

CPI 260[®] CONFIGURAL REPORT

Including an Interpretation of Scale Configurations

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A configural analysis for
MICHELLE SAMPLE
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Jane Consultant
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INTRODUCTION

The CPI 260® Configural Report is intended for use by psychologists and others qualified to administer and interpret multivariate instruments. These qualifications include a knowledge of basic psychometrics, supervised experience in the interpretation of personality assessment data, and familiarity with major sources of information on the *California Psychological Inventory™* (CPI™). Among these sources may be mentioned the *CPI™ Manual, third edition* (Gough & Bradley, 1996/2002), *CPI 260® Manual* (Gough & Bradley, 2005), *CPI 260® Client Feedback Report Guide for Interpretation* (Devine, 2005), *CPI 260® Coaching Report for Leaders User's Guide* (Manoogian, 2002/2005), *CPI 260® Coaching Report for Leaders Advanced Guide for Interpretation* (Manoogian, 2006), and *A Practical Guide to CPI™ Interpretation, third edition* (McAllister, 1996).

This report has six sections as follows:

- Part I** An evaluation of the reliability of the protocol
- Part II** Classification of the client's Lifestyle and Level of Self-Realization
- Part III** Profiles of the 20 folk scales, based on gender-specific and total norms
- Part IV** Interpretive comments on all 26 CPI 260 scales
- Part V** Examination of 80 configurations of CPI 260 scales for presence or absence in the client's protocol
- Part VI** A Q-sort array of 50 interpersonal attributions to predict how an informed observer would describe the respondent

PART I RELIABILITY OF THE PROTOCOL

The client's CPI 260 responses have been screened for four conditions that can have a negative effect on reliability: (1) too many items left blank, (2) an overly favorable pattern of responses, (3) an unduly self-critical pattern of responses, and (4) too many atypical and possibly random responses.

The number of unanswered items was 0.

No evidence of overly favorable, unduly self-critical, or random answering was detected.

PART II CLASSIFICATION FOR LIFESTYLE AND LEVEL OF SELF-REALIZATION

Analyses of both early and current versions of the CPI have identified three basic orientations underlying the totality of scores, namely:

1. Toward others and the shared interpersonal world
2. Toward societal values and the rules of living
3. Toward self and one's own degree of self-actualization

Each of these dimensions is assessed by a scale, or vector, that is uncorrelated with the other two. Considered together, these three vectors define a theoretical model of personality structure, called the three-vector or cuboid model because of its geometric form.

Vector 1 (v.1) assesses a continuum going from a participative, involved, and extraversive orientation at one pole, to a detached, internal, and introversive orientation at the other.

Vector 2 (v.2) assesses a continuum going from a norm-questioning, rule-doubting orientation at one pole, to a norm-accepting, rule-favoring orientation at the other.

Bivariate classification of scores on v.1 and v.2 defines four lifestyles or ways of living:

Alpha (Implementer)

This lifestyle includes people who are interpersonally active and comfortable with social rules. *Alphas* 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, *Alphas* 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.

Beta (Supporter)

This lifestyle includes people who are reserved in their behavior and supportive of social norms. *Betas* 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, *Betas* can be inspirational models of goodness, virtue, and tolerance. At their worst, they may be self-denying, lacking in self-esteem and confidence.

Gamma (Innovator)

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

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

Delta (Visualizer)

This lifestyle includes people who value their own privacy and who see many of society's conventions as arbitrary and unduly restrictive. *Deltas* 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, *Deltas* are imaginative and esthetically perceptive and have a rich inner life. At their worst, they feel fragmented, alienated from others, and internally in conflict.

