

CPI™

FORM 434

CONFIGURAL ANALYSIS REPORT *AN INTERPRETATION OF SCALE COMBINATIONS*

by Harrison Gough and Loring McAllister

Prepared for

JOHN SAMPLE

(ID # 129244332835)

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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

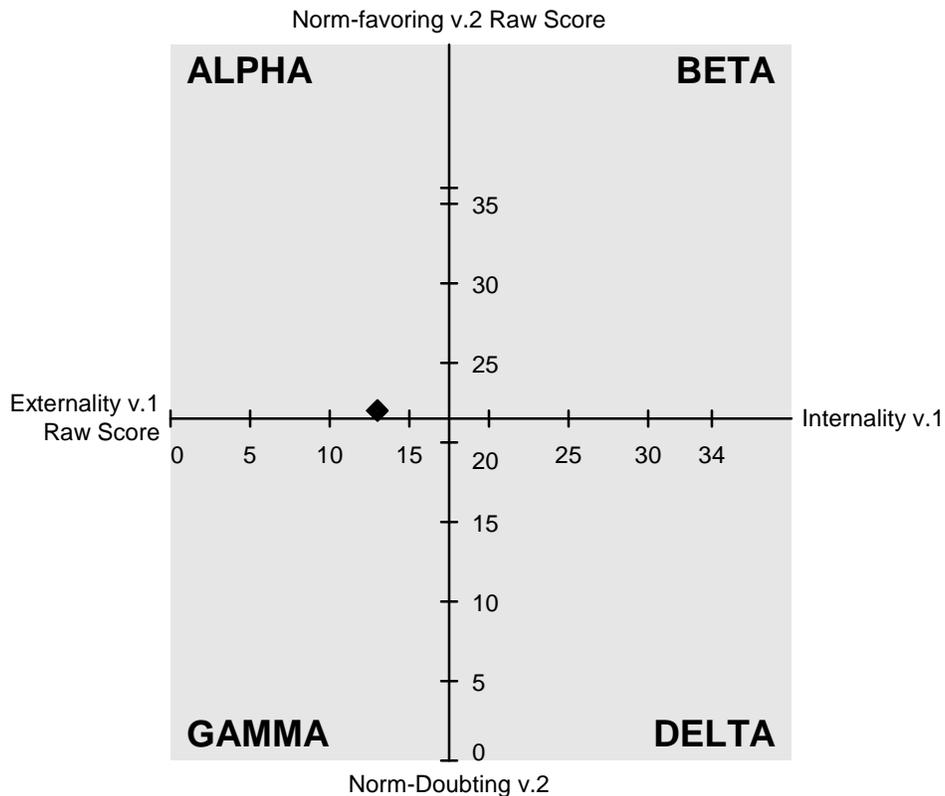
Psychometric and conceptual analyses of the CPI instrument have identified three basic dimensions underlying scores on the folk and special purpose scales. Two of these themes are manifestations of fundamental orientations—toward people and toward societal values. The third is an indicator of ego integration 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 JOHN SAMPLE

Classification for type: **Alpha**
Classification for level: **6**
Type and Level Scores:

Raw	Standard	
13	41	v.1 (internality)
22	50	v.2 (norm-favoring)
46	66	v.3 (ego integration)



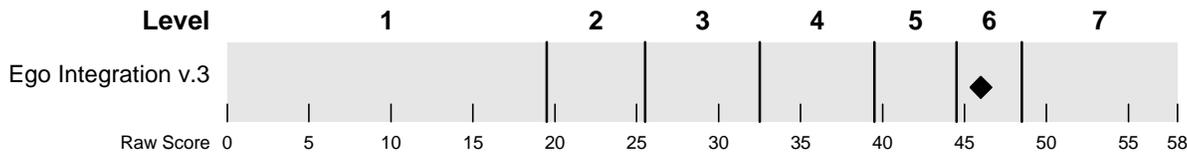
The scores on v.1 and v.2 obtained by JOHN SAMPLE place him in the Alpha quadrant, as shown above. The following brief description of the Alpha type gives some of the important implications of this classification.

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.

