

CLIENT FEEDBACK REPORT

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Report prepared for

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This report is based on your answers to the CPI 260™ questionnaire. It includes information about your approach to life, how you see yourself, and how you compare to others on characteristics that are important at work and in everyday living. The goal of the report is to provide as accurate a picture as possible, one that will help you to understand yourself and to achieve your own personal objectives.

YOUR APPROACH TO THE QUESTIONNAIRE

There are certain ways in which most people respond to the questionnaire. For example, most people answer all or nearly all of the questions and also acknowledge at least a few personal problems and worries. Departures from general tendencies like these can affect the validity of the information to be presented below. For this reason, your responses are first screened for indications of unusual trends.

No indication of anything unusual was found.

THREE BASIC ORIENTATIONS

Interpretation of the CPI 260 instrument begins with three basic orientations:

1. Toward other people and interpersonal experience
2. Toward conventional rules and values
3. Toward one's inner feelings

The first two orientations are expressed in observable behavior. The third deals with feelings of self-realization and level of satisfaction. Each of these orientations is assessed by a separate measure.

On the first measure, implications range from a liking for social participation, pleasure in the company of others, and an active interpersonal style at one pole, to a desire for privacy and a reserved and quiet social manner at the other. The second goes from rule-testing and even rule-breaking behavior at one end, to rule-respecting and even conformist behavior at the other. The third measure shows how you feel about yourself and how sure or unsure you are about your ability to cope with the problems and opportunities you encounter in your own life.

FOUR WAYS OF LIVING

Scores on the first two measures, when considered together, define four ways of living or lifestyles, as indicated below:

The **IMPLEMENTER LIFESTYLE** includes people who are interpersonally active and comfortable with social rules. *Implementers* step forward, take part, and do not hesitate to act. They believe that social rules are proper and should be obeyed. They are ambitious, goal-directed, strong in leadership potential, and well-organized.

At their best, *Implementers* can be charismatic leaders and initiators of constructive endeavors. At their worst, they can be opportunistic, manipulative, and hostile toward those who behave in rule-violating ways.

The **SUPPORTER LIFESTYLE** includes people who are reserved in their behavior and supportive of social norms. *Supporters* are caring, conscientious, patient, and well-organized. They value and protect their internal, private feelings, avoiding public display or disclosure. Their role is to preserve values and humanize the ways in which social rules are enforced.

At their best, *Supporters* can be inspirational models of goodness, virtue, and tolerance. At their worst, they may be self-denying, lacking in self-esteem and confidence.

The **INNOVATOR LIFESTYLE** includes people who are interpersonally active, but who see flaws and even absurdities in the way many things are done. *Innovators* are imaginative and often creative in their work. Their values are personal, not traditional or conventional.

At their best, *Innovators* are insightful creators of new ideas, new products, and new social forms. At their worst, they are rebellious, intolerant, self-indulgent, and disruptive.