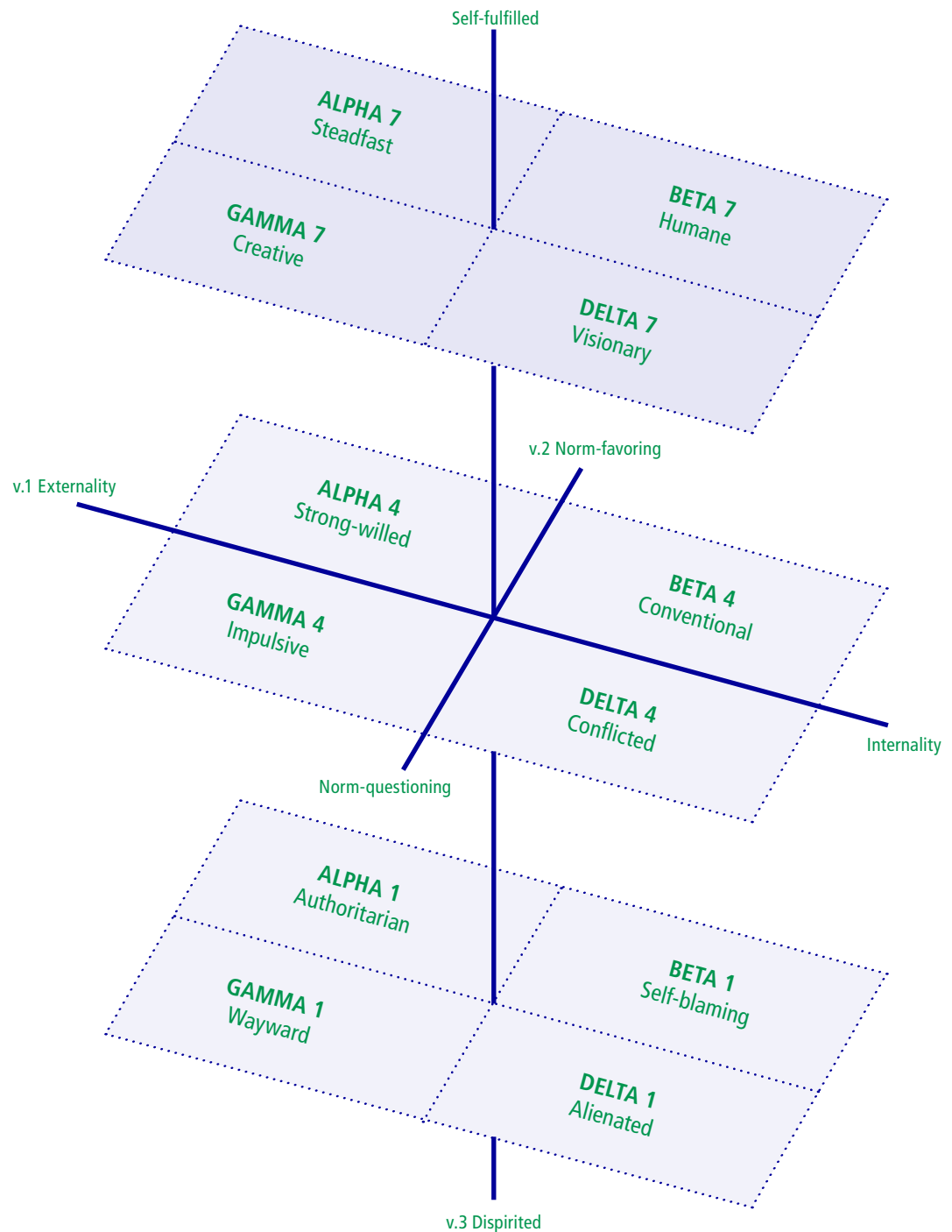
In the general population, approximately 25 percent of the people are classified in each of the four lifestyles.

When scores on v.1 and v.2 are close to the cutting points, lifestyle classifications may be ambiguous and/or mutable. Each lifestyle has its own specific modes of self-actualization and its own specific modes of dysfunctional behavior.

Vector 3 (v.3) assesses a continuum going from feelings of inefficacy, dissatisfaction, and alienation at the low end, to feelings of wholeness, competence, and integration at the high end. To the respondent, the score on v.3 is an expression of self-realization and fulfillment. To others, the v.3 score is an indicator of psychological competence. To the professional observer, the v.3 scale is a measure of ego integration and resilience.

The figure shown on the following page provides a graphic illustration of this three-dimensional model of personality structure.

