



Crafting Leadership Agility through Self Discovery

CPI 260 - Spectrum™
Client Feedback Report
Coaching Report for Leaders





Objectives for the journey

- Building our understanding of self
- Understand and appreciate the critical attitudes, skills, & behaviors of the “Best Leaders/Administrators”
- Begin to explore areas we may wish to focus on for personal development



Why Explore CPI260

- Successful Leaders seek to know themselves and improve their abilities to lead
- The skills that have made you successful in your current role may not be best suited to leading others.
- Leadership development is challenging! Courage is needed to understanding and developing ourselves.



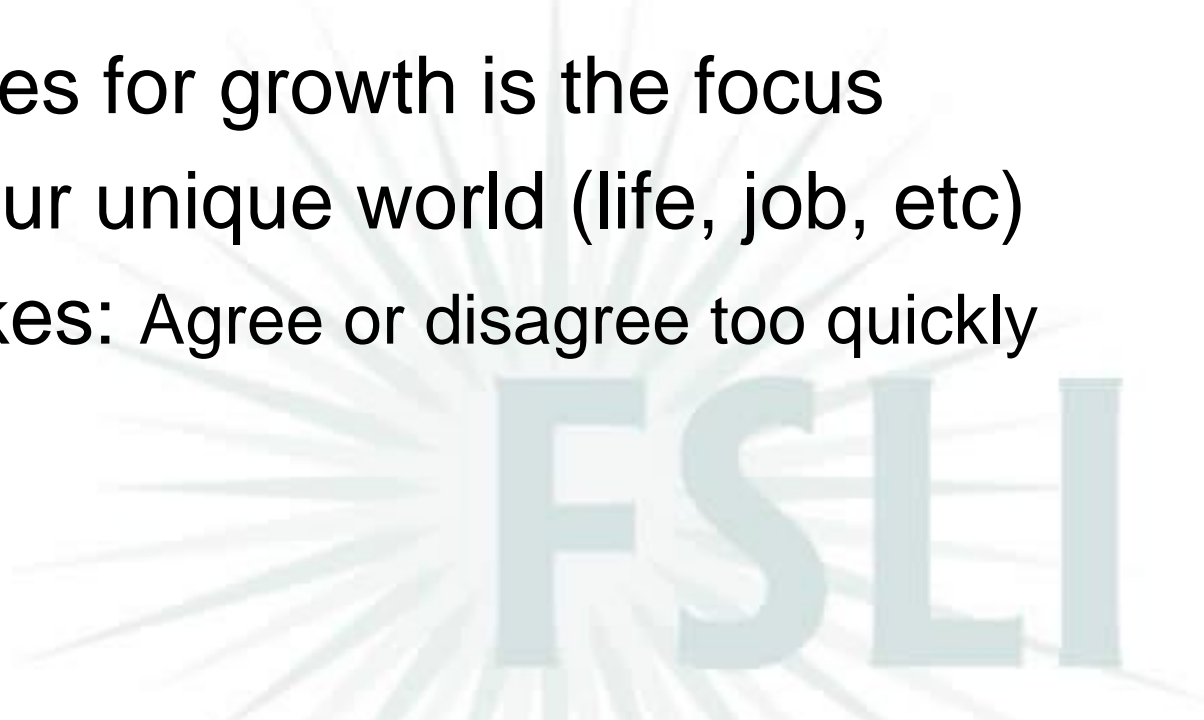
Key Reminders

- We know you are a success!
- The report compares you to All-Stars
- This is about continuously improving
- The report is personal.. Private. Best not to share at first
- Results are confidential.. Only for your self-development.



Understanding Feedback

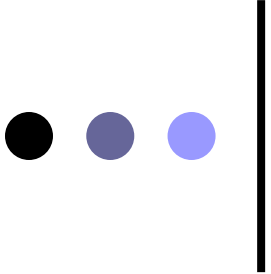
- You are the expert, not the report
- The report offers suggestions
- There are no ideal set of results
- Opportunities for growth is the focus
- Apply to your unique world (life, job, etc)
- Two mistakes: Agree or disagree too quickly





Two Reports

- Client Feedback Report
 - Abbreviated Version of the California Psychological Indicator
- Coaching Report for Leaders
 - Comparison with a high performing norm group around selected leadership capacities



CPI-260

- 20 Scales; qualities inherent in the human experience (Responsibility)
- 6 Special Purpose Scales (*Leadership Potential*)
- 3 Basic Orientations define 4 personality types and seven levels of self-actualization
- Extensive analysis of typical, normal behavior

Over 50 Years of Research



Client Feedback Report

- Focus on Personality & Lifestyle
- Satisfaction
- Families of Scales
 - Dealing with Others
 - Self-Management
 - Motivations and Thinking
 - Personal Characteristics
 - Work-Related Measures



Three basic Orientations

- Toward People (Externally)
- Toward Norms (Rules and Values)
- Toward one's inner feelings



Lifestyles

Tends to see self as

Tends to be seen by others as

Rule favoring, likes stability, agrees with others

Alpha - IMPLEMENTER

Beta - SUPPORTER

Ambitious, efficient, organized, industrious

Conscientious, modest, patient, reserved

Active, ambitious, enterprising, organized

Cautious, inhibited, peaceable, retiring

Initiates action, confident in social situations

Focuses on inner life, Values own privacy

Complicated, humorous, pleasure-seeking, spontaneous

Detached, frank, reflective, unconventional

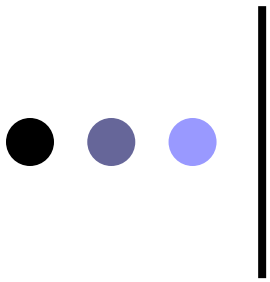
Clever, frank, impulsive, and witty

Dreamy, modest, quiet and unassuming

Gamma - INNOVATOR

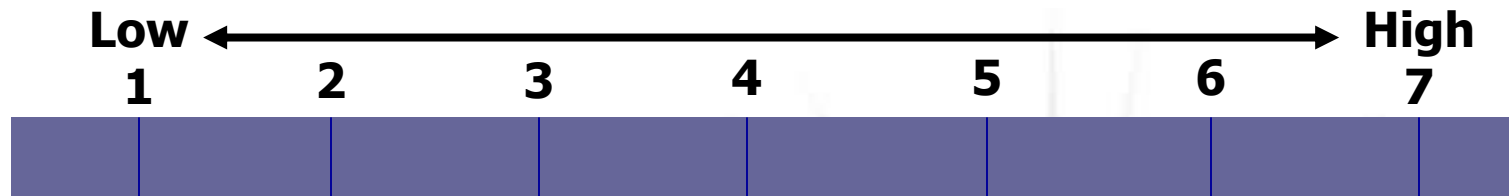
Delta - VISUALIZER

Rule questioning, has personal value system, Often disagrees with others



7 Levels of Satisfaction

There are questions in the CPI 260 that pertain to one's sense of satisfaction in living and feelings of self-realization or fulfillment.

