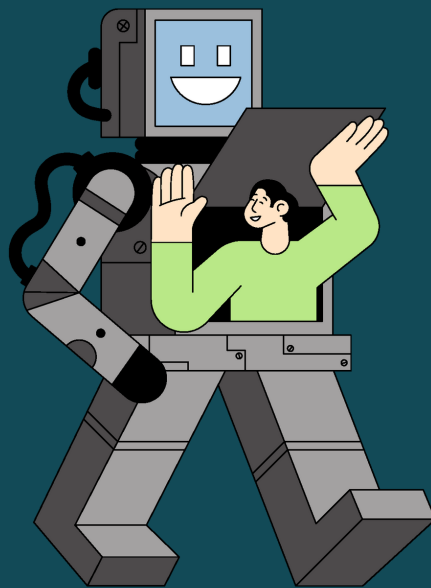


# CRITERION PERSONALITY QUESTIONNAIRE TECHNICAL SUPPLEMENT 2020



# TECHNICAL DATA: SCALE INFORMATION

This section contains technical data concerning the CPQ. The information is presented for each scale separately. The scales are arranged in alphabetical order within their scale headings.

For each scale the following information is presented:

## Scale definition

- Items loading onto the scale
- Norm data\*
- Internal consistency\*\*
- Inter-correlations with other CPQ scales

\*For the composite norm groups listed in this document, data is based on candidates who have completed the CPQ in English, but whom are based around the world. These candidates may be based in places such as the UK, Ireland, Netherlands, Finland, Sweden, Germany, Norway, Canada, USA, and South Africa. We do not gather this level of information on Psycruit, so this is based on the geographical location of our clients.

\*\*The data is presented for both the Focussed 6 item version of the CPQ scales, and 12 item Comprehensive versions. Most of our clients choose to use the shorter, Focussed version of the CPQ. This means we don't have up-to-date data for many of the Comprehensive versions of the scales since we have moved towards the Focussed option as our main offering.

For many of the scales the Comprehensive version is that with the higher internal consistency statistic. In some cases this may be the deciding factor for our clients over the more user friendly Focussed version. Upon our most recent review, some scales were identified with unsatisfactory internal consistency. While these have been reported in this supplement, and are still available to users, we will be replacing some of these scales from Spring 2020.

Validity data is also presented when available. This data is divided into:

- Construct validity
- Predictive criterion related validity
- Concurrent criterion related validity

For a full description of the meanings of these terms please see the appropriate sections in this manual.

Descriptions of the studies from which the data are drawn can be found in the **technical supplement** section of this manual

The technical properties of the CPQ are subject to continuous research and development. Updates to the information presented in this section are available on request.

Date of last revision: January 2020

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# ADAPTABLE

Type of scale	Behavioural
Default profile heading	Interpersonal style

## Scale definition

Rarely alters behaviour to create an impression in different circumstances. Personality consistent across situations.	Adapts style of behaviour to suit different individuals. Changes personality in different situations.
---	---

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.88$

Sample: N=1,295 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.88$

Focussed (6 item scale)

Sample: N=1,059 online respondents (2019)

Chronbach's Alpha  $\alpha= 0.79$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=3754	18.2	4.5

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	37.54	8.9

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 595	37.33	8.97

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 365	36.28	9.39

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 170	37.14	9.33

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 268	37.24	9.62

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 326	40.27	9.33

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Approachable	-0.22
Social desirability	0.40
Status	0.20
Tenacious	-0.23

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Rigorous	-0.25

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Perfectionist	-0.31

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

16PF scale name	Correlation (p<0.05)
Liveliness	0.41
Sensitivity	-0.37
Vigilance	0.35
Privateness	-0.35
Tension	0.38

### Concurrent validity data

CPQ and assessment centre ratings.

See Criterion related validity study 2 in the **Technical supplement** section of this manual for details

Assessment centre rating	Correlation (p<0.05)
Flexible	0.22
Leadership	0.20

# APPROACHABLE

Type of scale Behavioural  
Default profile Interpersonal style  
heading

## Scale definition

Reserved. Takes time to get to know people. Can appear guarded. Dislikes small talk.	Friendly. Easy to get on with. Quickly builds rapport with others.
---	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.81$

Sample: N=361 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.80$

Focussed (6 item scale)

Sample: N=576 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.74$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 760	22.16	3.5



**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	42.3	7.4

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 593	43.67	7.60

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 368	44.88	7.68

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 424	42.21	8.23

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 522	42.42	8.02

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 580	41.72	8.42

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)	
CPQ scale name	Correlation (p<0.05)
Adaptable	-0.22
Caring	0.35
Independent	-0.22
Internal control/potency	0.32
Listening	0.44
Poised	0.57
Self-esteem	0.28
Social desirability	0.26
Tenacious	0.21
Sample: N=140 (Applicants to managerial positions)	
CPQ scale name	Correlation (p<0.05)
Gregarious	0.46
Optimistic	0.33

## Validity

### Construct validity data

CPQ and the Business Personality Indicator. See Construct validity study 1 in the <b>Technical supplement</b> section of this manual for details	
BPI scale name	Correlation (p<0.05)
Outgoing	0.37
Extravert (Ex)	0.34
Stamina	0.31
CPQ and the 16PF See Construct validity study 2 in the <b>Technical supplement</b> section of this manual for details	
16PF scale name	Correlation (p<0.05)
Warmth	0.37
Liveliness	0.32
Social Boldness	0.64
Self-Reliance	-0.43

## Predictive validity data

CPQ and job performance ratings.