JOHN SAMPLE
ALPHA 6 MALE

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In regard to ego integration as indicated by the v.3 scale score, JOHN SAMPLE is at **level 6**, suggesting a **distinctly favorable** realization of the potentialities of his type. For persons at this level, one can expect superior initiative and self-confidence, along with good leadership skills.

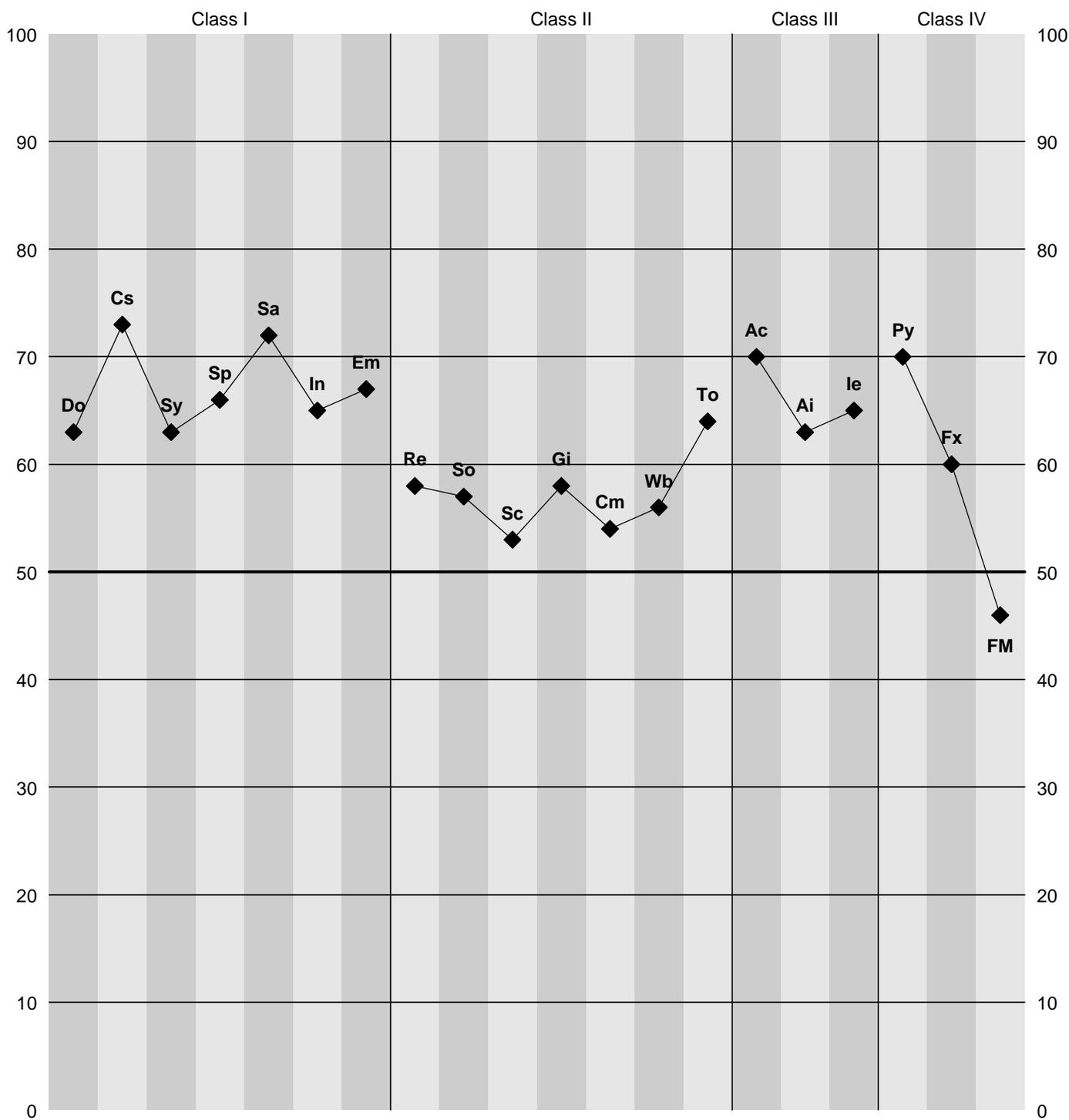
PART III

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.