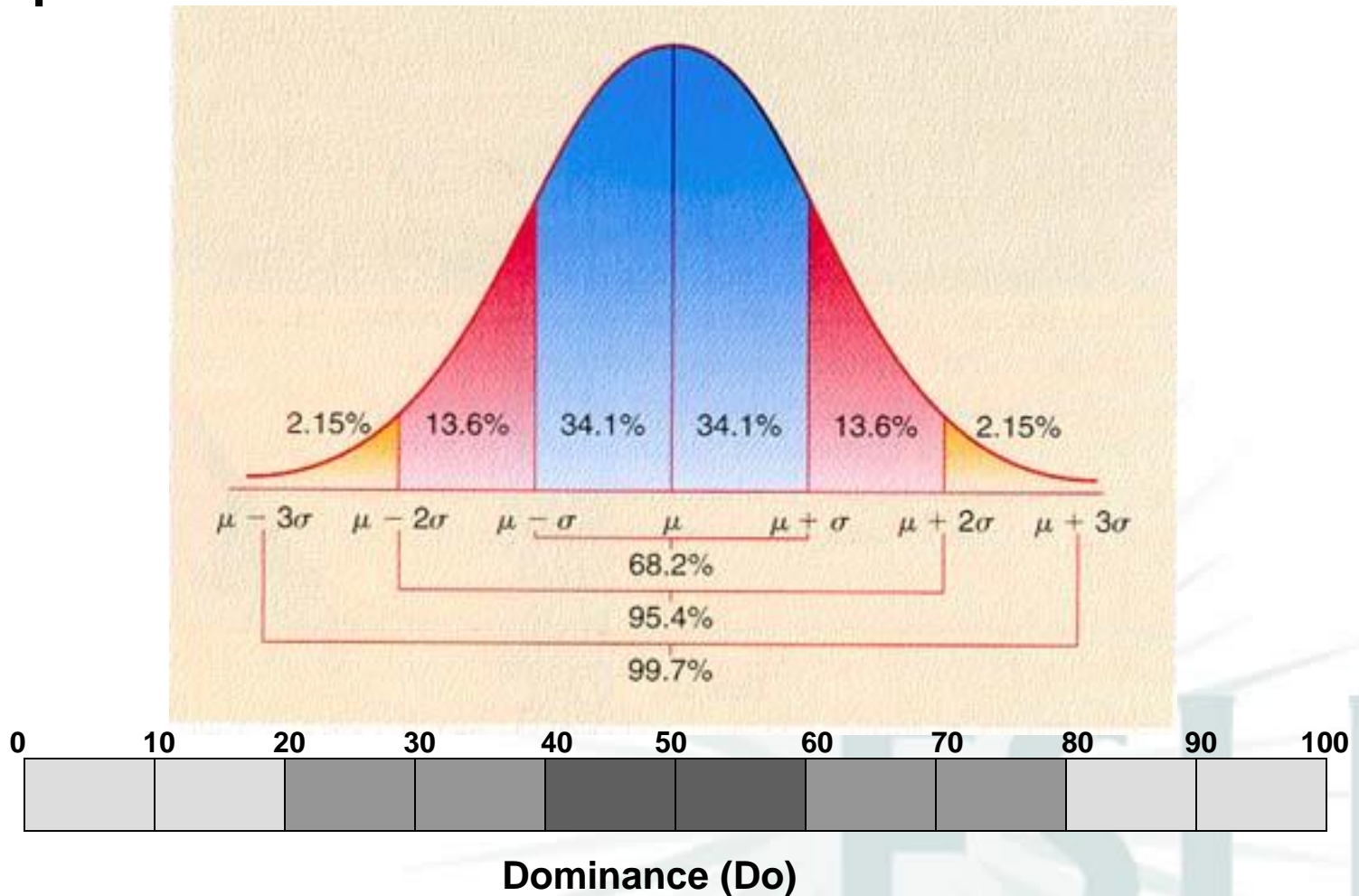


Those here often feel hopeless

Most people fall here, are coping effectively

Those here feel fulfilled, optimistic & positive

You are compared to a norm group on each scale



Scales are grouped into 5 'families'

Dealing with others

Dominance, Capacity for Status, Sociability, Social Presence, Self-Acceptance, Independence, Empathy

Self Management

Responsibility, Social Conformity, Self-Control, Good Impression, Communality, Well-being, Tolerance