See Criterion related validity study 1 in the **Technical supplement** section of this manual for details

<b>Job performance rating</b>	<b>Correlation (p&lt;0.05)</b>
Impact and influence	0.27

# ASSERTIVE

Type of scale Behavioural  
Default profile Interpersonal style  
heading

## Scale definition

Dislikes being bossy. Tends to play supporting roles rather than directive ones.

Dominant. Makes presence felt. Sometimes overbearing with others.

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.86$

Sample: N= 827 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.83$

Focussed (6 item scale)

Sample: N=1,196 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.62$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=1,688	18.2	4.5

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	39.5	6.8

#### Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 471	37.56	7.67

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 116	38.40	8.46

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 161	36.09	8.42

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 254	36.87	8.19

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 311	36.48	8.05

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Achievement	0.21
Calm	0.21
Change	0.37
Competition	0.48
Creative	0.43
Resilient	0.23
Risky	0.37
Self-esteem	0.50
Social desirability	-0.15
Status	0.29

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Decisive	0.53
Optimistic	0.40

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Change	0.39
Risk Taking	0.47
Competitive	0.49
Limelight Seeking	0.56
Dynamic	0.55
Stamina	0.31
Outgoing	0.46
Extravert	0.38

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

<b>16PF scale name</b>	<b>Correlation (p&lt;0.05)</b>
Emotional Stability	-0.33
Dominance	0.76
Social Boldness	0.33
Privateness	-0.35
Perfectionism	-0.35

CPQ and the CPI

See Construct validity study 3 in the **Technical supplement** section of this manual for details

<b>CPI scale name</b>	<b>Correlation (p&lt;0.05)</b>
Dominance	0.50*
Self-acceptance	0.45*
Social presence	0.37*
Sociability	0.38*

# DIRECT

Type of scale	Behavioural
Default profile heading	Interpersonal style

## Scale definition

Diplomatic and tactful. Cautious in expressing opinions. Tends to avoid confrontations.	Candid. Speaks out without worrying too much about upsetting people. Direct in expressing opinions.
---	---

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.82$

Sample: N= 352 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.75$

Focussed (6 item scale)

Sample: N=354 online respondents (2019)

Cronbach's Alpha  $\alpha=0.64$



## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 2,034	19.6	4.5

Composite group of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N= 150	36.1	6.2

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 157	36.24	7.12

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 286	36.58	7.10

## Inter-correlations with other CPQ scales

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Competition	0.38
Control	-0.27
Disclosure	0.41
Friendship	0.31
Independent	0.50
Influential	0.51
Poised	0.33
Risky	0.37
Self-esteem	0.36
Stress management	0.27
Variety	0.22

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Calm	-0.25
Optimistic	0.20

# GREGARIOUS

Type of scale	Behavioural
Default profile heading	Interpersonal style

## Scale definition

Enjoys own company. Happy to work alone. Inclined to be less sociable than others.	Likes the company of other people. Sociable. Works well with others. May dislike working alone.
---	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  **$\alpha= 0.81$**

Sample: N=244 online respondents (2003)

Cronbach's Alpha  **$\alpha= 0.78$**

Focussed (6 item scale)

Sample: N=1,591 online respondents (2019)

Cronbach's Alpha  **$\alpha= 0.62$**

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=2,643	19	4.5

Composite group of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N= 150	38.2	7.3

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 186	35.16	7.27

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 263	42.17	6.36

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 268	42.07	6.36

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 269	42.03	6.38

## Inter-correlations with other CPQ scales

Sample: N=140 (Applicants to managerial positions)

<b>CPQ scale name</b>	<b>Correlation (p&lt;0.05)</b>
Approachable	0.46
Assertive	0.21
Decisive	0.21
Development	0.26
Friendship	0.35
Optimistic	0.26
Poised	0.40
Stress management	0.32

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

<b>BPI scale name</b>	<b>Correlation (p&lt;0.05)</b>
Warm	0.32
Outgoing	0.42
Extravert	0.42

# INFLUENTIAL

Type of scale Behavioural  
Default profile Interpersonal style  
heading

## Scale definition

Accepts other people's views. Prefers to 'agree to disagree' rather than try to influence or persuade.	Persuasive. Persists in trying to influence other people. Aims to win people over.
--	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.84$

Sample: N=210 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.75$

Focussed (6 item scale)

Sample: N=1,898 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.69$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 5,029	19.49	4.55

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	39.3	6.3

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 302	38.08	6.33

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 287	39.77	5.95

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 150	37.40	5.77

## Inter-correlations with other CPQ scales

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Competition	0.41
Control	-0.22
Creative	0.28
Direct	0.51
Disclosure	0.23
Independent	0.46
Poised	0.39
Risky	0.41
Self-esteem	0.39
Stress management	0.34
Variety	0.21

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Decisive	0.42
Optimistic	0.30

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Change Orientated	0.48
Risk	0.48
Competitive	0.52
Limelight seeking	0.51
Dynamic	0.58
Work orientation	0.33
Stamina	0.35
Work stamina	0.35
Warm	0.30
Outgoing	0.39
Extravert	0.39



# INDEPENDENT

Type of scale Behavioural  
Default profile Interpersonal style  
heading

## Scale definition

Happy to fit in with others. Prefers to be considered normal rather than different. Content to compromise.	Non-conforming. Goes own way. Likes to be different. Dislikes compromising to suit others.
--	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.72$

Sample: N=742 online respondents (2003)

Cronbach's Alpha  $\alpha = 0.68$

Focussed (6 item scale)

Sample: N=221 online respondents (2020)

Cronbach's Alpha  $\alpha = 0.59$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 558	19.56	4.45

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	34.92	5.45

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 437	35.66	5.81

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 364	35.61	5.58

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 161	33.61	6.61

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 524	34.26	6.63

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 251	34.77	6.80

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Approachable	-0.22
Assertive	0.50
Caring	-0.21
Competition	0.38
Creative	0.35
Intelligence	0.20
Internal control/potency	0.22
Listening	-0.45
Risky	0.32
Self-esteem	0.32
Social desirability	-0.20

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Direct	0.50
Influential/cogent	0.46
Money	0.24

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Decisive	0.24

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Competitive	0.39
Dynamic	0.39

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

<b>16PF scale name</b>	<b>Correlation (p&lt;0.05)</b>
Dominance	0.65
Vigilance	0.44

## Concurrent validity data

CPQ and assessment centre ratings.