THE THREE-VECTOR MODEL



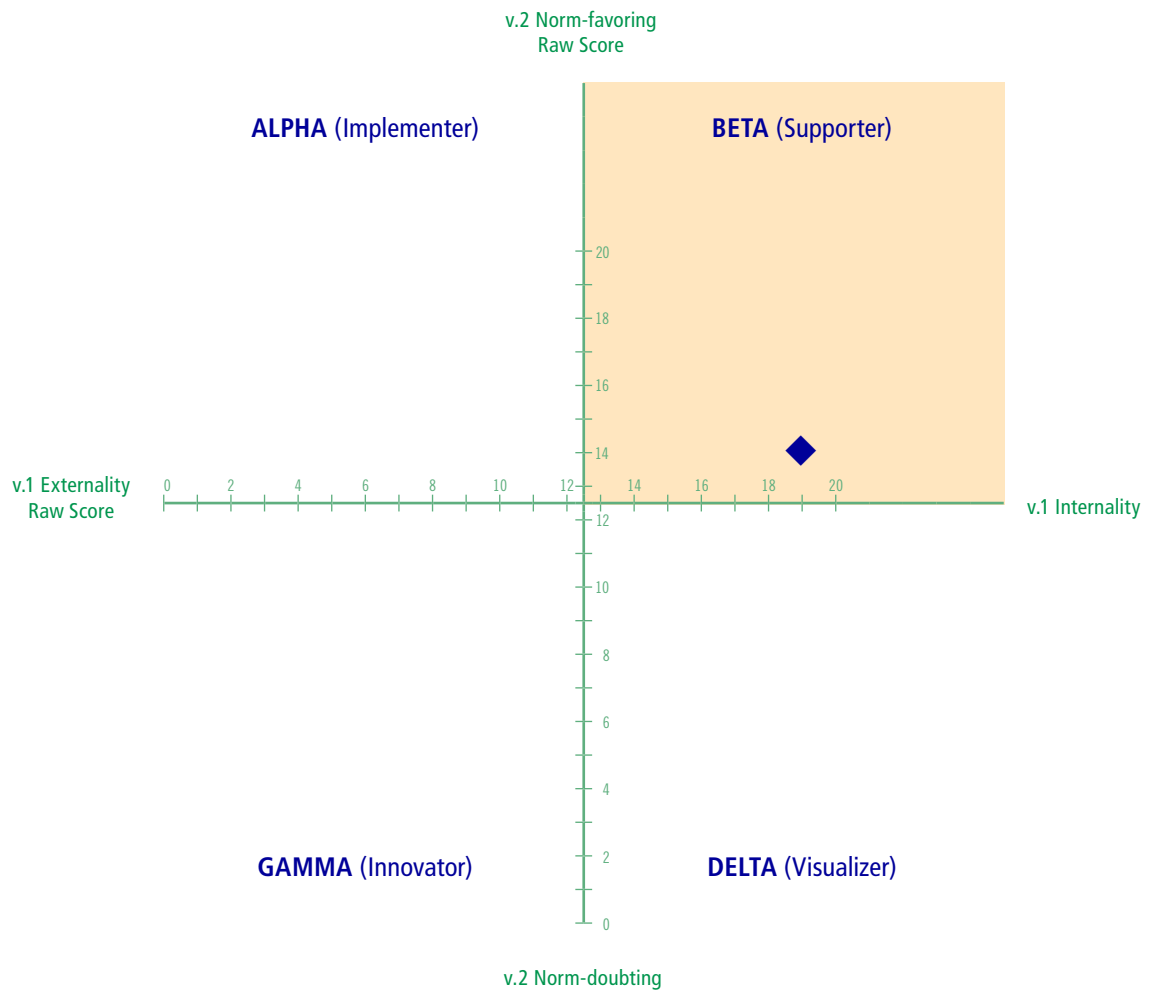
Note: Alpha = Implementer; Beta = Supporter; Gamma = Innovator; Delta = Visualizer.
Source: Harrison G. Gough and Pamela Bradley, *CPI™ Manual*, 3rd ed. (Mountain View, CA: CPP, Inc., 1996/2002), 34.
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CLASSIFICATIONS SPECIFIC TO MICHELLE SAMPLE

Classification for Type: Beta

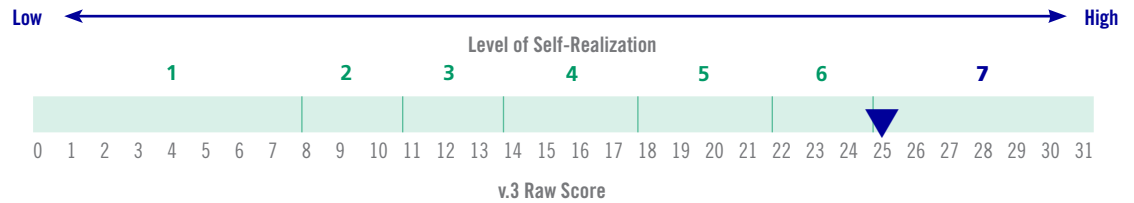
Classification for Level: 7

Type and Level Scores:	Raw	Standard	
	19	66	v.1 externality
	14	54	v.2 norm-favoring
	25	66	v.3 ego integration



The scores on v.1 and v.2 shown above place this client in the **Beta**, or **Supporter**, quadrant. The Beta lifestyle is defined by higher scores on both v.1 and v.2. Betas, therefore, tend to be private, reserved, inwardly oriented, and supportive of societal rules and conventions. At their best, they are humane, even inspirational, ask little for themselves, and give much to others. At their worst, they are inhibited, self-doubting, lacking in self-confidence, and apt to blame themselves when things go wrong.

