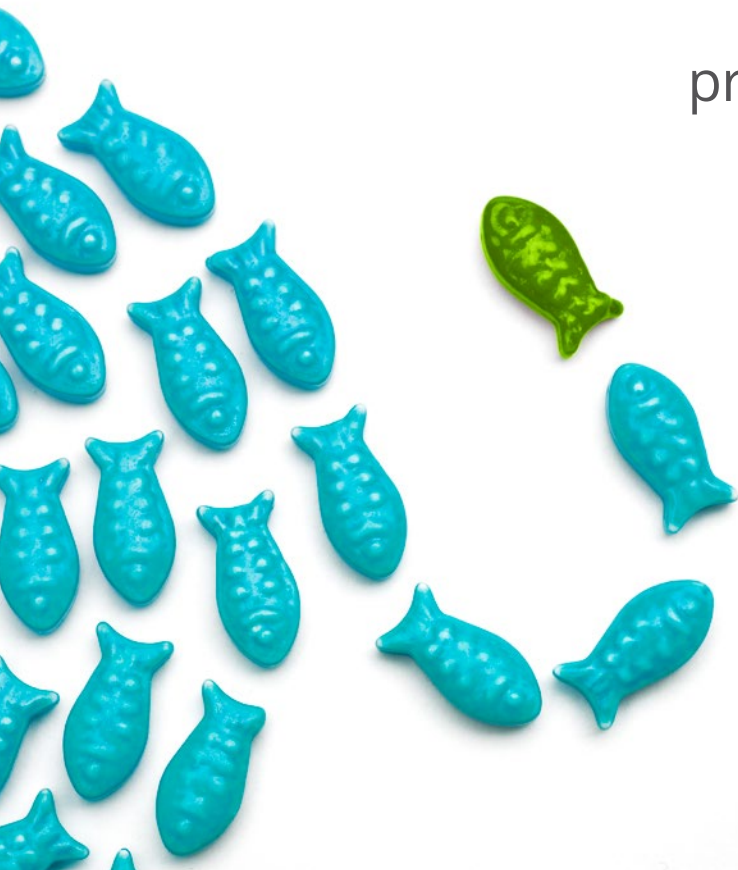




Seven critical competencies



for effective,
productive **leaders.**



How the **CPI 260®** **assessment** reveals **7** **critical competencies** for effective, productive leaders.



We know that different kinds of organizations and vertical markets require specific qualities of leadership. However, there are universal competencies that are essential for leading people effectively, regardless of the kind of work you may perform or the kind of people you are managing. Seven of these competencies are described in this leadership guide.

The CPI 260 scale descriptions that follow represent the qualities and behaviors that tend to have the most impact on the execution and practice of leadership across organizations. As you read and learn more about the scales in this guide, think about what your scores might be, and the implications for you as a leader and your direct reports.

1 Empathy

Empathy is one of the most critical competencies in the execution of leadership. The CPI 260 Empathy scale reveals individuals' ability to get inside other people's experiences and try to imagine what they are thinking and feeling.

Individuals who score **high on the Empathy** scale tend to understand that getting buy-in requires getting others to believe in their message. When they engage in behaviors that demonstrate empathy, other people are more likely to respond positively and feel connected to their actions and beliefs.

Individuals who score **low on Empathy** may feel disconnected from others and often feel misunderstood by them. At the same time, they may have difficulty understanding other people and showing compassion or concern for their situation.

2 Dominance

The Dominance and Empathy scales are closely associated—the more dominance individuals demonstrate, the greater the need to temper it with empathy.

Individuals who score **high on the Dominance** scale are driven to lead and influence other people. They enjoy directing and persuading others. However, too high a score on this scale may indicate a “my-way-or-the-highway” type of leader who nobody wants to follow.

Individuals who score **low on Dominance** tend to lack confidence in being in charge of decisions and feel uneasy telling others what to do. They likely feel more comfortable following than leading.

3

Self-acceptance

Most people agree that the key to increasing one's level of Emotional Intelligence, or EQ, is developing self-awareness. Without self-awareness, for better or worse, it is difficult to improve one's leadership behaviors and their impact on others.