See Criterion related validity study 2 in the **Technical supplement** section of this manual for details

<b>Assessment centre rating</b>	<b>Correlation (p&lt;0.05)</b>
Flexibility	0.18

# LISTENING

Type of scale	Behavioural
Default profile heading	Interpersonal style

## Scale definition

Likes to be the one who does the talking. Sometimes doesn't listen to others or forgets what they say.	Prepared to take time to listen to people. Considers others' opinions. Easy to talk to.
--	---

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.77$

Sample: N=217 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.74$

Focussed (6 item scale)

Sample: N=622 online respondents (2020)

Cronbach's Alpha  $\alpha = 0.63$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 4,715	23.5	2.92



**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	42.91	6.96

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 387	42.61	6.02

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 117	41.87	6.53

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 424	42.52	6.05

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 482	42.55	6.12

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 520	42.58	6.11

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Adaptable	-0.21
Approachable	0.44
Assertive	-0.33
Caring	0.40
Competition	-0.32
Independent	-0.45
Intelligence	-0.21
Social desirability	0.37
Tenacious	0.42

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Decisive	-0.22
Rigorous	0.57

## Validity

### Construct validity data

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

16PF scale name	Correlation (p<0.05)
Emotional Stability	0.43
Vigilance	-0.46
Apprehension	-0.38
Perfectionism	0.39
Tension	-0.48

### Predictive validity data

CPQ and job performance ratings.

See Criterion related validity study 1 in the **Technical supplement** section of this manual for details

Job performance rating	Correlation (p<0.05)
Team player	0.25



# POISED

Type of scale	Behavioural
Default profile heading	Interpersonal style

## Scale definition

Reticent and quiet in many social situations. May appear shy in some circumstances.	At ease with other people. Confident and relaxed on social occasions.
---	---

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.90$

Sample: N=461 online respondents (2003)

Cronbach's Alpha  $\alpha = 0.88$

Focussed (6 item scale)

Sample: N=952 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.76$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=1,724	23.06	2.8



**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	43.05	7.78

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 502	41.30	8.02

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 365	43.56	8.22

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 424	38.69	8.54

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 482	39.19	8.54

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 520	39.04	8.47

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Achievement	0.22
Approachable	0.57
Assertive	0.52
Calm	0.35
Change	0.35
Competition	0.28
Creative	0.37
Development	0.26
Disclosure	0.22
Global	0.26
Independent	0.22
Internal control/potency	0.42
Resilient	0.35
Risky	0.26
Self-esteem	0.59
Stress management	0.32

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Decisive	0.36
Gregarious	0.40
Optimistic	0.52

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Direct	0.33
Influential/cogent	0.39
Variety	0.33

# Validity

## Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

<b>BPI scale name</b>	<b>Correlation (p&lt;0.05)</b>
Change	0.30
Risk	0.46
Competitive	0.43
Limelight seeking	0.56
Dynamic	0.54
Stamina	0.38
Work stamina	0.30
Warm	0.30
Outgoing	0.74
Extravert	0.58
Worrying	-0.31

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

<b>16PF scale name</b>	<b>Correlation (p&lt;0.05)</b>
Warmth	0.54
Liveliness	0.61
Social Boldness	0.81
Apprehension	-0.51
Self-Reliance	-0.38
Tension	-0.38

# CREATIVE

Type of scale Behavioural  
Default profile Thinking style  
heading

## Scale definition

Happy to stick with clearly defined systems which work. Prefers following procedures to creating new methods.	Looks for new approaches. Enjoys trying new ideas. Prefers inventing new methods to applying old ones.
---	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.87$

Sample: N=545 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.84$

Focussed (6 item scale)

Sample: N=1,410 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.63$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 4,382	20.5	4

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	39.45	6.88

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 364	40.09	7.76

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 365	40.23	8.08

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=170	34.96	6.01

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 228	35.50	6.51

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 266	35.88	6.53

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Achievement	0.20
Assertive	0.43
Calm	0.23
Change	0.46
Competition	0.34
Control	-0.33
Development	0.31
Global	0.44
Independent	0.35
Internal	0.28
Poised	0.37
Resilient	0.26
Risky	0.48
Self-esteem	0.38
Status	0.26
Stress management	0.33

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Rigorous	0.28

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Influential/cogent	0.28
Originality	0.48
Variety	0.33



# Validity

## Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

<b>BPI scale name</b>	<b>Correlation (p&lt;0.05)</b>
Controlled	0.33
Worrying	-0.30

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

<b>16PF scale name</b>	<b>Correlation (p&lt;0.05)</b>
Reasoning	0.39
Dominance	0.59
Liveliness	0.32
Abstractedness	0.47
Perfectionism	-0.34

CPQ and the CPI

See Construct validity study 3 in the **Technical supplement** section of this manual for details

<b>CPI scale name</b>	<b>Correlation (p&lt;0.05)</b>
Dominance	0.40
Self-acceptance	0.38
Social presence	0.39
Sociability	0.41

## Concurrent validity data

CPQ and assessment centre ratings.