Motivations & Thinking Style

Achievement via Conformance
Achievement via Independence
Conceptual Fluency

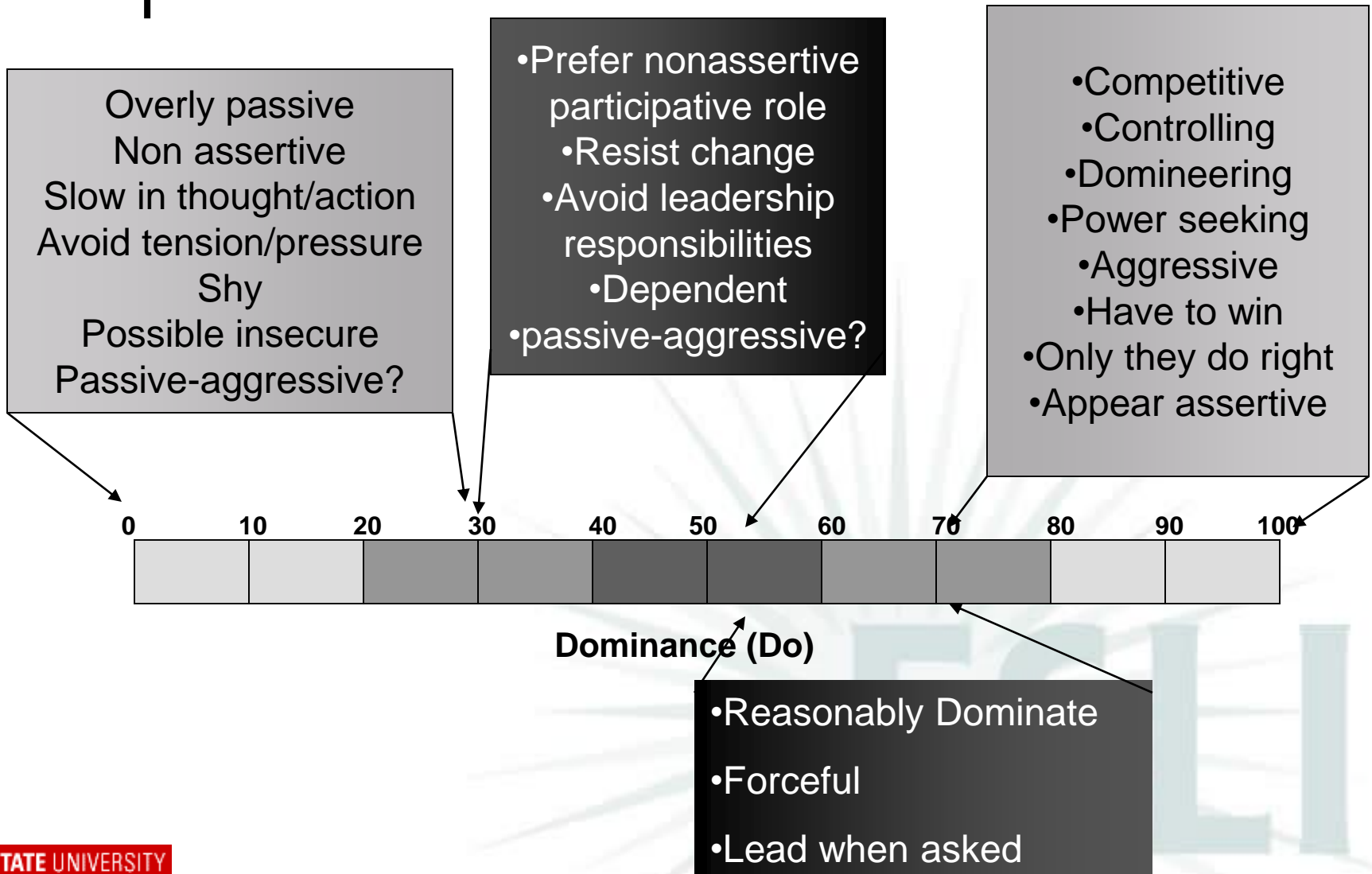
Personal Characteristics

Insightfulness, Flexibility, Sensitivity

Work Related Measures

Managerial Potential, Work Orientation, Creative Temperament, Leadership, Amicability, Law Enf. Orient.

Individual Scale Interpretation





CPI indicators:

stable scores vs. growth potential

Score areas most affected by Experience:

Self-Acceptance – Empathy – Insightfulness
Flexibility - Law Enforcement Orient

Score areas that tend to be very stable

Self-Control - Managerial Potential – Dominance
Leadership Potential - Good Impression
Satisfaction Level - Well-Being - Achievement Scales



IMPLICATIONS

Research has shown behavioral patterns can be connected to interactions among scales.

HIGH



Dominance
Sociability
Social presence
Empathy

Effective team builders and team leaders who integrate different opinions and keep team members on track



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CPI 260 - Spectrum™
Coaching Report for Leaders





CPI-260 Coaching Report for Leaders

- Aimed at Mid to Senior Level Managers and Executives. (The Best of the Best)
- Looks at 18 characteristics organized into five areas related to management and leadership.
- New Leadership Version of the CPI (Shorter)
- Allows us to measure ourselves against what might be the best

Over 50 Years of Research



Norm Sample^{N=5610}

Executives & Managers from the
Leadership Development Program
offered at the Center for Creative
Leadership

Descriptors: Highly Educated, Upper-Level Managers,
Top Management Function, Mostly Male, & Majority
Caucasian