LEVEL OF SELF-REALIZATION



Beta 7

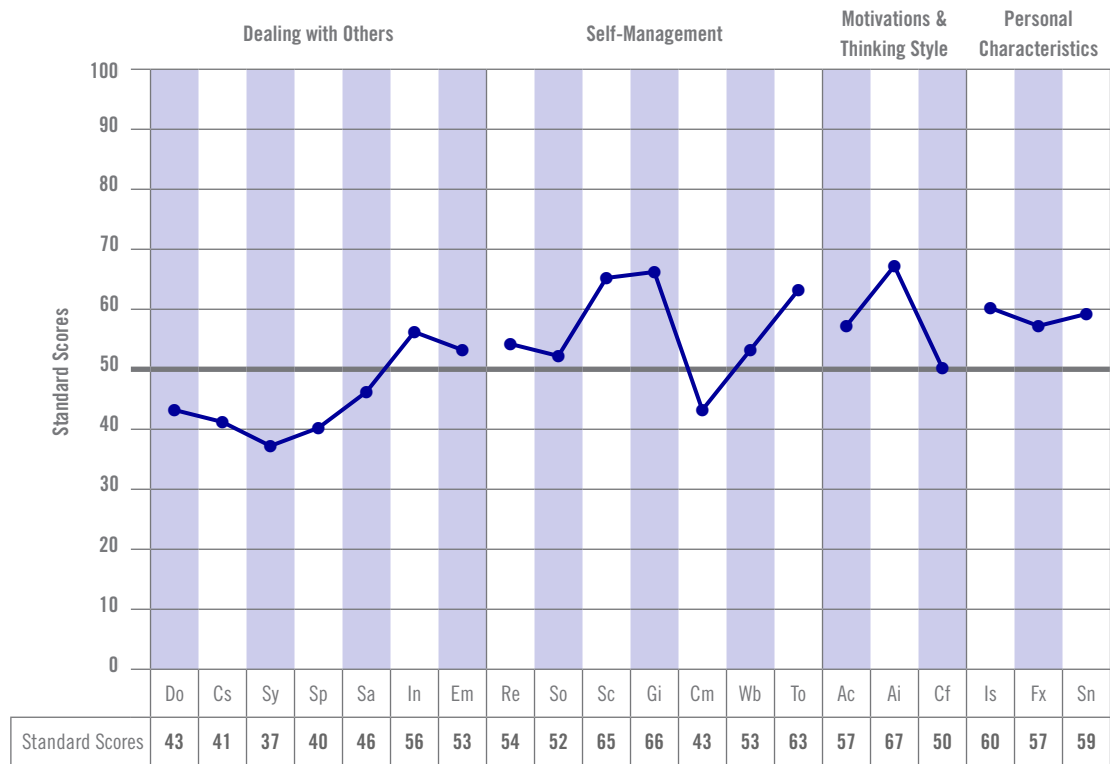
(Supporter)

The v.3 score shown above places this client at **level 7**, suggesting an **unusually favorable** realization of the potentialities of this type. For persons at this level, one can expect superior intellectual ability, broad interests, ethical awareness, and a strong sense of personal worth.