See Criterion related validity study 2 in the **Technical supplement** section of this manual for details

<b>Assessment centre rating</b>	<b>Correlation (p&lt;0.05)</b>
Planning/organisation	0.17

# DETAIL FOCUSED

Type of scale	Behavioural
Default profile heading	Thinking style

## Scale definition

More interested in the main task than the intricate details. Prepared to leave others to spot minor errors.	Takes a perfectionist approach. Enjoys attending to detail. Notices points that others overlook.
---	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.78$

Sample: N=175 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.85$

Focussed (6 item scale)

Sample: N=552 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.73$

## Normative data

**Composite group** of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 374	23.23	3

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N=150	39.89	7.58

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 299	35.14	8.59

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 290	36.22	10.20

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 263	42.68	4.63

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 268	42.68	4.60

Customer service from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 268	42.68	4.60

## Inter-correlations with other CPQ scales

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Development	0.23
Rationalisation	0.30
Social desirability	0.21
Structured	0.24

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Decisive	-0.30
Loyalty	0.21
Rigorous	0.61

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Perfectionist	0.60
Time Managed	0.33
Controlled	0.51

### Predictive validity data

CPQ and job performance ratings.

See Criterion related validity study 1 in the **Technical supplement** section of this manual for details

Job performance rating	Correlation (p<0.05)
Overall performance rating (average of 7 rating scales)	0.42
Concern for order, quality and accuracy	0.35
Information handling	0.33

## Concurrent validity data

CPQ and assessment centre ratings.

See Criterion related validity study 2 in the **Technical supplement** section of this manual for details

<b>Assessment centre rating</b>	<b>Correlation (p&lt;0.05)</b>
Taking responsibility	0.20
Drive for results	-0.23
Planning / organisation	-0.25

# DECISIVE

Type of scale	Behavioural
Default profile heading	Thinking style

## Scale definition

Takes time to consider all options before taking a course of action. Dislikes making snap decisions.	Quick to take decisions. Prefers to reach decisions rapidly rather than leave issues open.
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## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.83$

Sample: N=475 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.85$

Focussed (6 item scale)

Sample: N=1,183 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.65$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=1,249	19.5	4.39

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	38.05	7.35

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 180	37.02	7.21

## Inter-correlations with other CPQ scales

Sample: N=140 Applicants to managerial positions)

<b>CPQ scale name</b>	<b>Correlation (p&lt;0.05)</b>
Assertive	0.53
Calm	0.35
Change	0.35
Detail focused	-0.30
Friendship	0.22
Gregarious	0.21
Independent	0.24
Influential/cogent	0.42
Listening	-0.22
Optimistic	0.22
Poised	0.36
Rational	-0.37
Resilient	0.21
Rigorous	-0.47
Self-esteem	0.32
Structured	-0.38

# Validity

## Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

<b>BPI scale name</b>	<b>Correlation (p&lt;0.05)</b>
Risk Taking	0.42
Limelight Seeking	0.39
Dynamic	0.38
Outgoing	0.37
Extravert	0.31
Worry	-0.31

CPQ and the CPI

See Construct validity study 3 in the **Technical supplement** section of this manual for details

<b>CPI scale name</b>	<b>Correlation (p&lt;0.05)</b>
Dominance	0.36
Social presence	0.30
Sociability	0.33



# RATIONAL

Type of scale Behavioural  
Default profile Thinking style  
heading

## Scale definition

Intuitive. Likes to rely on feeling rather than gathering too much data. Guided by experience more than rational analysis.	Scientific and analytical when dealing with problems. Logical by nature. Prefers to rely on data.
--	---

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.81$

Sample: N=1,165 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.81$

Focussed (6 item scale)

Sample: N=1,802 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.73$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=2,909	21.5	3.8

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	38.56	6.74

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 498	37.25	7.26

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 361	38.40	7.58

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 170	35.78	5.51

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 228	35.93	5.59

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 266	35.88	5.58

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation ( $p < 0.05$ )
Control	0.21
Global	0.32
Intelligence	0.31
Social desirability	0.21

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation ( $p < 0.05$ )
Decisive	-0.37
Rigorous	0.39

Sample: N=212 (Graduates)

CPQ scale name	Correlation ( $p < 0.05$ )
Detail focused	0.30
Structured	0.44

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation ( $p < 0.05$ )
Perfectionist	0.31

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

16PF scale name	Correlation ( $p < 0.05$ )
Reasoning	0.43

### Concurrent validity data

CPQ and assessment centre ratings.

See Criterion related validity study 2 in the **Technical supplement** section of this manual for details

Assessment centre rating	Correlation ( $p < 0.05$ )
Problem solving	0.19

# RIGOROUS

Type of scale Behavioural  
Default profile Thinking style  
heading

## Scale definition

Gets work done as quickly as possible. Looks for ways to cut corners. More expedient than careful.	Thorough and conscientious. Likes to do things properly. Takes time and avoids short cuts.
--	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.72$

Sample: N=417 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.63$

Focussed (6 item scale)

Sample: N=1,110 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.49$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=4,000	22	3.5

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	40.06	7.08

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 143	38.10	6.23

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 254	44.31	4.01

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 254	44.31	4.01

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 255	44.30	4.00

## Inter-correlations with other CPQ scales

Sample: N=140 (Applicants to managerial positions)	
CPQ scale name	Correlation (p<0.05)
Decisive	-0.47
Detail focused	0.61
Global	0.20
Humour	0.28
Intelligence	0.28
Internal control/potency	0.20
Listening	0.28
Loyalty	0.24
Originality	0.28
Rational	0.39
Social desirability	0.25
Structured	0.41
Tenacious	0.45
Variety	0.28