Self-acceptance scores that are **very high** could reveal individuals who think too highly of themselves (or present other ego-related problems), are probably not great collaborators, or think their ideas are better than other people's.

Individuals who score **high** (but not too high) **on the Self-acceptance** scale tend to be comfortable with themselves and be confident in what they bring to the table.

Individuals who score **low on Self-acceptance** tend not to have a very high opinion of themselves, often take things too personally, and are too self-critical. They find it hard to compete with others and don't believe much in themselves.

4 Flexibility

Agility and flexibility have been part of the leadership conversation for some time, including the difference between too much and not enough flexibility.

When individuals score **very high on Flexibility** (especially if they also score high on the Creative scale), they may bounce from task to task and have to flex to stick with difficult challenges or problems that arise. Flexibility and project management go together.

Individuals who score **high on the Flexibility scale** often are hungry for change and sometimes create it. They like each day to bring something different and may become complacent when faced with too much routine. They like to try new things—even if they fail. They tend to be comfortable with ambiguity and can tolerate it when things don't go their way.

Individuals who score **low on Flexibility** tend to love routine and want to know at all times what the plan will be. They feel less comfortable going with the flow and dealing with unknowns.

5 Insightfulness

Effective leaders tend to be curious about the world—how and why things work—and to be constantly in pursuit of making something even better. The CPI 260 Insightfulness scale indicates a person’s level of natural curiosity about what makes people “tick” and why people do the things they do.

Individuals who score **high on the Insightfulness** scale tend to be curious about others and understand that what motivates them is complicated. In the pursuit of learning why people respond or do things the way they do, they are more likely to examine their behaviors and notice differences between them.

Individuals who score **low on Insightfulness** may understand less how to maneuver and influence others than individuals who score higher on this scale, and they may fail to do what is essential to gain buy-in or visibility. When dealing with others, having good political knowledge and judgement is important.

6 Rule-favoring vs. Rule-questioning

This aspect of the CPI 260 assessment reveals much about people's approach to rules, indicating how closely they prefer to follow rules or how much they tend to disregard or break them.

Individuals who score decidedly toward the **Rule-favoring** pole may have a difficult time thinking for themselves and may tend to follow the status quo or what other people do. They are not risk takers and operate more "by the book" than most others.

Individuals who score in the **middle** tend to realize how to "play the game"—when to comply and when to push back against organizational ideas—but also, when appropriate, to challenge authority and push back. Having the courage to question the way things are can help inspire others to follow.

Individuals who score toward the **Rule-questioning** pole may be more innovative and tend to challenge the existing methods for the purpose of improving them. They are the change agents that move people who are stuck, and they take appropriate risks. However, a score decidedly toward the Rule-questioning pole may sometimes indicate an issue with authority that could possibly be troublesome for the organization if taken too far.

7 Independence

Accomplishing work on one's own has both its benefits and its challenges. Those people who do so with ease may tend to be more entrepreneurial and able to make decisions in the absence of consensus.

Individuals who score **high on the Independence** scale tend not to wait for others to get what they need—they find it for themselves. They are resourceful and willing to go it alone. When the score is too high, however, it may indicate that they need to work on being more collaborative—too much independence can lead to working in a silo, and isolation can cause them to miss opportunities and the chance to share information.

Individuals who score **low on Independence** tend to lack tenacity and often quit when they run into too much trouble. They prefer taking direction from others and have a harder time taking initiative on their own to get things done.

These are just a few of the **many useful scales** on the **CPI 260 assessment.**



The CPI 260 assessment is filled with rich information that helps leaders to leverage their strengths and personal style. It also helps them develop those areas where they need to become more effective.

Take some time to reflect on where your scores might be on these important scales. Think about what that might reveal about you as a manager or leader. You can use the insights about yourself and the people you work with to increase your positive impact on others and on your organization.

Where do you score on these 7 scales?

Learn more about the CPI 260 assessment at www.themyersbriggs.com

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What's your people **development challenge?**

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