JOHN SAMPLE
ALPHA 6 MALE

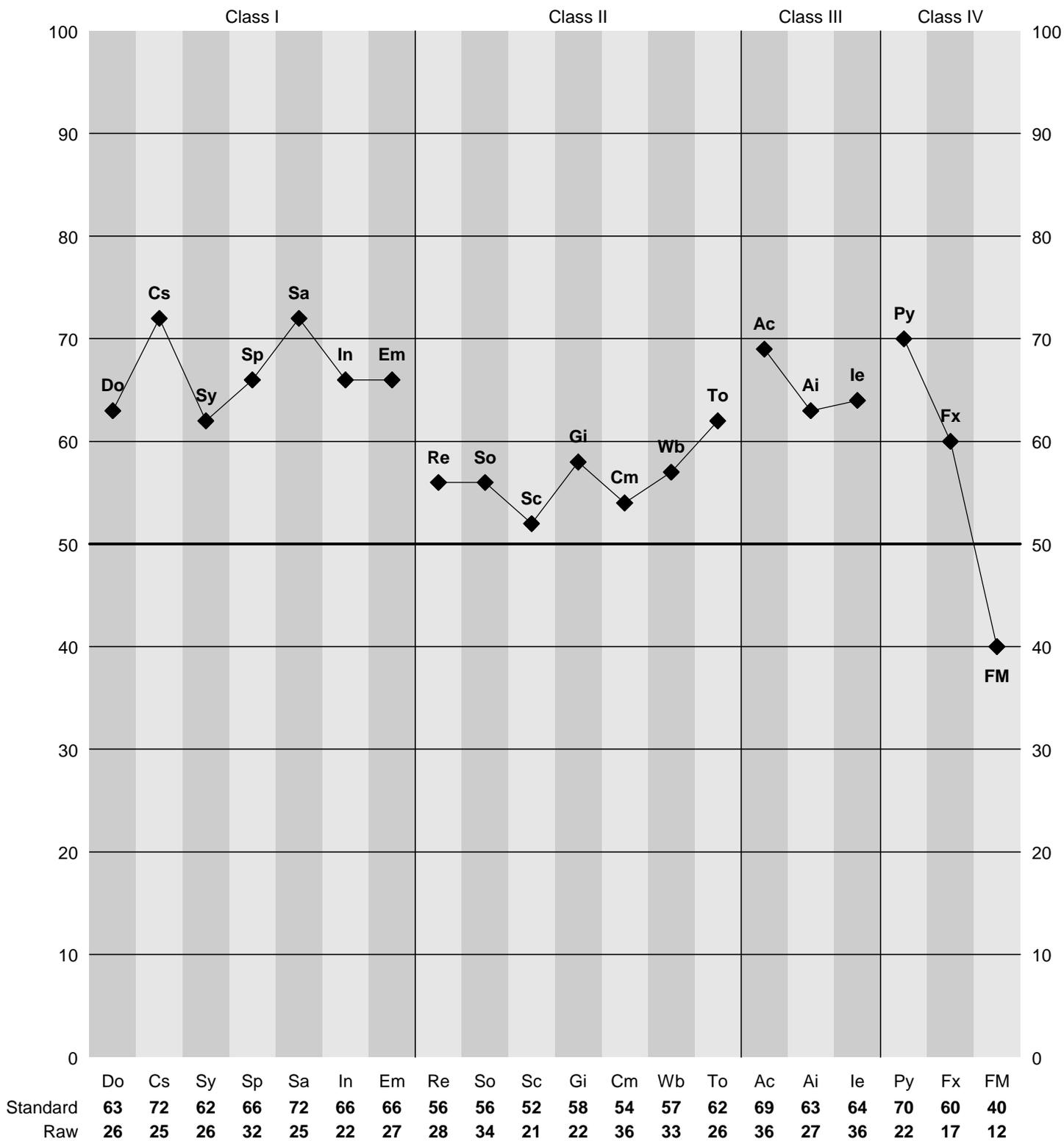
PROFILE BASED ON NORMS FOR MALES



Standard	63	73	63	66	72	65	67	58	57	53	58	54	56	64	70	63	65	70	60	46
Raw	26	25	26	32	25	22	27	28	34	21	22	36	33	26	36	27	36	22	17	12