## Validity

### Construct validity data

CPQ and the Business Personality Indicator. See Construct validity study 1 in the <b>Technical supplement</b> section of this manual for details	
BPI scale name	Correlation (p<0.05)
Perfectionist	0.59
Time managed	0.35
Controlled	0.54

### Predictive validity data

CPQ and job performance ratings. See Criterion related validity study 1 in the <b>Technical supplement</b> section of this manual for details	
Job performance rating	Correlation (p<0.05)
Overall performance rating (average of 7 rating scales)	0.25

# RISKY

Type of scale	Values
Default profile heading	Thinking style

## Scale definition

Cautious. More inclined to 'play safe' than take chance decisions. Avoids substantial risks.	Prepared to take chances. Sometimes enjoys throwing caution to the wind.
--	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.89$

Sample: N=1,144 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.88$

Focussed (6 item scale)

Sample: N=1,800 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.74$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=3,278	19.6	4.44

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	38.22	8.18

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 294	38.22	8.61

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 363	38.80	8.60

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 161	32.43	7.97

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 214	32.93	8.14

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 251	33.59	8.39



## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Assertive	0.37
Calm	0.29
Change	0.37
Competition	0.32
Control	-0.36
Creative	0.48
Development	0.29
Global	0.29
Independent	0.32
Internal control/potency	0.22
Poised	0.26
Resilient	0.28
Self-esteem	0.30
Stress management	0.28

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Direct	0.37
Influential/cogent	0.41
Money	0.21
Structured	-0.49
Variety	0.27

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Controlled	0.33
Worrying	-0.30

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

<b>16PF scale name</b>	<b>Correlation (p&lt;0.05)</b>
Dominance	0.56
Liveliness	0.56
Rule-Consciousness	-0.35
Social Boldness	0.37
Privateness	-0.40
Self-Reliance	-0.34

# STRATEGIC

Type of scale Behavioural  
Default profile Thinking style  
heading

## Scale definition

Concerned with concrete practicalities. Less interested in the theory or the wider implications. Applies thinking to operational considerations.	Approaches issues from a theoretical perspective. Concerned with underlying principles. Prefers strategy to operational specifics.
--	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.76$

Sample: N=630 online respondents (2003)

Cronbach's Alpha  $\alpha = 0.77$

Focussed (6 item scale)

Sample: N=1,074 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.58$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=1,438	21.2	3.76

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N=150	39.6	5.83

#### Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 319	36.50	6.48

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 116	37.89	7.09

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 161	37.32	5.30

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 214	37.29	5.18

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 251	37.05	5.19

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Assertive	0.34
Change	0.33
Competition	0.21
Creative	0.44
Development	0.38
Intelligence	0.40
Internal control/potency	0.27
Poised	0.26
Rational	0.32
Risky	0.29
Self-esteem	0.26
Stress management	0.23

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Change Orientated	0.38
Dynamic	0.32

# STRUCTURED

Type of scale Behavioural  
Default profile Thinking style  
heading

## Scale definition

More inclined to be spontaneous than structured. Finds working to a plan restrictive.	Methodical, orderly and systematic. Plans things out before starting. Uncomfortable working in a chaotic manner.
---	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions	
Cronbach's Alpha	<b><math>\alpha = 0.77</math></b>

Sample: N=364 online respondents (2003)	
Cronbach's Alpha	<b><math>\alpha = 0.76</math></b>

Focussed (6 item scale)

Sample: N=1,290 online respondents (2020)	
Cronbach's Alpha	<b><math>\alpha = 0.64</math></b>

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)		
Sample size	Mean	Standard deviation
N= 2,107	21.4	3.78

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	40.22	6.41

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 292	38.15	7.46

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 282	37.01	8.04

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 186	37.52	8.21

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 231	37.52	7.84

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 232	37.52	7.82

## Inter-correlations with other CPQ scales

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Competition	-0.20
Control	0.45
Detail focused	0.24
Ethics	0.30
Praise	0.24
Rational	0.44
Risky	-0.49
Social desirability	0.24
Stress management	-0.30
Variety	-0.22

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.  
See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Perfectionist	0.36
Time managed	0.43
Controlled	0.45

### Predictive validity data

CPQ and job performance ratings.  
See Criterion related validity study 1 in the **Technical supplement** section of this manual for details

Job performance rating	Correlation (p<0.05)
Concern for order, quality and accuracy	0.27
Information handling	0.31

### Concurrent validity data

CPQ and assessment centre ratings.  
See Criterion related validity study 2 in the **Technical supplement** section of this manual for details

Assessment centre rating	Correlation (p<0.05)
Decision making	0.17
Project planning	0.18



# TENACIOUS

Type of scale Behavioural  
Default profile Thinking style  
heading

## Scale definition

Distractible. Finds it difficult to stick with routine tasks. Becomes bored quickly with tedious jobs.	Follows things through. Persists with a task even if it is boring.
--	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.80$

Sample: N=1,330 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.88$

Focussed (6 item scale)

Sample: N=474 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.64$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 405	21.1	3.88

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N=150	40.15	8.45

#### Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 418	40.36	7.92

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N=120	37.15	9.01

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 171	40.33	8.55

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 225	41.04	8.35

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 282	40.02	8.66

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Achievement	0.30
Adaptable	-0.23
Approachable	0.21
Calm	0.20
Caring	0.23
Listening	0.42
Resilient	0.20
Social desirability	0.40
Stress management	0.27

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Loyalty	0.32
Rigorous	0.45

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Perfectionist	0.45
Time managed	0.30
Controlled	0.42

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

16PF scale name	Correlation (p<0.05)
Dominance	-0.33
Abstractedness	-0.35
Perfectionism	0.56

## Concurrent validity data

CPQ and assessment centre ratings.