CPI makes suggestions based on the normative group



Strength

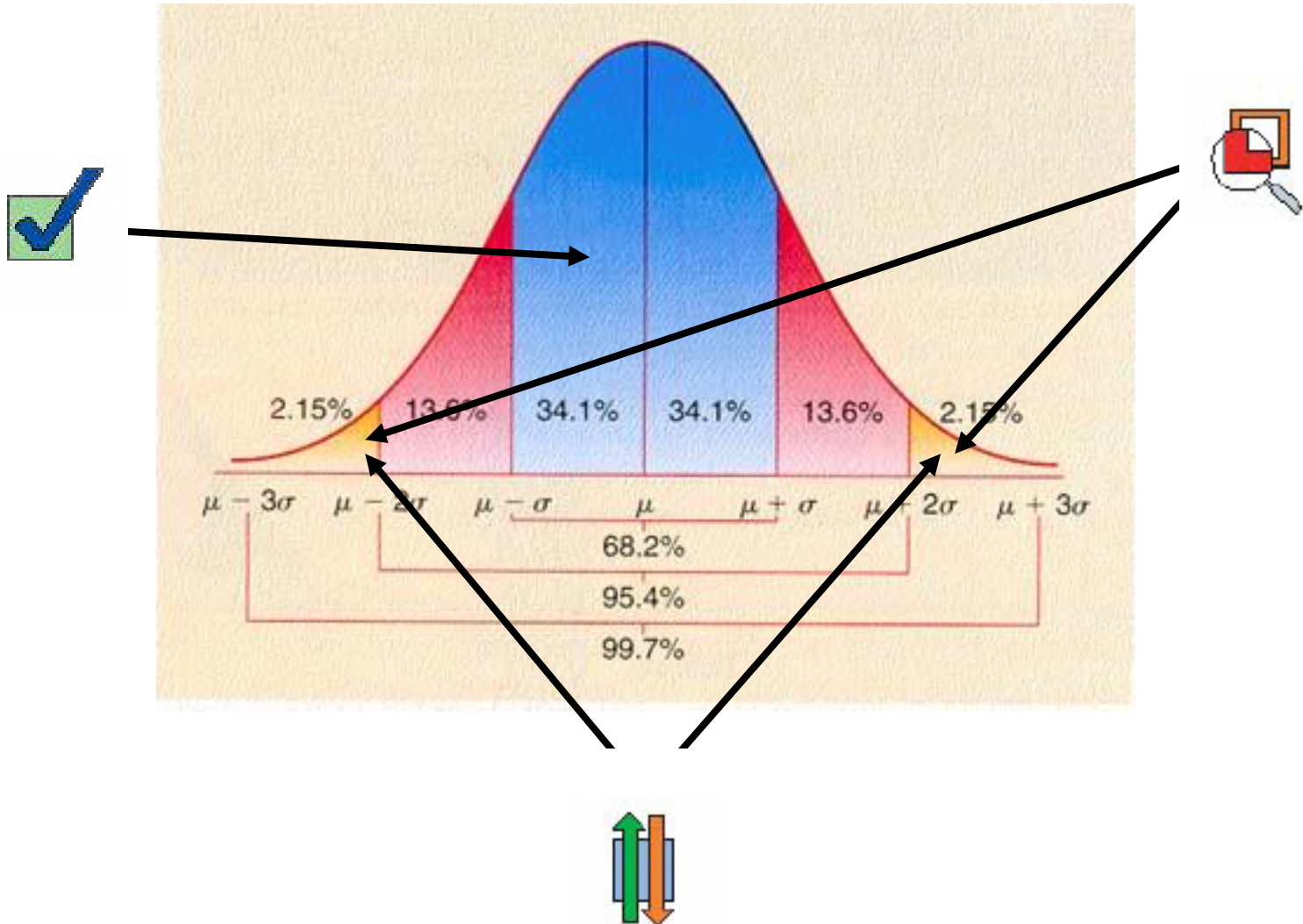


Development Opportunity



Area to Explore




The CPI 260 compares you to a norm group



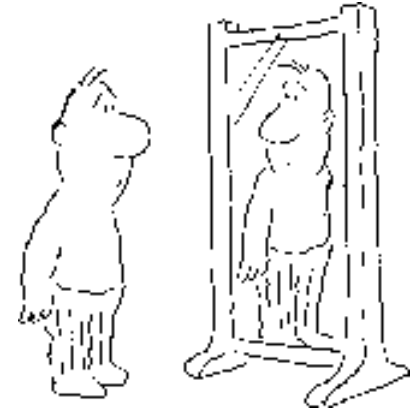


Conceptual Model – CPI260

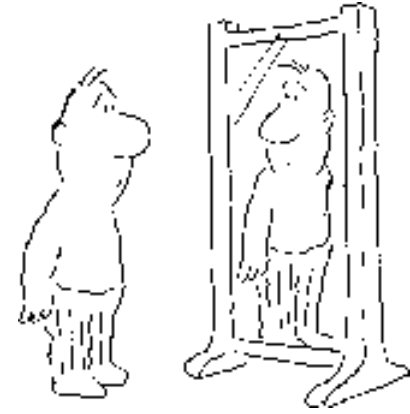
SNAPSHOT OF YOUR LEADERSHIP CHARACTERISTICS

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	<input type="checkbox"/>		
2. Self-Control		<input type="checkbox"/>	
3. Resilience	<input type="checkbox"/>		
ORGANIZATIONAL CAPABILITIES			
4. Use of Power and Authority			<input type="checkbox"/>
5. Comfort with Organizational Structures			<input type="checkbox"/>
6. Responsibility and Accountability		<input type="checkbox"/>	
7. Decisiveness	<input type="checkbox"/>		
TEAM BUILDING AND TEAMWORK			
8. Interpersonal Skill		<input type="checkbox"/>	
9. Understanding Others			<input type="checkbox"/>
10. Capacity for Collaboration			<input type="checkbox"/>
11. Working with and Through Others		<input type="checkbox"/>	
PROBLEM SOLVING			
12. Creativity			<input type="checkbox"/>
13. Handling Sensitive Problems	<input type="checkbox"/>		
14. Action Orientation		<input type="checkbox"/>	
SUSTAINING THE VISION			
15. Self-Confidence	<input type="checkbox"/>		
16. Managing Change		<input type="checkbox"/>	
17. Influence	<input type="checkbox"/>		
18. Comfort with Visibility			<input type="checkbox"/>

Start by
looking over
your
Snap Shot
(page 14)



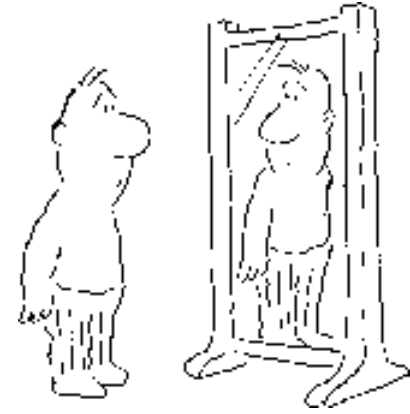
Effective leaders are first of all effective in managing themselves - their time, their focus of attention, and their emotions. They know their strengths and weaknesses, their habits of thought and biases, their likes and dislikes



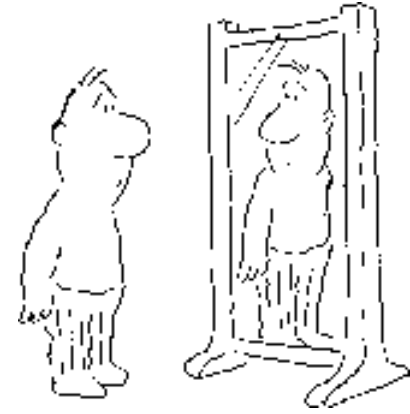
- Attentive to inner emotions
- Optimistic & realistic about personal strengths & limitations
- Empathy toward others

SELF-
CONTROL

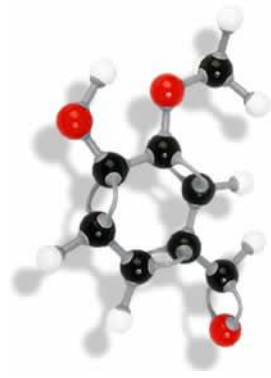
Self-Management



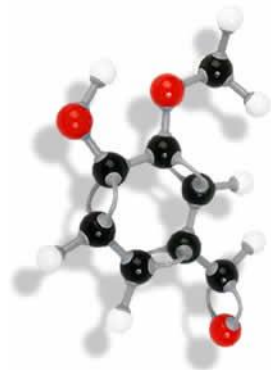
- Disciplined
- Think before acting
- Not overly reserved or inflexible
- Not extremely cautious; not extremely spontaneous



- Manage Stress
- Bounce back from disappointments and setbacks
- Balance work-life issues
- Healthy degree of independence and self-reliance

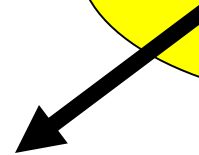


Effective leaders handle roles, rules, structures of organizational life: using power and authority appropriately, holding others and oneself accountable, working within a framework of policies and established procedures, and making tough decisions.