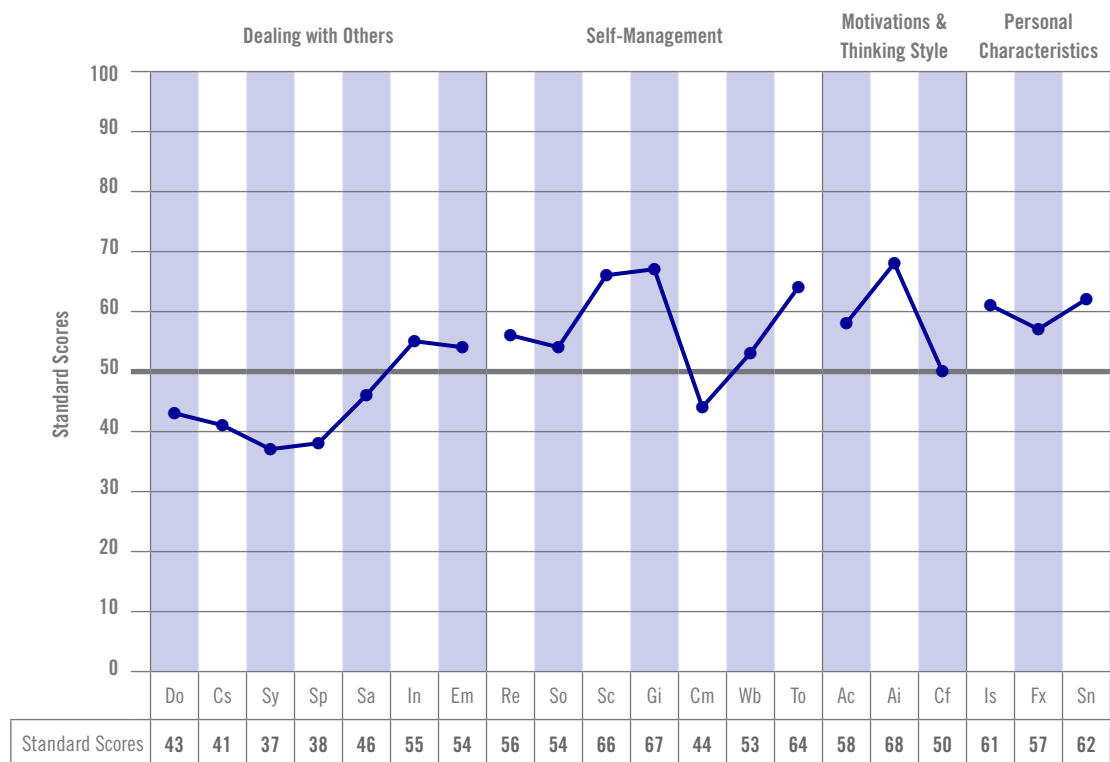
PART III PROFILES OF THE 20 FOLK SCALES

Two profiles of this client's 20 CPI 260 scale scores are presented in this section. The first is based on gender-specific norms, and the second on total norms. Helpful information can be gathered from study of both. A folk concept can be defined as a consensual way of identifying and understanding the behavior of self and others used in the daily lives of all people, everywhere. The folk scales on the CPI 260 instrument are intended to assess concepts of this kind. There are also patterns and configurations of these scales that skilled interpreters of the inventory discern in their work with individuals. The monographs of McAllister (1996) and Meyer and Davis (1992) provide useful information regarding these configurations. In Part IV, comments will be made on the 20 folk scales and on 6 additional work-related scales.

PROFILE AND STANDARD SCORES FOR THE FOLK SCALES: FEMALE NORMS



PROFILE AND STANDARD SCORES FOR THE FOLK SCALES: TOTAL NORMS



PART IV INTERPRETIVE COMMENTS ON THE CPI 260® SCALE SCORES

This section of the Configural Report provides descriptions associated with the client's scores on all 26 of the CPI 260 scales. In order to maximize the relevance and accuracy of these interpretive comments, cutting scores are derived from standardized, gender-based norms, with means of 50 and standard deviations of 10.

DEALING WITH OTHERS

Seven scales assessing interpersonal style and manner of dealing with others

Dominance (Do)

Purpose: *To assess prosocial interpersonal dominance, strength of will, and perseverance in pursuit of consensual goals*

Score: 43

- Defers to others
- Reluctant to initiate actions or make decisions
- Lacks confidence in own ability
- Unassuming, reserved in social behavior

Capacity for Status (Cs)

Purpose: *To measure personal qualities associated with and that lead to high social status, including ambition and self-confidence*

Score: 41

- Lacking in drive and ambition
- Does not cope well with ambiguity and uncertainty
- Not talkative, has little to say
- Cautious, avoids making clear-cut commitments

Sociability (Sy)

Purpose: *To identify people who are outgoing, are socially affiliative, and enjoy social participation*

Score: 37

- Keeps others at a distance
- Withdraws from and avoids interpersonal conflict
- Retiring and inhibited in dealing with others
- Socially awkward, unsure of how to behave

Social Presence (Sp)

Purpose: *To identify people who are self-assured, comfortable being the center of attention, and socially adroit*

Score: 40

- Ill-at-ease in many social situations
- Has a readiness to feel guilty
- Self-denying, asks for little
- Not self-confident, yields to others

Self-acceptance (Sa)

Purpose: *To identify people with high self-esteem, a strong sense of personal worth, and optimism*

Score: 46

- Somewhat self-doubting, avoids calling attention to self
- Reserved and even shy in behavior
- Prefers not to propose actions or suggest decisions when with others
- Has only modest hopes for personal success

Independence (In)

Purpose: *To assess the twin elements of psychological strength and interpersonal detachment, including self-sufficiency and self-direction*

Score: 56

- Seen by others as capable, but not necessarily likable
- Has a strong sense of self-sufficiency
- Decisive, does not equivocate or delay
- Can work well with others, but can also work independently

Empathy (Em)

Purpose: *To identify people with a talent for understanding how others feel and think, and who display warmth and tactfulness in their dealings with others*

Score: 53

- May underestimate the competence of others
- Enjoys everyday life and social interactions
- Not forceful or dominant, but also not timid or diffident
- Imaginative, good at coming up with new ideas

SELF-MANAGEMENT

Seven scales pertaining to the internalization and endorsement of normative conventions including norms related to self-presentation and adaptation to societal expectations

Responsibility (Re)

Purpose: *To identify people who are aware of societal rules and who can and do comply with them when it is appropriate*

Score: 54

- Usually industrious and hardworking
- Unpretentious, not self-promoting
- Conscientious, reliable
- Realistic in what he or she expects of self and others

Social Conformity (So)

Purpose: *To assess the degree to which societal norms have been internalized and become autonomously operational*

Score: 52

- Works well with others
- Unlikely to do anything rash or capricious, is comfortable living within the rules
- Somewhat aversive to risk-taking, prefers not to take chances
- Sees self as treated fairly by the vicissitudes of life

Self-control (Sc)

Purpose: *To assess a continuum going from undercontrol and freedom from repression at one pole, to overcontrol and suppression of affect at the other*