See Criterion related validity study 2 in the **Technical supplement** section of this manual for details

<b>Assessment centre rating</b>	<b>Correlation (p&lt;0.05)</b>
Planning/organisation	0.17
Decision making	0.27

# CALM

Type of scale	Emotional
Default profile heading	Emotional style

## Scale definition

Often feels anxious. May worry and feel tense. Finds it difficult to relax.	Unlikely to become tense or flustered. Cool and calm even in difficult situations.
---	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.91$

Sample: N=216 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.89$

Focussed (6 item scale)

Sample: N=465 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.74$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=2,330	20.5	3.84

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 150	39.68	8.7

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 295	37.16	9.29

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 424	37.19	8.05

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 482	37.09	8.16

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 520	36.69	8.32

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Assertive	0.21
Change	0.23
Creative	0.23
Internal control/potency	0.39
Poised	0.35
Praise	-0.24
Profit	0.20
Resilient	0.67
Risky	0.29
Self-esteem	0.56
Social desirability	0.14
Stress management	0.46
Tenacious	0.20

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Limelight Seeking	0.40
Dynamic	0.39
Stamina	0.33
Outgoing	0.34
Worrying	-0.51

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

16PF scale name	Correlation (p<0.05)
Emotional Stability	0.47
Liveliness	0.34
Social Boldness	0.36
Vigilance	-0.33
Apprehension	-0.72
Self-Reliance	-0.39
Tension	-0.67

## Predictive validity data

CPQ and job performance ratings.

See Criterion related validity study 1 in the **Technical supplement** section of this manual for details

<b>Job performance rating</b>	<b>Correlation (p&lt;0.05)</b>
Overall performance rating (average of 7 rating scales)	0.26
Interpersonal orientation	0.26
Impact and influence	0.30



# DISCLOSURE

Type of scale	Emotional
Default profile heading	Emotional style

## Scale definition

Private. Keeps emotions to self. Prefers not to let true feelings be obvious to others.	Expresses emotions easily. Lets feelings show. Open with people about emotions.
---	---

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.89$

Sample: N=699 online respondents (2003)

Cronbach's Alpha  $\alpha = 0.89$

Focussed (6 item scale)

Sample: N=183 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.81$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=126	19.3	4.5

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 150	37.36	8.68

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 326	38.37	8.65

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 330	38.02	8.79

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 170	36.15	8.96

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 228	36.16	8.57

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 265	36.52	8.54

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Assertive	0.22
Poised	0.22
Praise	0.24
Resilient	-0.24

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Direct	0.41
Influential/cogent	0.23

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Controlled	0.33
Worrying	-0.30

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

16PF scale name	Correlation (p<0.05)
Dominance	0.32
Privateness	-0.34

# EMOTIONAL ANALYSIS

Type of scale	Emotional
Default profile heading	Emotional style

## Scale definition

Avoids thinking up explanations for feelings. Trusts own emotions without needing to explain them.	Likes to make sense of own emotions. Tries to find explanations for feelings.
--	---

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.82$

Sample: N=338 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.77$

Focussed (6 item scale)

Sample: N=135 online respondents (2020)

Cronbach's Alpha  $\alpha= 0.71$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 119	22.6	3

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N=150	42.03	6.28

## Inter-correlations with other CPQ scales

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Achievement	0.23
Adaptable	-0.32
Approachable	0.31
Calm	0.24
Detail focused	0.20
Internal control/potency	0.29
Listening	0.30
Rigorous	0.28
Self-esteem	0.34
Structured	0.33
Tenacious	0.21

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Perfectionist	0.29
Controlled	0.33
Worrying	-0.30

# INTERNAL CONTROL

Type of scale	Emotional
Default profile heading	Emotional style

## Scale definition

Feels that events are outside own control. Sometimes leaves things to fate. Attributes outcomes to good and bad luck.	Feels a strong sense of personal control. Responsible for own destiny. Tries to influence events towards preferred outcomes.
---	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.77$

Sample: N=1,040 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.80$

Focussed (6 item scale)

Sample: N=524 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.64$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=2,277	20.8	3.8

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N=150	37.36	8.1

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N=300	39.30	6.80

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N=170	37.91	6.40

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N=228	38.58	6.50

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N=265	38.27	6.34

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Achievement	0.41
Approachable	0.32
Assertive	0.35
Authority	0.20
Calm	0.39
Change	0.31
Competition	0.31
Creative	0.28
Development	0.27
Global	0.27
Independent	0.22
Poised	0.42
Profit	0.41
Resilient	0.28
Risky	0.22
Self-esteem	0.54
Social desirability	0.23
Stress management	0.33

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Change orientated	0.31
Competitive	0.34
Limelight seeking	0.39
Dynamic	0.40
Stamina	0.35
Outgoing	0.37
Worrying	-0.32



CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

<b>16PF scale name</b>	<b>Correlation (p&lt;0.05)</b>
Emotional Stability	0.35
Openness to Change	0.40
Tension	-0.34

## Concurrent validity data

CPQ and assessment centre ratings.