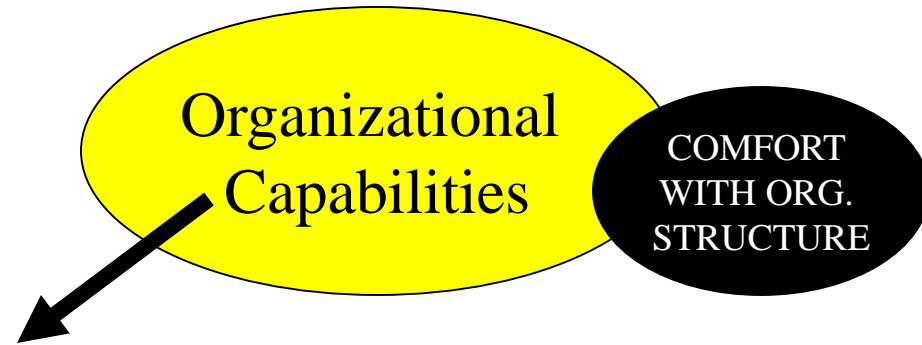
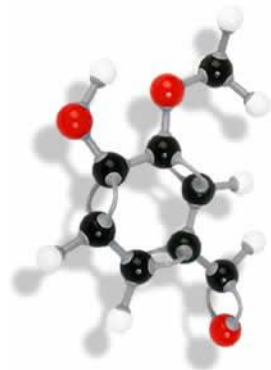


USE OF POWER
& AUTHORITY

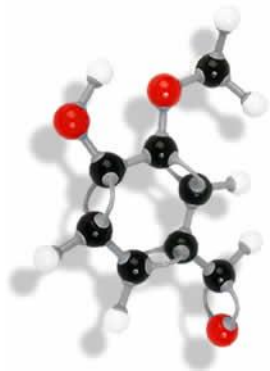
Organizational
Capabilities



- Exercise formal and informal power (influence/authority)
- Use power constructively to achieved agreed-to goals
- Adapt leadership style & intensity to fit the situation
- Share power or even take supporting role when necessary

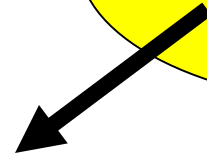


- Balances personal and organizational goals
- Work productively within organizational structures
- Articulates/supports rules, chain of command, norms
- Support individual initiative and need for flexibility

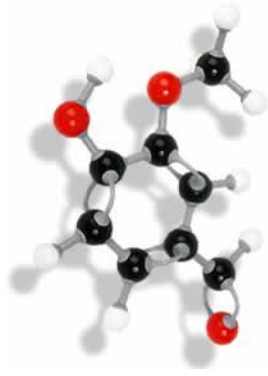


RESPONSIBILITY
&
ACCOUNTABILITY

Organizational
Capabilities

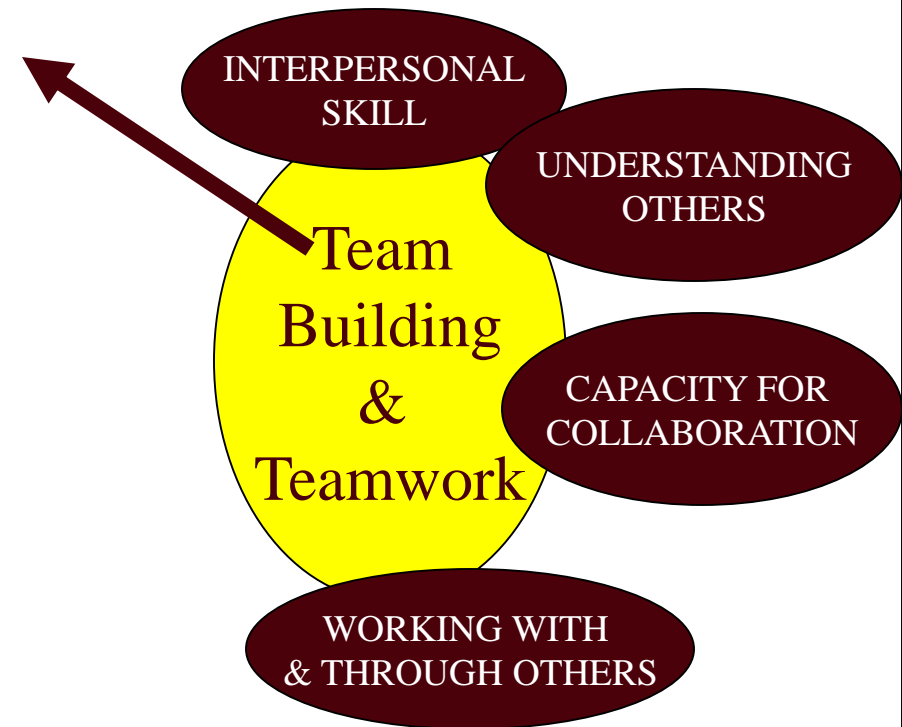


- Welcomes personal responsibility and accountability
- Values dependability, honesty, & forthrightness
- Holds others accountable for their commitments
- Accept fault when it is deserved

