

## For industry leader Psychological Associates, the CPI™ 434 Assessment is the gold standard

As 'business experts who specialize in human performance', Psychological Associates (PA) professionals bring a wide range of tools to their assessment, development, and consulting practices.

Many of these tools have been developed over time by the company's own behavioral scientists, building on the work of previous generations as well as the latest developments in social, psychological, and behavioral research. All reflect the firm's commitment to "the use of empirically validated measurements."

For example, a cornerstone for many of PA's products and services is its own Dimensional Model of Behavior. As the firm describes it, this "scientifically proven means of simplifying and categorizing human behavior...helps managers and salespeople recognize, understand, and adapt to the wide range of behaviors they are likely to encounter on the job."

Originally developed as a means of understanding and influencing customer and consumer behavior through the sales and marketing processes, the Dimensional Model has been extended into a range of offerings. These include team-building and planning workshops for senior managers, leadership development programs for executives, and an executive coaching consultancy that has helped many firms develop their overall vision, mission, and values.

### Business Challenges

- Finding a core personality assessment that complements and integrates with PA's in-house performance measurement and development solutions

### Company Profile

Founded in 1958, Psychological Associates (PA) justly calls itself one of the oldest human resource development firms in the world. The firm is based in St. Louis, Missouri, but with Partners in Performance affiliates in Mexico, Canada, and Europe, PA serves enterprises worldwide, from non-profits to the Fortune 500. Focusing on the top management levels of its client companies, PA delivers behavioral science solutions to accelerate individual and organizational performance.

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A further extension of the Dimensional Model began some 20 years ago, when some of PA's national clients started asking the firm for testing and assessment services to complement its coaching services, especially as applied to executive appraisal, development, and succession management. In response, PA developed several survey and feedback instruments based on its behavioral approach as embodied in the Dimensional Model.

## Solution

Given that so many of these tools have been developed in-house, it's not surprising that the various instruments PA uses are carefully integrated to provide complete, coherent performance measurement and development solutions. But the firm goes out-of-house for one key component of its services and solutions—its core personality assessment.

For that, Psychological Associates relies on the CPI 434 tool from The Myers-Briggs Company (formerly CPP). According to Psychological Associates president Dr. Ann Beatty, the firm performs 2,500 to 4,000 personality assessments each year, and the CPI 434 assessment is the baseline measurement in every single one.

"The CPI 434 has been part of our history," says Dr. Beatty. "We consider it the gold standard in personality assessment— accurate, consistent, and insightful in all the ways we need. It's a perfect fit for our ways of working and thinking.

"We like its practical, common sense nature," she continues. "The instrument's results describe human beings—their competencies and proclivities, their potential as well as their limitations."

## Developing people so organizations can perform

In the 1990s, Psychological Associates integrated its training and consulting practices by introducing its High-Performance Model, a comprehensive approach to identifying and filling the performance needs of organizations as well as individuals. The model has four components:

## Solution

- Use CPI™ 434 assessment to complete PA's high-performance model

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**Dr. Ann Beatty,**  
President, Psychological Associates

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1. Know where you are going.
2. Ensure your people have what it takes to get there.
3. Enable and develop them if they don't.
4. Help them stay on track.

“Our core work, of course, is focused on steps two and three of the High-Performance Model,” Dr. Beatty notes, and she cites two representative engagements that illustrate how PA delivers on the model as well as the pivotal role of the CPI 434 instrument.

## Results

The first case involved the largest producer of protein in the world. In 2001, this company acquired another food company, then the number one beef packer and number two pork processor in the US. The acquiring company engaged a business consulting firm to address the business issues associated with merging the two companies. But senior management knew that it also had to address the leadership needs of the new combined organization.

“The CEO of the combined organization realized that fully two-thirds of his employees were now new and unknown to him,” Dr. Beatty recalls, “including hundreds of managers who would be instrumental in making the integration work.

“He wanted to understand, literally, the people he was going to be working with. And he wanted to understand them from a common and empirically sound perspective.” For that, he turned to Psychological Associates, who turned to the CPI 434 tool among other instruments and methodologies.

“We produced Executive Profile Reports on 136 top officers from both organizations—all in a matter of months,” Dr. Beatty recalls. “These included education and job history, problem-solving skills, multi-rater

## Results

- CPI 434's reliable results and good fit with PA's in-house models means PA can administer 2,500 to 4,000 personality assessments each year with confidence

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360-degree survey results, performance appraisal ratings, short- and long-term goals—and, of course, key personality characteristics measured through the CPI 434.”

As a result, the company’s senior management was able to do more than simply populate an expanded business and management structure. Based on PA’s full, empirically based understanding of its executive talent base, the company implemented programs to develop existing leaders and identify emerging ones in order to nurture future executives and orchestrate a successful succession management effort.

Psychological Associates uses the CPI 434 assessment not only to serve various clients but also to help individual clients achieve various organizational objectives at various times.

As an example, PA’s Dr. Beatty cites a large consumer goods manufacturing company in the St. Louis area that is a long-time client of PA. Some years ago, market and other conditions drove the company’s management to decide to go into “maintenance mode.” So, they called on PA to help them identify and select managers and other employees with the right personal, cognitive, and problem-solving profiles to lead and thrive in that kind of business environment. The CPI 434 tool was instrumental in PA’s assessment process.

Some years later, things changed. The company’s management decided the time was right to grow, and this different mission would require leaders and others with different personalities, skills, and potentials.

Again, management called on PA. And again, the CPI 434 assessment played a baseline role in selecting and developing the kinds of leader and managers needed.

“Our High-Performance Model starts with ‘Know where you are going,’” Dr. Beatty says. “So, as organizational objectives change, we help our clients figure out what skills and traits they need in their leaders, managers, and other employees to reach the new goals.

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“That provides a road map for selecting, promoting, and developing the right people to get the job done,” she continues. “And the CPI 434 is the instrument of choice for identifying and assessing those people.”



## ABOUT THE MYERS-BRIGGS COMPANY

In our fast-changing world, your edge lies in harnessing 100 percent of your talent – whether you're at work, home, college, or anywhere in between. Your success and sense of fulfillment aren't just about what you know and what you can do, they hinge on your relationships and interactions with others.

The Myers-Briggs Company empowers individuals to be the best versions of themselves by enriching self-awareness and their understanding of others. We help organizations around the world improve teamwork and collaboration, develop inspirational leaders, foster diversity, and solve their most complex people challenges.

As a Certified B Corporation®, The Myers-Briggs Company is a force for good. Our powerfully practical solutions are grounded in a deep understanding of the significant social and technological trends that affect people and organizations.

With over 60 years in assessment development and publishing, and over 30 years of consultancy and training expertise, a global network of offices, partners and certified independent consultants in 115 countries, products in 29 languages, and experience working with 88 of the Fortune 100 companies, we're ready to help you succeed.

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