See Criterion related validity study 2 in the **Technical supplement** section of this manual for details

<b>Assessment centre rating</b>	<b>Correlation (p&lt;0.05)</b>
Problem solving	0.21
Commercial awareness	0.18

# OPTIMISTIC

Type of scale	Emotional
Default profile heading	Emotional style

## Scale definition

Often anticipates the negative. Sometimes pessimistic about the future. Sees problems more than benefits.	Expects things to turn out for the best. Confident about the future. Accentuates the positive.
---	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.89$

Sample: N=521 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.84$

Focussed (6 item data)

Sample: N=1,928 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.81$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 3,011	24.56	2.5

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N= 150	41.55	7.55

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 155	44.21	7.52

## Inter-correlations with other CPQ scales

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Achievement	0.22
Approachable	0.36
Assertive	0.40
Calm	0.63
Change	0.49
Decisive	0.22
Development	0.42
Direct	-0.20
Global	0.28
Gregarious	0.26
Influential/cogent	0.30
Internal control/potency	0.59
Poised	0.52
Profit	0.29
Resilient	0.59
Self-esteem	0.64
Stress management	0.47

# Validity

## Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

<b>BPI scale name</b>	<b>Correlation (p&lt;0.05)</b>
Change orientated	0.34
Risk	0.37
Competitive	0.34
Limelight seeking	0.50
Dynamic	0.48
Stamina	0.37
Outgoing	0.49
Extravert	0.33
Worrying	-0.42

# RESILIENT

Type of scale	Emotional
Default profile heading	Emotional style

## Scale definition

Sensitive to criticism. Can become emotional and suffer from the feeling of being hurt.	Not usually upset by criticism. Tough, rather than emotional.
---	---

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.87$

Sample: N=217 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.86$

Focussed (6 item scale)

Sample: N=1.836 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.71$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 3,091	21.5	3.73

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 150	39.78	7.61

#### Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 479	35.92	7.91

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 343	37.93	8.51

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 424	33.13	8.53

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 482	33.42	8.57

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 520	33.12	8.54

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Assertive	0.23
Calm	0.67
Change	0.21
Creative	0.26
Disclosure	-0.24
Internal control/potency	0.28
Poised	0.35
Praise	-0.42
Risky	0.28
Self-esteem	0.54
Stress management	0.44

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Variety	0.37

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Change orientated	0.31
Risk	0.32
Limelight seeking	0.35
Dynamic	0.41
Stamina	0.33
Outgoing	0.35
Worrying	-0.59

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

<b>16PF scale name</b>	<b>Correlation (p&lt;0.05)</b>
Emotional Stability	0.50
Liveliness	0.39
Social Boldness	0.48
Vigilance	-0.43
Apprehension	-0.65
Tension	-0.46



# SELF-ESTEEM

Type of scale	Emotional
Default profile heading	Emotional style

## Scale definition

May experience self-doubt. May sometimes need encouragement to build up self-confidence.	Has inner confidence in own abilities. Feels self-assured and values own worth.
--	---

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.86$

Sample: N=659 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.86$

Focussed (6 item scale)

Sample: N=1,261 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.73$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=3,418	20.6	4

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 150	39.47	7.86

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 359	36.14	7.85

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 343	39.33	8.56

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 315	36.73	8.99

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 377	36.57	8.89

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 415	36.11	8.85

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Achievement	0.22
Approachable	0.28
Assertive	0.50
Calm	0.56
Change	0.25
Competition	0.38
Creative	0.38
Global	0.26
Independent	0.32
Internal control/potency	0.54
Poised	0.59
Praise	-0.21
Profit	0.32
Resilient	0.54
Risky	0.30
Stress management	0.36

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Direct	0.37
Influential/cogent	0.39
Variety	0.38

# Validity

## Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

<b>BPI scale name</b>	<b>Correlation (p&lt;0.05)</b>
Change orientated	0.42
Risk	0.39
Competitive	0.44
Limelight seeking	0.56
Dynamic	0.56
Stamina	0.38
Work stamina	0.34
Outgoing	0.53
Extravert	0.33
Worrying	-0.51

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

<b>16PF scale name</b>	<b>Correlation (p&lt;0.05)</b>
Warmth	0.35
Social Boldness	0.50
Apprehension	-0.47
Tension	-0.41

CPQ and the CPI

See Construct validity study 3 in the **Technical supplement** section of this manual for details

<b>CPI scale name</b>	<b>Correlation (p&lt;0.05)</b>
Dominance	0.55
Self-acceptance	0.46
Social presence	0.42
Sociability	0.40
Sense of well being	0.41

# SELF SUFFICIENCY

Type of scale	Emotional
Default profile heading	Emotional style

## Scale definition

Seeks emotional support from other people. Enjoys being able to have someone to turn to.	Prefers to rely on self without emotional support from others. Feels emotionally self-sufficient.
--	---

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.83$

Sample: N=197 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.85$

Focussed (6 item scale)

Sample: N=332 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.74$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=258	18.5	4.8

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N= 150	34.71	7.29

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 208	38.16	8.15

## Inter-correlations with other CPQ scales

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Achievement	0.23
Adaptable	-0.32
Approachable	0.31
Calm	0.24
Detail focused	0.20
Internal control/potency	0.29
Listening	0.30
Self-esteem	0.34
Structured	0.33
Tenacious	0.21

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Controlled	0.33
Worrying	-0.30

# STRESS MANAGEMENT

Type of scale	Emotional
Default profile heading	Emotional style

## Scale definition

Prefers to take time over work. Works better when feeling calm and relaxed. Dislikes being rushed.	Not flustered by high pressure work. Happy coping with tight deadlines. Works better under stress.
--	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.83$