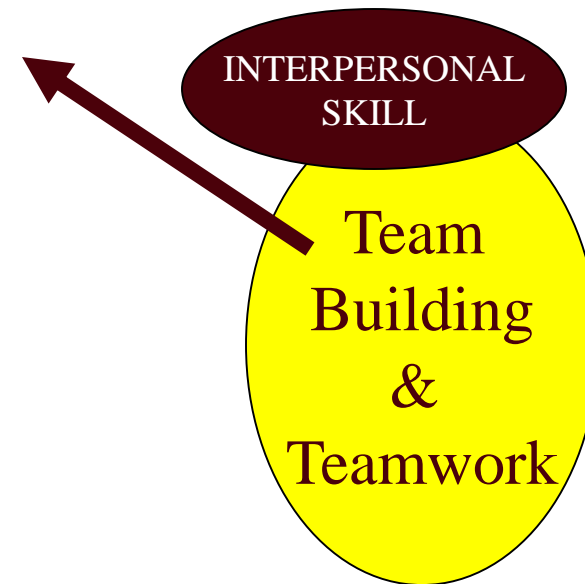


- Makes decisions expediently & take appropriate action
- Take into account potential conflicting factors
- Seek and accept participation of others when appropriate
- Comfortable with impact of their decisions' on others

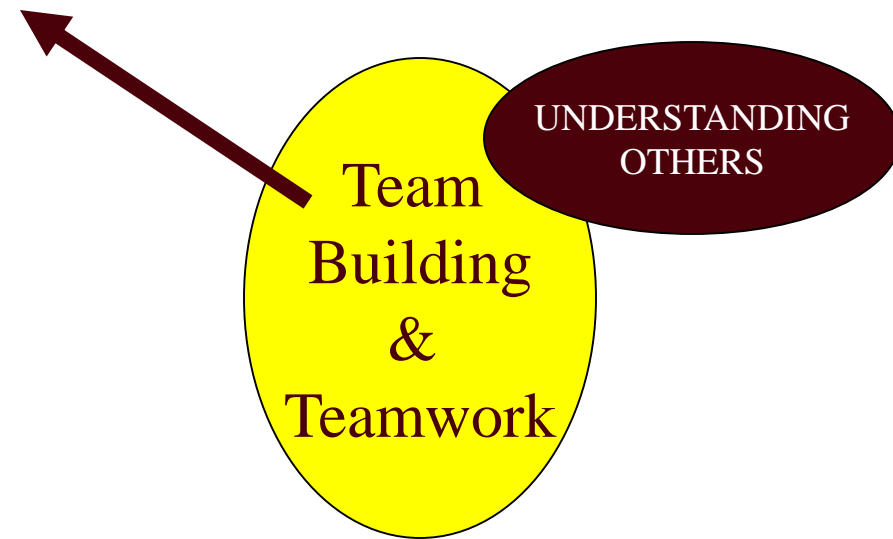
Whether leading a team or sharing leadership with others on a team, today's leaders must possess the people skills needed to forge united, smoothly functioning, goal oriented teams made up of people with disparate skills, motivations, and personalities



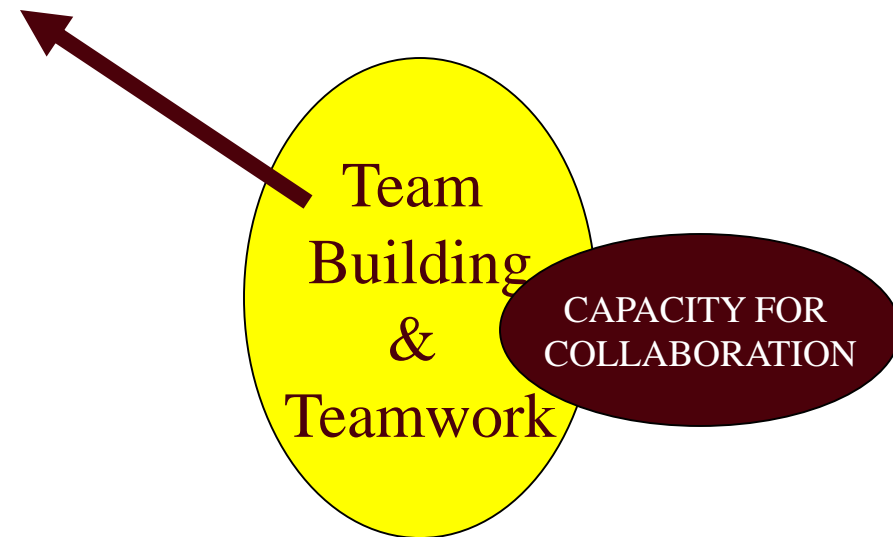
- Listen Attentively
- Send Clear Messages
- Convey openness, friendliness & cooperation
- Are approachable in spite of their role as an authority



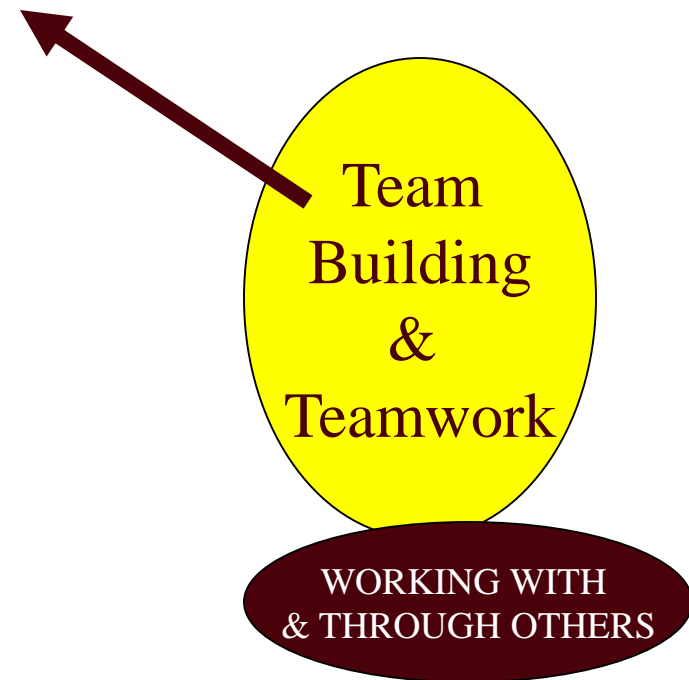
- Appreciate personality differences & individual behaviors
- Understand group dynamics and group process
- Empathize – Are in tune with others
- Understand the feelings and subjective reactions of others