Score: 65

- Exerts strong control over feelings and desires, to the point of overcontrol
- Typical behavior is moderate, conscientious, and patient
- Mostly unaware of the strength of own aggressive and erotic impulses
- Because of overcontrol, is at risk for explosive, even violent outbursts of anger

Good Impression (Gi)

Purpose: *First, for very high scores, to identify overly strong attempts to create a favorable impression; and second, to identify people whose style of self-presentation emphasizes ingratiation and compliance*

Score: 66

- Has made a strong effort to present self as a good and praiseworthy person
- This may be an authentic self-presentation, or it may be an attempt to “fake good”
- If authentic, this high score is an indicator of a lack of self-insight into own motives
- Respondents with scores this high often try to manipulate and exploit others

Communality (Cm)

Purpose: *To assess a continuum going from erratic or random answering at one pole, to close agreement with ordinary beliefs and conventions at the other*

Score: 43

- May be careless, easily distracted
- Sees self as different from others
- Tends to have dysphoric moods, feels unhappy

Well-being (Wb)

Purpose: *To assess feelings of physical and psychological well-being*

Score: 53

- Usually cheerful, in good spirits
- Thorough, efficient, finishes what he or she sets out to do
- Resilient in dealing with stress

Tolerance (To)

Purpose: *To assess attitudes of tolerance, forbearance, and respect for others, stemming from ethical convictions about the worth of all people*

Score: 63

- Takes philosophical and ethical issues seriously
- Not harsh or judgmental in evaluating the behavior of others
- Seen by others as clear thinking, reasonable, and fair-minded
- Respects the rights and beliefs of others

MOTIVATIONS AND THINKING STYLE

Three scales related to goal-seeking behavior and to the effective use of cognitive abilities

Achievement via Conformance (Ac)

Purpose: *To assess achievement potential in well-defined and structured situations, along with a general desire to do well*

Score: 57

- Ambitious, wants to do well, to live up to expectations
- Conscientious and dependable
- Prefers work having clearly specified procedures and goals
- Able to work steadily toward the attainment of long-term objectives

Achievement via Independence (Ai)

Purpose: *To assess achievement potential in open, minimally defined situations, in which ingenuity and initiative are required for successful performance*

Score: 67

- Ingenious, innovative, an independent thinker
- Ambitious, wants to succeed
- Looks ahead, sets long-term goals
- Has a wide range of interests

Conceptual Fluency (Cf)

Purpose: *To identify people who deal easily with abstract and complex concepts and who have confidence in their own talent*

Score: 50

- Average to above average conceptual ability
- Versatile, not tied to just one way of thinking
- Observant, notes what others say and do
- Willing to make decisions and take action

PERSONAL CHARACTERISTICS

Three scales assessing broadly stylistic aspects of thinking and behavior that color or even modify the expectations attached to higher or lower scores on the preceding scales

Insightfulness (Is)

Purpose: *To identify people who think analytically about themselves and others, see beneath surface cues, and are interpersonally perceptive*

Score: 60

- Can think intuitively, has good imagination
- Psychologically alert, senses what others think
- Verbally expressive
- Intellectually competitive

Flexibility (Fx)

Purpose: *To assess a continuum going from resistance to change and dislike of uncertainty at one pole, to a desire for change and innovation at the other*

Score: 57

- Adapts well to change and new circumstances
- Imaginative and clever, but also somewhat careless and erratic
- Sharp-witted, initiates humor
- Easily bored, does not like slow-moving events

Sensitivity (Sn)

Purpose: *To assess a continuum going from tough-minded practicality and relative inattention to personal feelings at one pole, to sensitivity, solicitude for others, and a sense of own vulnerability at the other*

Score: 59

- Kind-hearted, sympathetic, unselfish
- Tends to worry about own health and well-being
- Somewhat lacking in self-confidence
- Protective of those close to her

ADDITIONAL WORK-RELATED MEASURES

Six scales dealing with specific aspects of work and occupational environments

Managerial Potential (Mp)

Purpose: *To identify people with an interest in management and who have effective interpersonal skills and good judgment in executive roles*

Score: 55

- Will accept but does not insist on a managerial role
- Feels comfortable in most social situations
- Has realistic aspirations

Work Orientation (Wo)

Purpose: *To identify people with a dutiful work ethic and a strong sense of commitment to their responsibilities*

Score: 55

- Reasonable, accepts things as they are
- Generally optimistic
- Has efficient work habits

Creative Temperament (Ct)

Purpose: *To identify people of an imaginative, creative temperament, with both the need and talent for visualizing new and different ways of doing things*

Score: 51

- Adapts well to change and variety
- Can improvise and do things in different ways
- Somewhat impatient in slow-moving situations

Leadership (Lp)

Purpose: *To identify people who have good leadership skills, who aspire to positions of leadership, and who will be accepted as leaders by others*