JOHN SAMPLE
ALPHA 6 MALE

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 JOHN SAMPLE may now be proposed:

CLASS I SCALES

Dominance (Do) 63

- feels sure of self
- appears strong and self-confident to others
- has good leadership potential

Capacity for Status (Cs) 73

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

Sociability (Sy) 63

- enjoys the company of others
- is outgoing and talkative
- initiates humor

Social Presence (Sp) 66

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

Self-Acceptance (Sa) 72

- 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) 65

- is strongly independent and resourceful
- has no hesitation about differing with or standing apart from others
- is assertive and articulate
- sets high goals for self and usually attains them

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) 58

- 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) 57

- 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) 53

- is not strongly characterized by either over-control or under-control
- has a good balance between restraint and release of impulse

Good Impression (Gi) 58

- seeks to please others and win acceptance by presenting self as conservative, moderate, and conscientious
- tends to be seen as somewhat dull and unduly conformist

Communality (Cm) 54

- has responded to a set of consensually-defined items in approximate agreement with the modal pattern of answers

Well-Being (Wb) 56

- feels self to be generally in good health
- is industrious, enterprising, and capable of productive effort
- is not given to worry or anxiety about personal problems

Tolerance (To) 64

- values rationality and logic in dealing with others
- tries to be fair-minded and tolerant
- is seen by others as trustworthy, mature, and insightful

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) 70

- is organized, efficient, foresighted, and intelligent, with a strong drive for achievement
- productive, gets things done and done on time
- thorough and persevering
- seen by others as capable and reliable

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) 65

- is an intelligent, resourceful, clear-thinking person
- is verbally fluent, with a flair for discussion and analysis
- feels sure of self, equal to nearly any challenge
- has a stable, optimistic view of the future

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 JOHN SAMPLE from each scale are these:

CLASS IV SCALES

Psychological Mindedness (Py) 70

- is insightful about people, is a good judge of others
- is intelligent, and values intellectual endeavor
- has high personal aspirations and does well in most situations
- is somewhat individualistic; may be seen by others as lacking in warmth or compassion

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) 46

- is not strongly characterized by either masculine attributes or their absence
- sees self as relatively normal or ordinary in regard to sex-role behavior

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)	33	59	59	<ul style="list-style-type: none"> • above average in work orientation, diligence, and conscientiousness
Creative Temperament (CT)	26	62	62	<ul style="list-style-type: none"> • above average in creative temperament; has esthetic interests
Leadership Potential (Lp)	54	59	59	<ul style="list-style-type: none"> • above average leadership skills and potential
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)	22	43	44	<ul style="list-style-type: none"> • tends to be somewhat nonconforming and unconventional • enjoys cutting corners and getting around the rules • has ups and downs in mood
Tough-Mindedness (Tm)	26	60	61	<ul style="list-style-type: none"> • in decision-making, values facts and evidence more than emotions and feelings • thorough and industrious • holds firmly to own beliefs and opinions

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

- 92. Has social poise and presence; appears socially at ease. (7.28)
- 80. Interested in members of the opposite sex. (6.95)
- 52. Behaves in an assertive fashion. (6.91)
- 3. Has a wide range of interests. (6.86)
- 26. Is productive; gets things done. (6.77)

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Q-SORTED DESCRIPTIONS (CONTINUED)

Category 8—Quite characteristic or salient

Item # Q-set item text and estimate placement value

- 18. Initiates humor. (6.74)
- 98. Is verbally fluent; can express ideas well. (6.69)
- 28. Tends to arouse liking and acceptance in people. (6.59)
- 74. Is subjectively unaware of self-concern; feels satisfied with self. (6.59)
- 96. Values own independence and autonomy. (6.58)
- 66. Enjoys esthetic impressions; is esthetically reactive. (6.52)
- 71. Has high aspiration level for self. (6.52)
- 51. Genuinely values intellectual and cognitive matters. (6.45)