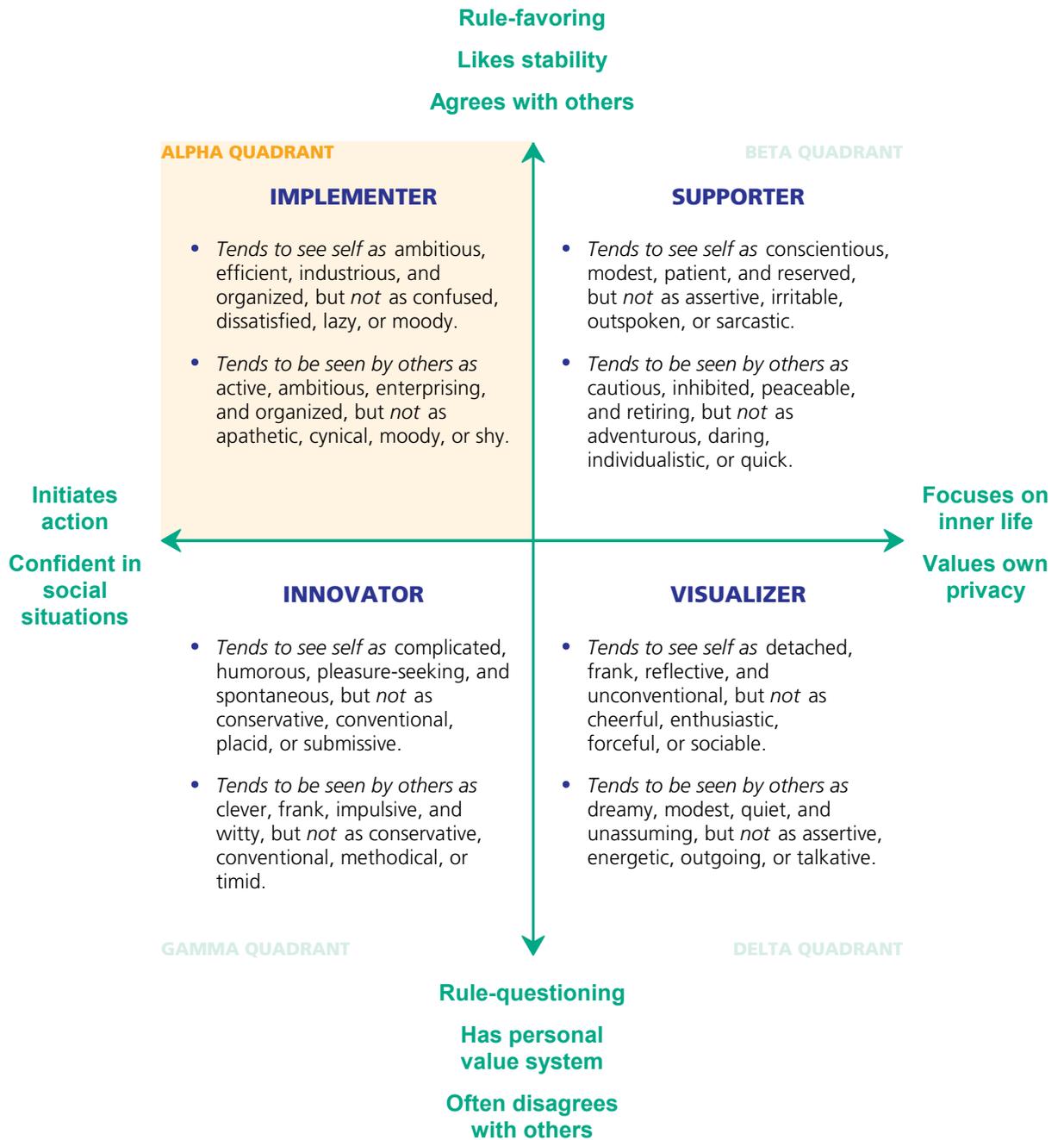
The **VISUALIZER LIFESTYLE** includes people who value their own privacy and who see many of society's conventions as arbitrary and unduly restrictive. *Visualizers* are reflective and nonconforming. They see things differently from others, but for the most part keep these perspectives private. They are most comfortable working alone in fields such as the arts and abstract sciences.

At their best, *Visualizers* are imaginative, esthetically perceptive, and have a rich inner life. At their worst, they feel fragmented, alienated from others, and internally in conflict.

In the general population, approximately 25 percent of the people are classified in each of the four ways of living.

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 questionnaire place you in the Alpha quadrant, where the basic lifestyle is that of the *Implementer*.



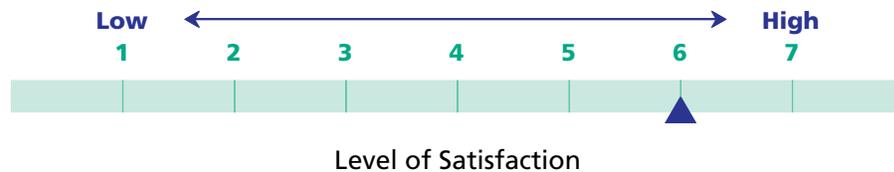
YOUR LIFESTYLE

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 questionnaire 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.



This score suggests that you are fairly well satisfied with your current circumstances and with 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.