Score: 47

- Somewhat unsure of own competence, feels vulnerable in stressful situations
- Tends to give in and defer to others
- Ill-at-ease and awkward in formal situations

Amicability (Ami)

Purpose: *To identify people who are amicable, friendly, and considerate of others, who try to avoid conflicts, and who seldom become angry or irritated*

Score: 57

- Cooperative, works well with others
- Willing to follow the rules, reliable
- Fair-minded, lenient in judging others
- Moderate, keeps emotions in check

Law Enforcement Orientation (Leo)

Purpose: *To identify people who view law enforcement and societal rules favorably, who believe punishment for violation of such rules is deserved, and who are well-suited for work in the law enforcement field*

Score: 60

- Adapts easily to rules and regulations
- Has conservative views and values
- Evaluates situations from an objective, pragmatic perspective
- Optimistic and self-confident

PART V CPI 260® SCALE CONFIGURATIONS

In this section, the client's profile will be reviewed for the presence or absence of 80 CPI 260 scale configurations. These are configurations that expert interpreters of the inventory have found to be informative. All of those present for this client are reported below.

For each configuration, its rate of occurrence for men and women in our basic norm samples (3,000 men; 3,000 women) is reported. Following this, five adjectives observers frequently use to describe persons whose profiles reveal the configuration are given, along with five adjectives seldom used to describe these persons. Selection of the adjectives is based on analyses in samples of 806 men and 550 women who were described on the Adjective Check List (ACL; Gough & Heilbrun, 1983), by panels of observers. Descriptions on the 300 ACL items were then correlated with the present-absent dichotomy for each configuration.

Configuration 5: Dominance \leq 50, Independence \geq 53

General population base rates: 8.8% men, 5.6% women

Men with this configuration are often described as *patient, retiring, quiet, unexcitable, and modest*. They are seldom described as *conceited, outgoing, affected, egotistical, or talkative*.

Women with this configuration are often described as *submissive, quiet, reserved, inhibited, and modest*. They are seldom described as *self-confident, assertive, dominant, outgoing, or talkative*.

Configuration 10: Dominance \leq 45, Good Impression \geq 60

General population base rates: 3.3% men, 3.9% women

Men with this configuration are often described as *self-denying, slow, silent, obliging, and shy*. They are seldom described as *sociable, active, aggressive, quick, or self-confident*.

Women with this configuration are often described as *submissive, weak, shy, withdrawn, and modest*. They are seldom described as *independent, self-confident, aggressive, dominant, or outspoken*.

Configuration 44: Self-control \geq 57, Good Impression \geq 56, Sensitivity \geq 56

General population base rates: 4.1% men, 3.6% women

Men with this configuration are often described as *generous, considerate, helpful, thoughtful, and trusting*. They are seldom described as *wary, aggressive, quarrelsome, stubborn, or argumentative*.

Women with this configuration are often described as *affectionate, mild, moderate, quiet, and feminine*. They are seldom described as *spunky, humorous, pleasure-seeking, talkative, or unconventional*.

Configuration 51: Tolerance \geq 60, Achievement via Independence \geq 60, Insightfulness \geq 60

General population base rates: 8.3% men, 7.7% women

Men with this configuration are often described as *resourceful, efficient, foresighted, thorough, and clear thinking*. They are seldom described as *stolid, shallow, commonplace, simple*, or as having a *narrow range of interests*.

Women with this configuration are often described as *efficient, ambitious, clear thinking, logical, and capable*. They are seldom described as *bitter, resentful, simple, suspicious, or slow*.

Configuration 52: Tolerance \geq 56, Insightfulness \geq 54, Flexibility \geq 53, Sensitivity \geq 52

General population base rates: 4.8% men, 1.9% women

Men with this configuration are often described as *reflective, sensitive, tolerant, thoughtful, and understanding*. They are seldom described as *loud, boastful, tough, opportunistic, or aggressive*.

Women with this configuration are often described as *quiet, artistic, dreamy, forgetful, and absent-minded*. They are seldom described as *bossy, forceful, loud, opinionated, or autocratic*.

Configuration 67: Sensitivity \geq 54, Work Orientation \geq 54, Leadership \leq 50

General population base rates: 3.2% men, 4.7% women

Men with this configuration are often described as *painstaking, slow, withdrawn, apathetic, and modest*. They are seldom described as *enterprising, active, ambitious, energetic, or assertive*.

Women with this configuration are often described as *meek, shy, submissive, quiet, and dependent*. They are seldom described as *argumentative, assertive, confident, forceful, or bossy*.

Configuration 68: Sensitivity \geq 57, Amicability \geq 57

General population base rates: 4.2% men, 5.4% women

Men with this configuration are often described as *considerate, sensitive, gentle, patient, and tolerant*. They are seldom described as *daring, aggressive, tough, headstrong, or quarrelsome*.