Category 7—Fairly characteristic or salient

Item # Q-set item text and estimate placement value

- 35. Has warmth; has the capacity for close relationships; compassionate. (6.44)
- 84. Is cheerful. (6.44)
- 54. Emphasizes being with others; gregarious. (6.35)
- 83. Able to see to the heart of important problems. (6.33)
- 24. Prides self on being "objective," rational. (6.32)
- 15. Is skilled in social techniques of imaginative play, pretending, and humor. (6.28)
- 44. Evaluates the motivation of others in interpreting situations. (6.21)
- 88. Is personally charming. (6.17)
- 17. Behaves in a sympathetic or considerate manner. (6.13)
- 57. Is an interesting, arresting person. (6.03)
- 64. Is socially perceptive of a wide range of interpersonal cues. (6.03)
- 43. Is facially and/or gesturally expressive. (6.01)

Category 6—Somewhat characteristic or salient

Item # Q-set item text and estimate placement value

- 8. Appears to have a high degree of intellectual capacity. (5.88)
- 2. Is a genuinely dependable and responsible person. (5.85)
- 56. Responds to humor. (5.80)
- 33. Is calm, relaxed in manner. (5.74)
- 4. Is a talkative individual. (5.71)
- 58. Enjoys sensuous experiences (including touch, taste, smell, physical contact). (5.69)
- 72. Concerned with own adequacy as a person, either at conscious or unconscious levels. (5.60)
- 81. Is physically attractive; good-looking. (5.53)
- 60. Has insight into own motives and behavior. (5.42)
- 67. Is self-indulgent. (5.40)
- 89. Compares self to others. Is alert to real or fancied differences between self and other people. (5.33)
- 53. Various needs tend toward relatively direct and uncontrolled expression; unable to delay gratification. (5.28)
- 90. Is concerned with philosophical problems; e.g., religions, values, the meaning of life, etc. (5.26)
- 29. Is turned to for advice and reassurance. (5.22)
- 31. Regards self as physically attractive. (5.18)
- 95. Tends to proffer advice. (5.16)

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Q-SORTED DESCRIPTIONS (CONTINUED)

Category 5—Relatively neutral or unimportant

Item # Q-set item text and estimate placement value

- 5. Behaves in a giving way toward others. (5.14)
- 20. Has a rapid personal tempo; behaves and acts quickly. (5.14)
- 69. Is sensitive to anything that can be construed as a demand. (5.07)
- 32. Seems to be aware of the impression he makes on others. (5.01)
- 91. Is power oriented; values power in self or others. (4.95)
- 100. Does not vary roles; relates to everyone in the same way. (4.87)
- 75. Has a clear-cut, internally consistent personality. (4.82)
- 25. Tends toward over-control of needs and impulses; binds tensions excessively; delays gratification unnecessarily. (4.81)
- 94. Expresses hostile feelings directly. (4.80)
- 1. Is critical, skeptical, not easily impressed. (4.71)
- 73. Tends to perceive many different contexts in sexual terms; eroticizes situations. (4.71)
- 86. Handles anxiety and conflicts by, in effect, refusing to recognize their presence; repressive or dissociative tendencies. (4.61)
- 93. Behaves in a masculine style and manner. (4.59)
- 12. Tends to be self-defensive. (4.55)
- 99. Is self-dramatizing; histrionic. (4.54)
- 39. Thinks and associates to ideas in unusual ways; has unconventional thought processes. (4.49)
- 7. Favors conservative values in a variety of areas. (4.48)
- 76. Tends to project his own feelings and motivations onto others. (4.48)

Category 4—Somewhat uncharacteristic or salient

Item # Q-set item text and estimate placement value

- 62. Tends to be rebellious and non-conforming. (4.47)
- 11. Is protective of those close to him. (4.46)
- 27. Shows condescending behavior in relations with others. (4.43)
- 77. Appears straightforward, forthright, candid in dealing with others. (4.36)
- 16. Is introspective and concerned with self as an object. (4.35)
- 70. Behaves in an ethically consistent manner; is consistent with own personal standards. (4.30)
- 6. Is fastidious. (4.28)
- 34. Over-reactive to minor frustrations; irritable. (4.23)
- 59. Is concerned with own body and the adequacy of its physiological functioning. (4.20)
- 82. Has fluctuating moods. (4.19)
- 65. Characteristically pushes and tries to stretch limits; sees what he can get away with. (4.10)
- 41. Is moralistic. (4.06)
- 46. Engages in personal fantasy and daydreams, fictional speculations. (3.99)
- 13. Is sensitive to anything that can be construed as criticism or an interpersonal slight. (3.96)
- 50. Is unpredictable and changeable in behavior and attitudes. (3.94)
- 85. Emphasizes communication through action and non-verbal behavior. (3.91)