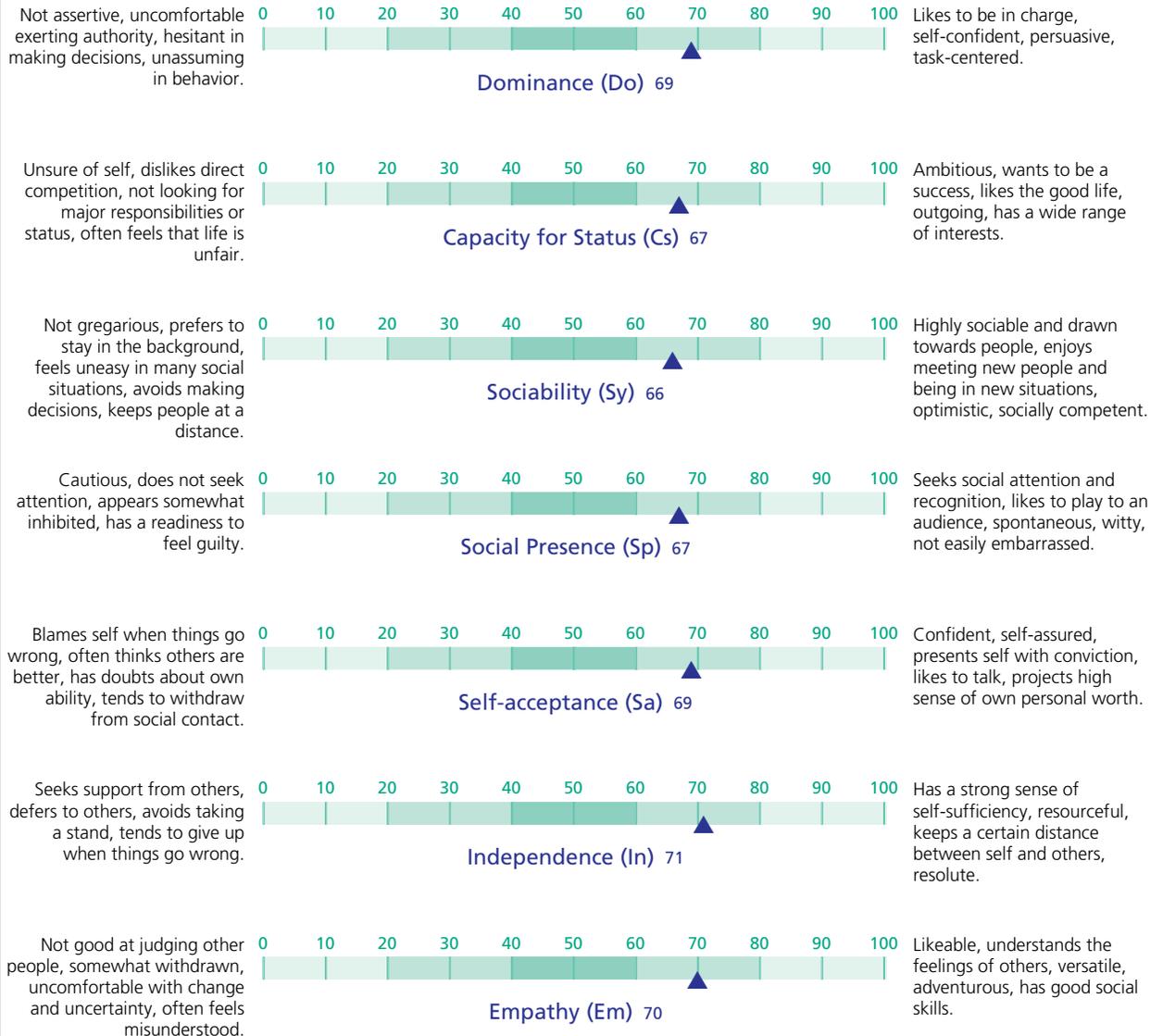
DETAILED RESULTS

In this section, your scores on 26 separate measures are reported, grouped into five broad categories:

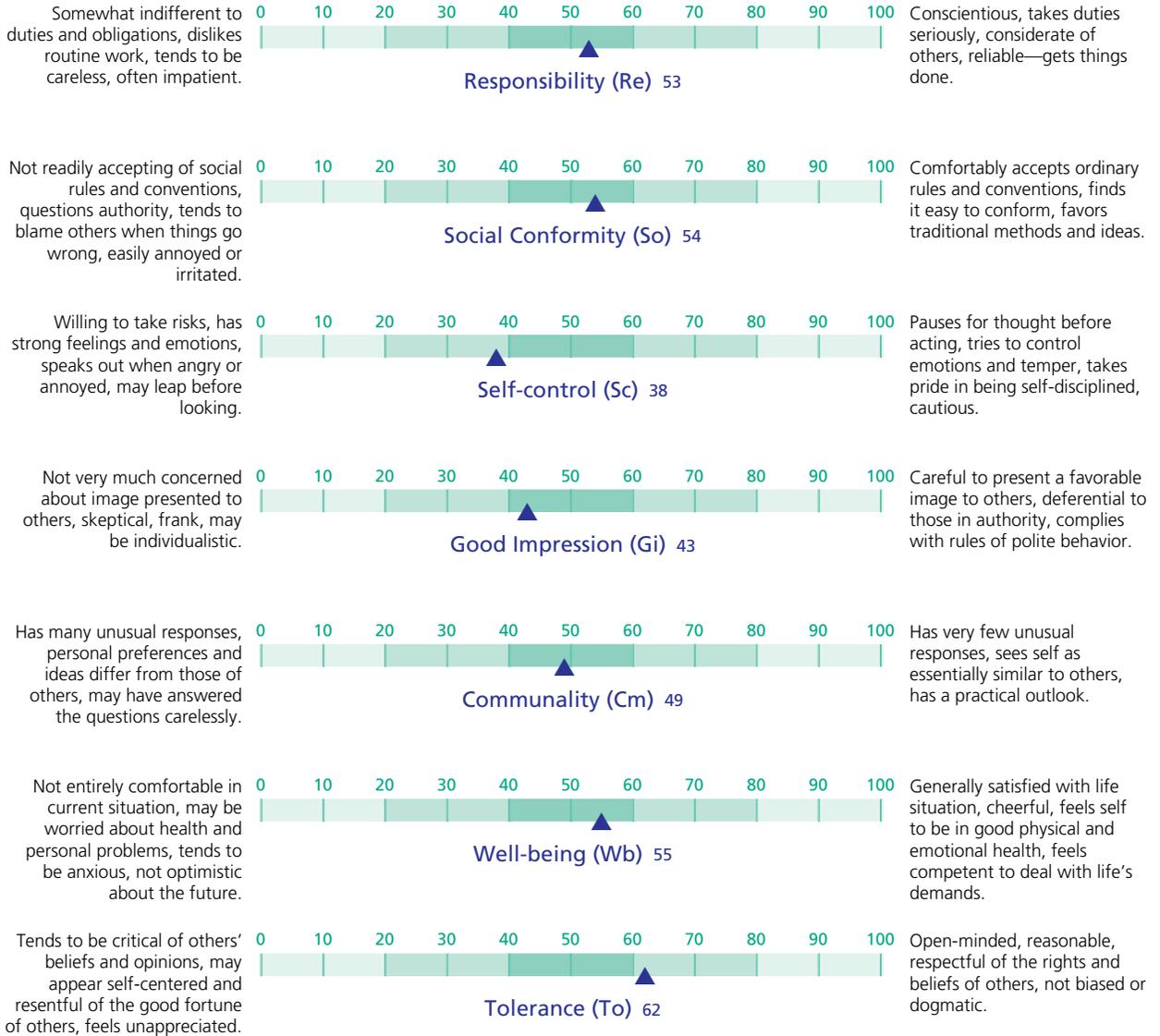
1. Dealing with others
2. Self-management
3. Motivations and thinking style
4. Personal characteristics
5. Work-related measures

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 will be the comments to the left of the graph; the higher the score, the more relevant will be those to the right of the graph.

