Contents

Introduction

The CPI 260® Coaching Report for Leaders is a powerful leadership development tool aimed at mid- to senior-level managers and executives who are working individually with an executive coach or trainer or are participating in a leadership development program with others. The report is extensive and detailed enough to be used effectively as a stand-alone tool, but it can also be integrated with other tools and techniques in a broader program or workshop.

OVERVIEW OF THE CPI 260® COACHING REPORT FOR LEADERS

A 17-page report using text and icons, the Coaching Report for Leaders is designed to help managers and executives better understand their preferences, attitudes, and behaviors in key dimensions of management and leadership, allowing them to capitalize on their strengths, target areas for further development, set goals, and plan action steps.

The report contains an introduction, a detailed "Your Leadership Characteristics" section, a "Snapshot" page, and a "Next Steps" section with worksheet elements. These components are briefly described below.

Introduction

This section provides background information, an explanation of the icons (indicating strengths, developmental opportunities, and areas to explore), and tips on getting the most out of the report.

Your Leadership Characteristics

This section presents 18 characteristics organized into five areas related to management and leadership:

- Self-management
- Organizational Capabilities
- Team Building and Teamwork
- Problem Solving
- Sustaining the Vision

Each characteristic—such as Self-control, Comfort With Visibility, Working With and Through Others, Decisiveness, Managing Change, and Handling Sensitive Problems—is relevant for people in leadership or management roles in both for-profit and not-for-profit organizations, and psychological categories are not used. Icons show at a glance whether each characteristic is a strength, a potential developmental opportunity, or an area to explore.

Snapshot Page

This graphic presentation summarizes strengths, developmental opportunities, and areas to explore.

Next Steps

This section focuses both on leveraging strengths and on developing areas in which the client is less effective. It uses a worksheet format to engage the manager or executive.

USES AND BENEFITS OF THE REPORT

The information in the report, derived from a client's results on the CPI 260 instrument, is at once descriptive, comparative, and prescriptive. The report describes a client's skills, behaviors, and competencies in 18 areas of leadership and includes observations about how the client is likely to be perceived by others with whom he or she works. The report also compares each client to a large database of managers and executives and highlights the client's similarities to and differences from this diverse group. This comparison then serves as a basis for identifying both strengths and possible opportunities for development. The report is prescriptive in that it suggests concrete, practical steps that the client can take to build on existing strengths as well as to develop skills or modify behaviors that may be limiting his or her effectiveness on the job. Nowhere does the report provide psychological or pathological bases for the descriptions offered, nor does it suggest abnormality, even for clients whose results vary widely from those of the comparative norm group.

Written as much for the client as for the coach or trainer, the report uses the language of management and leadership—a coaching approach—rather than clinical assessment language. Because of this approach, the CPI scales are not mentioned at all in the report. The author is an experienced coach formerly of the internationally respected Center for Creative Leadership® (CCL®), where he maintains an adjunct relationship. He speaks to the client much as he would in person, using a warm, friendly tone while also telling "hard truths" about issues that could lessen performance and block continued advancement.

The Coaching Report for Leaders is the first CPI assessment–based report to be available to training and development professionals and not restricted to PhD-level psychologists and master's-level clinicians. The report is based on the new CPI 260 form, which, compared to earlier CPI versions, dramatically shortens the time needed to complete the item booklet/answer sheet and eliminates many clinical-sounding items inappropriate for a work setting—thereby allowing coaches and trainers to bring the analytical and descriptive power of the CPI tool and its long-standing, empirically derived database to bear on the leadership development process. The report can be used alone to summarize an individual's CPI 260 information for purposes of self-development, or it can supplement the coach's explanation and interpretation of the CPI 260® Client Feedback Report.

The Coaching Report for Leaders should provide a rich reservoir of ideas and information for you to consider with your clients as they work their way through the stages of a planned incremental change process. It is atheoretical and can easily be supplemented by or integrated with other assessment tools, such as 360-degree feedback instruments, other personality inventories, and interview data.