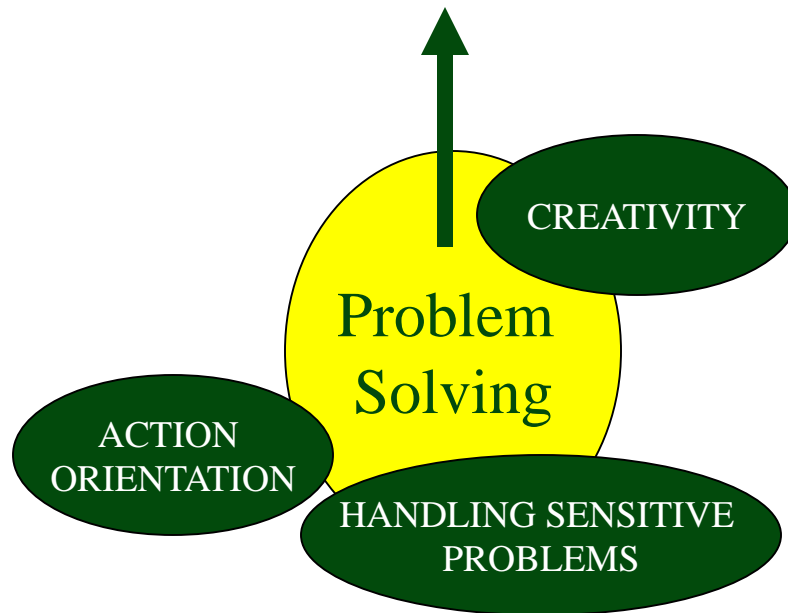
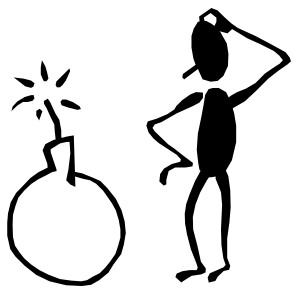
- Welcome participation of others
- Encourage open discussion of ideas, opinions, & suggestions
- Maintain a healthy skepticism
- Keep focused on results



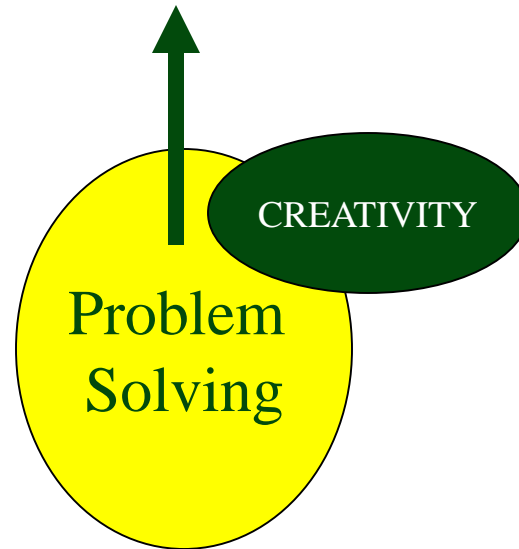
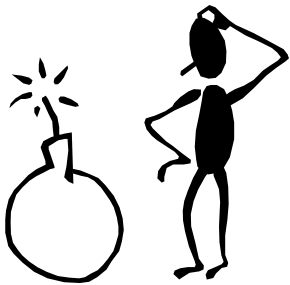
- Works with & through others
- Seeks input from others
- Shares decision making
- Delegates work and responsibility



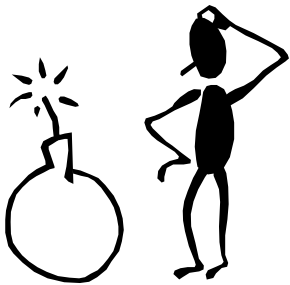
Handling problems well and finding effective solutions for them demand a multifaceted array of talents and skills, including political finesse, and an understanding of the motivations and feelings of others. While problem solving in general is broad, here the focus is on being creative, handling sensitive issues, and taking decisive action.



- Generate creative and innovative ideas
- Take calculated risks
- When necessary, challenge standard procedures
- Formulate novel actions and solutions



- Confront rather than avoid sensitive issues and problems
- Deliver difficult messages or critical feedback directly
- Maintain sensitivity & concern for feedback recipients
- Related to Self-Awareness

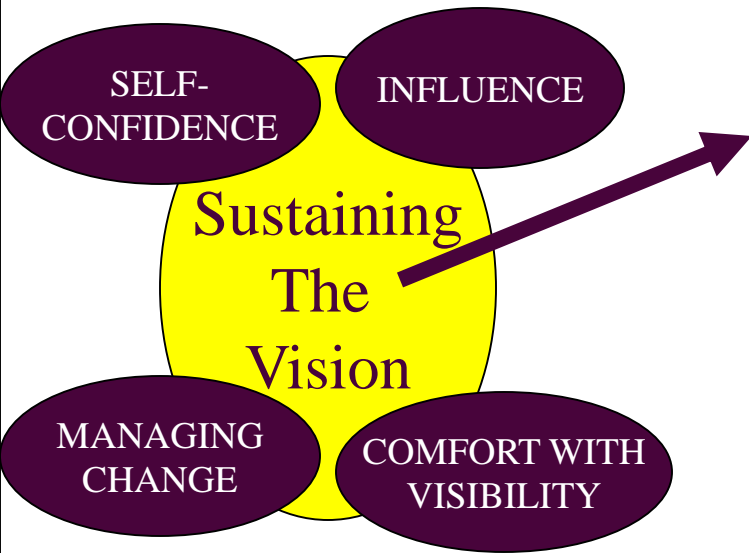


- Take action reflecting on the pros and cons of all options
- Can act without resolving every unanswered question
- Take into account the effect of decisions on people
- Have a bias for results & act decisively