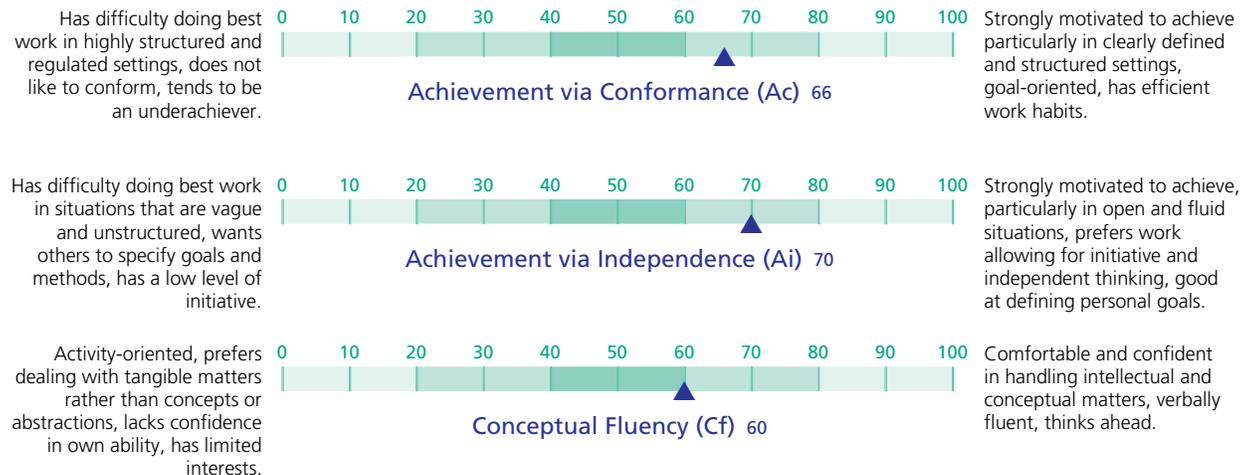
DEALING WITH OTHERS



SELF-MANAGEMENT



MOTIVATIONS AND THINKING STYLE



PERSONAL CHARACTERISTICS

Has difficulty predicting how others will feel and react, not very interested in the dynamics of behavior, looks more at what people do than at what they think.



Has analytic insight into people and their motivations, forms impressions quickly, not always warm or sympathetic.

Prefers predictability and consistency, uncomfortable with ambiguity, programmed and planful, well-organized.



Likes change and variety, finds ordinary routine boring, quick-thinking and clever.

Tough-minded, action-oriented, somewhat insensitive to others' feelings, aggressive.



Sensitive to others' feelings, tends to interpret events from a personal perspective, often feels vulnerable, has a strong need for affiliation.

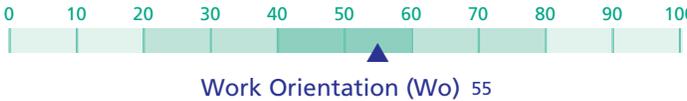
WORK-RELATED MEASURES

Not very ambitious, may be erratic in decision-making, puts own interests first, reacts defensively to criticism.



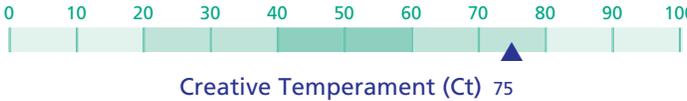
Deals effectively with people, shares credit with others, good at explaining decisions, has good judgment.

Restless, distractible, often careless, not a steady worker, has fluctuating moods.



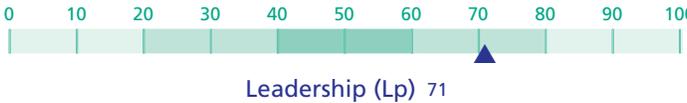
Reliable worker, readily accepts subordinate roles, not self-seeking, has modest aspirations, seldom complains.

Prudent, avoids risk, prefers the traditional ways of doing things, dependable at work.



Likes what is new and different, thinks in unconventional ways, likes to think "outside the box," has a rapid personal tempo.

Avoids positions of leadership, low in persistence, doubts own competence, has trouble dealing with stress.



Has good leadership skills, likes to take positions of leadership, deals effectively with stress and pressure, forceful and self-assured.

Impatient, not tactful, questions the motives of others, easily annoyed, not a team worker.



Cooperative, appreciative of others, not assertive or aggressive, tries hard to get along well with coworkers, not self-seeking or self-promoting.

Sees law enforcement practices as too strict and severe, likes to take chances, tends to be nonconforming, somewhat pessimistic and dissatisfied.



Supports firm and strict law enforcement practices, well-suited for work in the law enforcement field, evaluates problems from a practical and commonsense standpoint.

RECOGNIZING YOUR PERSONAL PERSPECTIVE

Psychological measurements are always approximations and estimates, not precise indicators. Because of this margin of uncertainty, you should use your own judgment as you review your results on this questionnaire. The report suggests what higher and lower scores on each scale signify about your temperament and behavior, but these remarks must be viewed in the context of what you know about yourself. Of course, there would be no reason to take the inventory if nothing new or unanticipated turned up. The goal of this report is to give a balanced, true-to-life picture to help you in gaining a better understanding of yourself. If anything in the report seems strange or incorrect, you should discuss these matters with the person who arranged for you to take the CPI 260 instrument.