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Q-SORTED DESCRIPTIONS (CONTINUED)

Category 3—Fairly uncharacteristic or negatively salient

Item # Q-set item text and estimate placement value

- 48. Keeps people at a distance; avoids close interpersonal relationships. (3.89)
- 87. Interprets basically simple and clear-cut situations in complicated and particularizing ways. (3.88)
- 97. Is emotionally bland; has flattened affect. (3.83)
- 10. Anxiety and tension find outlet in bodily symptoms. (3.82)
- 79. Tends to ruminate and have persistent, preoccupying thoughts. (3.63)
- 19. Seeks reassurance from others. (3.59)
- 37. Is guileful and deceitful, manipulative, opportunistic. (3.57)
- 49. Is basically distrustful of people in general; questions their motivations. (3.51)
- 21. Arouses nurturant feelings in others. (3.50)
- 61. Creates and exploits dependency in people. (3.50)
- 68. Is basically anxious. (3.50)
- 9. Is uncomfortable with uncertainty and complexities. (3.48)

Category 2—Quite uncharacteristic or negatively salient

Item # Q-set item text and estimate placement value

- 23. Extrapunitive; tends to transfer or project blame. (3.36)
- 63. Judges self and others in conventional terms such as "popularity," "the correct thing to do," social pressures, etc. (3.32)
- 47. Has a readiness to feel guilty. (3.05)
- 42. Reluctant to commit self to any definite course of action; tends to delay or avoid action. (2.90)
- 38. Has hostility towards others. (2.79)
- 45. Has a brittle ego-defense system; has a small reserve of integration; would be disorganized and maladaptive when under stress or trauma. (2.75)
- 30. Gives up and withdraws where possible in the face of frustration and adversity. (2.70)
- 14. Genuinely submissive; accepts domination comfortably. (2.58)

Category 1—Extremely uncharacteristic or negatively salient

Item # Q-set item text and estimate placement value

- 40. Is vulnerable to real or fancied threat; generally fearful. (2.43)
- 36. Is subtly negativistic; tends to undermine and obstruct or sabotage. (2.32)
- 55. Is self-defeating. (2.32)
- 22. Feels a lack of personal meaning in life. (2.21)
- 78. Feels cheated and victimized by life; self-pitying. (1.89)

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 JOHN 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 63

Capacity for Status 73

Social Presence 66

- 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 63

Sociability 63

- 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**

Tolerance 64

Achievement via Conformance 70

Achievement via Independence 63

Intellectual Efficiency 65

Psychological-mindedness 70

Flexibility 60

- is likely to be intelligent and to have strong intellectual interests

■ *High*

Achievement via Conformance 70

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 63

Empathy 67

Psychological-mindedness 70

- 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 63

Sociability 63

Social Presence 66

Empathy 67

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

■ *High*

Dominance 63

Self-acceptance 72

- 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 63

Social Presence 66

Self-acceptance 72

- 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

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■ **High****Dominance 63****Self-acceptance 72****Achievement via Conformance 70**

- 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 63****Self-acceptance 72****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****Capacity for Status 73****Social Presence 66**

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

■ **High****Capacity for Status 73****Self-acceptance 72**

- probably handles pressure well

■ **High****Social Presence 66****Self-acceptance 72**

- 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

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- **High**
Independence 65
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 70
 - is likely to be quite effective at reading others and responding accurately to their needs

- **High**
Tolerance 64
Psychological-mindedness 70
Flexibility 60
 - is able to assume a broad perspective
 - can look beyond the confines of his job or position
 - quickly recognizes even subtle cues that signal changes in the environment

- **High**
Achievement via Conformance 70
Achievement via Independence 63
Intellectual Efficiency 65
 - 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 70
 - tends to be very rational, analytical, clear-thinking, and logical
 - appreciates and deals effectively with complex issues

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■ *High***Intellectual Efficiency 65****Psychological-mindedness 70**

- 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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