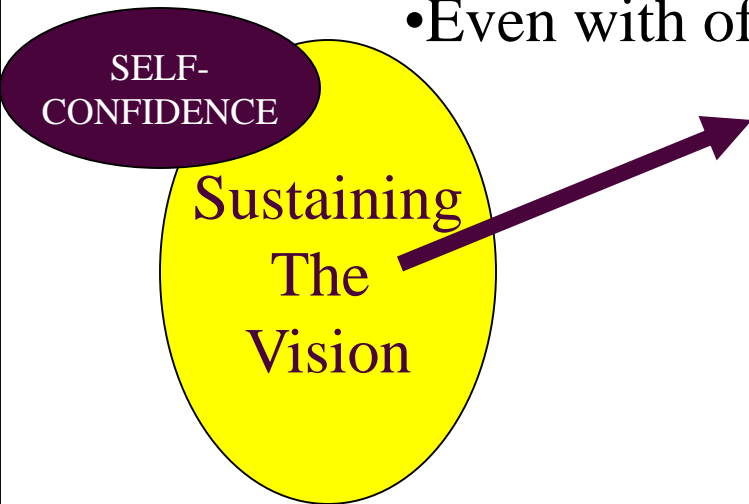




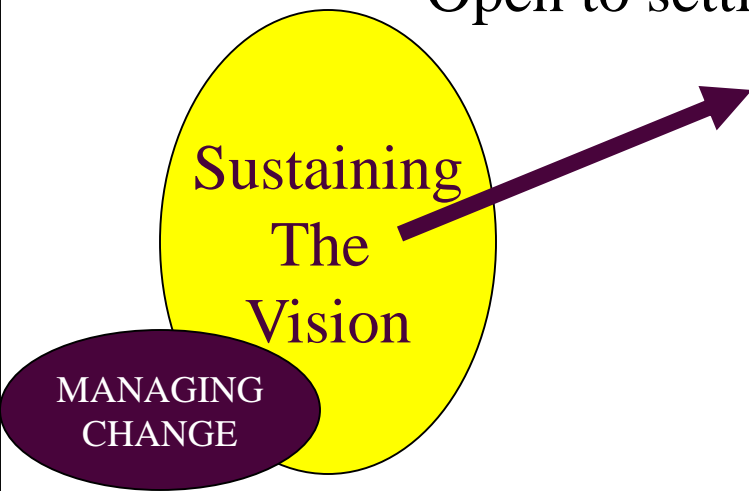
Strong leaders have a clear vision for the organization and a coherent set of organizational goals. They are able to sustain the vision by inspiring others through their own self-confidence, by using well developed communication skills to influence and motivate others, and by being visible embodiments of organizational values and goals



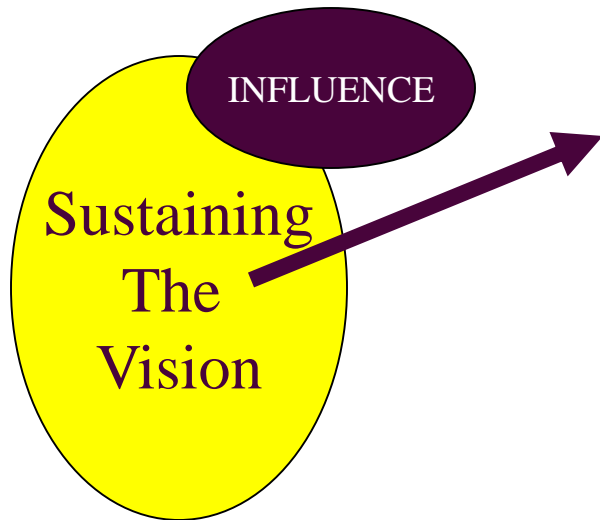
- Self-Confident
- Optimistic
- Inspire others through their self-confidence
- Even with of normal worries, doubts and stress



- Balance: order & stability ⇔ change & growth
- Flexible adaptive orientation
- Maintain focus while exploring new approaches
- Open to setting new priorities



- Naturally want to influence others
- Poised & outgoing
- Socially & professionally confident
- Strong communication skills
- Persuasive without being overbearing



- Seek out responsibility - enjoy visibility
- Comfortable speaking in public
- Confidently meet new people
- Build working relationships
- Seek to present to people in high positions





Conceptual Model – CPI260

Have a question
about your
feedback, contact
your coach!

Review
Your Feedback

Please respect
each other's
"Space"

COACHING REPORT for LEADERS

BY SAM MANOOGIAN


SPECTRUM
CPI 260™

IN CONSULTATION WITH
HARRISON GOUGH
ROBERT DEVINE
DAVID DONNAY

Report prepared for

JANE SAMPLE

March 15, 2002

Interpreted by Joe
Sample

ABC, Inc.



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Read pages 4-13
to gain insight
into your strengths
and
opportunities
for development

YOUR LEADERSHIP CHARACTERISTICS

SELF-MANAGEMENT

Effective leaders are first of all effective in managing themselves—their time, their focus of attention, and their emotions. They know their strengths and weaknesses, their habits of thought and biases, their likes and dislikes.



1. SELF-AWARENESS

Because they are able to monitor and manage their own feelings and their effect on others, successful leaders can respond to people and events in an authentic, appropriate, and genuine manner.

- Like most successful leaders, you probably demonstrate a perceptive understanding of your own feelings and behavior and insight into the nuances of interpersonal behavior. You likely are well aware of how your behavior is interpreted and experienced by others and can adjust your actions accordingly for maximum effect.
- You are generally in touch with and accepting of who you are. You generally display a secure-with-yourself style of interacting, and this style makes it easy for others to know what to expect from you and to work with you.



2. SELF-CONTROL

Effective leaders are disciplined and think before acting. Their self-control may come at the expense of some spontaneity and the free expression of feelings and emotional reactions, but it does not mean they are overly reserved or inflexible. See also *4. Use of Power and Authority*.

- You likely exercise less self-control than most other leaders. As a result, your colleagues may complain that you speak and act impulsively at times and that your interpersonal style creates conflict, hurts people's feelings, and, in the extreme, might reflect poor judgment or a disregard for political and organizational realities.
- You are probably not as bound by written and unwritten rules and policies as other executives or managers, and you may be willing to push hard against conventions and to find ways around administrative and bureaucratic processes.
- **SUGGESTED ACTION STEP:** Solicit feedback that allows you to compare how you see yourself with how others see you. Particularly focus on the degree to which others express concern about your attention to details, follow-through, and self-control. You may want to assess whether your self-image is consistently more favorable than the way others see you.



Reflection: Using the CPI260 results (as well as others)

- Identify 3 strengths.
 - Celebrate your strengths; congratulate yourself!
- Identify 3 opportunities for growth.
 - Decide where you would like to improve.
- Identify 3 surprises.
 - Explore your surprises to understand yourself better.



Mitchen Leadership and Organization Development

We grow leaders!

Mitchell (Mitch) Owen, Ed.D.

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