Women with this configuration are often described as *gentle, unselfish, shy, peaceable, and sensitive*. They are seldom described as *argumentative, assertive, forceful, aggressive, or bossy*.

PART VI

AN INDIVIDUALIZED Q-SORT DESCRIPTION

Reported below is an array of 50 Interpersonal Q-Sort (IQS; Gough, 1958) items, intended to predict what a knowledgeable and perceptive observer would say about the respondent. The items are grouped into seven clusters:

- 3 statements very likely to be true
- 6 statements quite likely to be true
- 9 statements somewhat likely to be true
- 14 statements in a neutral or middle category
- 9 statements somewhat unlikely to be true
- 6 statements quite unlikely to be true
- 3 statements very unlikely to be true

The IQS array based on this client's CPI 260 protocol is as follows.

Category 7. *Descriptions very likely to be true*

- 27. Independent, intelligent, and self-reliant; values achievement
- 28. Easily embarrassed; feels inferior and inadequate
- 25. Well-organized, capable, patient, and industrious; values achievement

Category 6. *Descriptions quite likely to be true*

- 41. Has a talent for creative and original thinking
- 13. A conscientious and serious-minded person
- 39. A good listener, draws other people out; has a knack for getting others to "be themselves"
- 17. Patient, self-controlled; exercises restraint
- 29. Efficient; able to mobilize personal resources quickly and effectively
- 19. Tolerant, permissive, considerate, and charitable

Category 5. *Descriptions somewhat likely to be true*

- 48. Wedded to routine; made anxious by change and uncertainty
- 23. Gets along well with others; able to "fit in" easily in most situations
- 45. Has highly developed inner sense of ethics and morality; deeply humanitarian and altruistic
- 24. Awkward, ill-at-ease, shy
- 21. Eager to please; attentive to the needs and wants of others
- 5. Enterprising and outgoing; enjoys social participation
- 22. Unambitious, commonplace; has conventional views
- 35. Gentle, considerate, tactful in dealing with others; appreciative and helpful
- 47. Warm and unpretentious in behavior; a comfortable and uncomplicated person

Category 4. *Descriptions in a neutral or middle zone*

- 30. Worried, preoccupied; feels tense and nervous
- 26. Unimaginative, literal-minded, slow and deliberate
- 15. Honest, straightforward, mature; has realistic outlook
- 9. Poised and self-confident; not troubled by pressure or criticism
- 46. Overly concerned with success; too dominated by personal ambition
- 37. Is a likable person, interesting and pleasant to be with
- 40. Self-pitying and martyr-like; tries to make others feel guilty
- 43. Verbally fluent; expresses self easily and clearly
- 1. Forceful, self-assured, and confident
- 20. Submissive; gives in easily; lacking in self-confidence
- 2. Impulsive, uninhibited; easily angered and irritated
- 11. Alert, energetic; has a positive attitude; seldom complains
- 44. Given to moods; often difficult and recalcitrant
- 42. Critical and outspoken; disparages other people and their ideas

Category 3. *Descriptions somewhat unlikely to be true*

- 3. Ambitious; likely to succeed in most things undertaken
- 18. Deliberate, methodical, inflexible
- 38. Is vain, self-centered, and egotistical
- 7. Clever and imaginative; a spontaneous and entertaining person
- 36. Active, robust in manner; hard-headed and forthright in judgment
- 49. Is an effective leader; able to elicit the response and cooperation of others
- 32. Lazy, indifferent about duties and obligations; generally undependable and immature
- 31. Observant and perceptive; quick to respond to the subtleties and nuances in the behavior of others
- 12. Dull; lacking in ability and understanding

Category 2. *Descriptions quite unlikely to be true*

- 4. Distrustful, cynical; dissatisfied with many things; indifferent to the worries and problems of others
- 14. Poorly organized; unable to concentrate attention and effort on intellectual matters
- 6. Shrewd, self-centered; inclined to be selfish and opportunistic
- 34. Headstrong, rebellious, resentful of others; lacking in self-discipline; apt to behave rashly or destructively
- 33. Quick and alert; likes the new and different; impatient with and critical of delay or hesitation
- 16. Unassuming, inhibited; bland and colorless in behavior

Category 1. *Descriptions very unlikely to be true*

- 8. Restless and changeable; thinks and behaves differently from others
- 10. Undependable; poorly motivated; has difficulty in working toward prescribed goals
- 50. Coarse and vulgar; inclined to behave in a crude and impolite fashion

CONCLUDING REMARKS

From the information provided in this report, the CPI 260 interpreter should be able to formulate a useful and comprehensive portrait of the individual tested. Intuitive skills, professional experience, and training in the use of the CPI assessments will all contribute to the accuracy and insightfulness with which this is done. The authors and publisher of this report welcome comments, criticisms, and suggestions for improvement. Our goal, shared with those who use the report, is to make it as accurate and informative as possible.

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