoritarian or heavy-handed

■ **High**

Dominance 72

Sociability 67

Social Presence 68

Empathy 67

- is effective as a team builder and team leader
- can integrate different opinions and keep team members on track

■ **High**

Dominance 72

Self-acceptance 74

- is assertively and straightforwardly cocky, egotistical, and arrogant
- has a high opinion of self and may sometimes underestimate the difficulty of things or overestimate own capabilities

■ **High**

Dominance 72

Social Presence 68

Self-acceptance 74

- may be seen as an assertive, competitive individual who displays dominance in an active, out-front, energetic manner
- is likely to have a strong need to win and may be seen as cocky and egotistical

■ **High****Dominance 72****Self-acceptance 74****Achievement via Conformance 61**

- may demonstrate strong needs to win and to be in control
- may appear outspoken and indifferent, or determined to avoid rejection
- may need lots of attention and become demanding and critical if expectations are not met
- is likely to need clear structure and definite expectations, and is a strong achiever who does not easily compromise
- may not develop others or delegate responsibility and is more likely to make others dependent on him
- if in charge, weaker people are likely to stay on while stronger people leave the organization or become frustrated
- may sense that his leadership style is ineffective without understanding why
- may have significant underlying insecurities

■ **High****Dominance 72****Self-acceptance 74****Achievement via Independence 63**

- is likely to be an independent performer who needs to run his own show
- appears creative or original
- may need to be seen as both powerful and unique
- may be a sophisticated entrepreneur, an actor, or a politician, who is skilled at manipulating people

■ **High****Dominance 72****Low****Femininity/Masculinity 34**

- is domineering, pushy, and blunt
- can be insensitive and impatient toward others

■ **High****Capacity for Status 70****Social Presence 68**

- may seem arrogant
- is likely to need attention, recognition, and power

■ **High****Capacity for Status 70****Self-acceptance 74**

- probably handles pressure well

■ **High****Social Presence 68****Self-acceptance 74**

- may be insecure and possess a strong need to prove himself
- is likely to fear failure or rejection and may have difficulty bouncing back from mistakes or lack of success
- may be a prima donna who can easily be swayed by flattery
- may be a good salesperson

J. SAMPLE
ALPHA 4 MALE

- **High**
Independence 63
Achievement via Independence 63
 - may be independent and a lone wolf, preferring to gain success through his own endeavors rather than through others
 - is non-affiliative in orientation

- **High**
Empathy 67
Psychological-mindedness 64
 - is likely to be quite effective at reading others and responding accurately to their needs

- **High** **Empathy 67** **Low** **Femininity/Masculinity 34**
 - is likely to perceive and understand the feelings, needs, and concerns of others, but may mask his empathic capabilities behind a more competitive, tough-minded demeanor
 - may create a confused identity in the eyes of others who sense that he is capable of empathy but does not show it consistently

- **High**
Achievement via Conformance 61
Achievement via Independence 63
Intellectual Efficiency 60
 - is likely to learn new things easily
 - appears able to work within a structure
 - is likely to prefer a measure of individual freedom
 - may not like close supervision
 - appears quick, adept, resourceful, generally efficient, and well-organized

- **High**
Achievement via Independence 63
Flexibility 60
 - is likely to be independent, versatile, innovative, and adaptable
 - craves variety and change in his work
 - may sometimes take on too much
 - might occasionally overlook details
 - tends to move quickly from one task or project to the next and can be distractible
 - may not exhibit consistent follow-through

- **High**
Achievement via Independence 63
Psychological-mindedness 64
 - tends to be very rational, analytical, clear-thinking, and logical
 - appreciates and deals effectively with complex issues

J. SAMPLE

ALPHA 4 MALE

■ *High*

Intellectual Efficiency 60

Psychological-mindedness 64

- may appear aloof and detached
- is likely to be intellectually efficient, but may respect people in general rather than on an individual person basis
- may appear to dislike one-on-one interaction
- is more task than people-oriented
- may be out of touch with his own feelings and is unlikely to get involved with other peoples' needs

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