Sample: N=1,045 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.81$

Focussed (6 item scale)

Sample: N=1,367 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.64$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=3,765	22	3.4



**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 150	38.76	8.89

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 413	39.66	7.60

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 342	42.83	7.72

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 322	39.59	7.48

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 413	39.58	7.38

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 451	39.05	7.50

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Achievement	0.25
Assertive	0.29
Calm	0.46
Change	0.36
Competition	0.24
Creative	0.33
Development	0.24
Global	0.23
Internal control/potency	0.33
Poised	0.32
Resilient	0.44
Self-esteem	0.36
Tenacious	0.27

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Direct	0.27
Influential/cogent	0.34
Structured	-0.30
Variety	0.56

# Validity

## Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

<b>BPI scale name</b>	<b>Correlation (p&lt;0.05)</b>
Change orientated	0.56
Risk	0.45
Competitive	0.50
Limelight seeking	0.45
Dynamic	0.60
Work orientation	0.32
Stamina	0.59
Work Stamina	0.51
Outgoing	0.48
Extravert	0.39
Worrying	-0.31

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

<b>16PF scale name</b>	<b>Correlation (p&lt;0.05)</b>
Emotional Stability	0.44
Liveliness	0.47
Social Boldness	0.32
Sensitivity	-0.44
Apprehension	-0.19

## Predictive validity data

CPQ and job performance ratings.

See Criterion related validity study 1 in the **Technical supplement** section of this manual for details

<b>Job performance rating</b>	<b>Correlation (p&lt;0.05)</b>
Overall performance rating (average of 7 rating scales)	0.33
Interpersonal orientation	0.31
Team player	0.25
Impact and influence	0.28

# CARING

Type of scale Values  
Default profile heading Motivation

## Scale definition

Inclined to believe that people should look after themselves. Impatient with people who need help all the time.	Prefers jobs that benefit others in some way. Motivated by work that involves caring about others.
---	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions
Cronbach's Alpha $\alpha= 0.77$

Sample: N=651 online respondents (2003)
Cronbach's Alpha $\alpha= 0.82$

Focussed (6 item scale)

Sample: N=2,473 online respondents (2019)
Cronbach's Alpha $\alpha= 0.79$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)		
Sample size	Mean	Standard deviation
N= 4,150	25.2	2

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 150	41.84	6.67

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 358	39.68	7.29

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 415	44.23	6.12

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 508	43.63	6.48

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 566	43.32	6.65

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Approachable	0.35
Competition	-0.28
Ethics	0.24
Independent	-0.21
Listening	0.40
Profit	-0.33
Social desirability	0.21
Tenacious	0.23

## Validity

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

16PF scale name	Correlation (p<0.05)
Openness to Change	-0.33

### Predictive validity data

CPQ and job performance ratings.

See Criterion related validity study 1 in the **Technical supplement** section of this manual for details

Job performance rating	Correlation (p<0.05)
Overall performance rating (average of 7 rating scales)	0.26
Team player	0.36

### Concurrent validity data

CPQ and assessment centre ratings.

See Criterion related validity study 2 in the **Technical supplement** section of this manual for details

Assessment centre rating	Correlation (p<0.05)
Taking responsibility	0.18

# FRIENDSHIP

Type of scale	Values
Default profile heading	Motivation

## Scale definition

Tends to avoid close relationships with work colleagues. Keeps personal life separate from work.	Regards work as a social opportunity. Would like job to provide chances to form new relationships.
--	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.87$

Sample: N=804 online respondents (2003)

Cronbach's Alpha  $\alpha = 0.87$

Focussed (6 item scale)

Sample: N=1,455 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.75$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 3,027	21.2	3.88

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 150	41.58	7.5

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 273	41.08	7.56

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 259	44.55	7.35

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 263	43.52	6.62

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 268	43.48	6.60

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 268	43.48	6.60



## Inter-correlations with other CPQ scales

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Control	-0.32
Development	0.21
Direct	0.31
Originality	0.22
Variety	0.25

## Validity

### Predictive validity data

CPQ and job performance ratings.

See Criterion related validity study 1 in the **Technical supplement** section of this manual for details

Job performance rating	Correlation (p<0.05)
Team player	0.28

### Concurrent validity data

CPQ and assessment centre ratings.

See Criterion related validity study 2 in the **Technical supplement** section of this manual for details

Assessment centre rating	Correlation (p<0.05)
Leadership	0.17
Developing others	0.17

# MONEY

Type of scale	Values
Default profile heading	Motivation

## Scale definition

Uninterested in making lots of money. Satisfied with a modest income and lifestyle. Career choices rarely affected by salary.	Motivated by making money. Values a high standard of living. Career choices influenced by earnings.
---	---

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.79$

Sample: N=223 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.91$

Focussed (6 item scale)

Sample: N=213 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.85$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=164	21	3.8

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N= 150	36.71	10.04

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 128	38.50	8.09

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 255	39.11	8.18

## Inter-correlations with other CPQ scales

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Achievement	0.30
Competition	0.40
Independent	0.24
Risky	0.21
Social desirability	-0.27
Status	0.41

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Controlled	0.33
Worrying	-0.30

# ORIGINALITY

Type of scale	Values
Default profile heading	Motivation

## Scale definition

Finds self-expression at work unimportant. Emphasises practicality more than creativity.	Motivated by having ideas implemented. Prefers a working environment that encourages originality. Seeks opportunities to be innovative.
--	---

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.75$

Sample: N=100 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.77$

Focussed (6 item scale)

Sample: N=247 online respondents (2020)

Cronbach's Alpha  $\alpha= 0.59$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=2,022	21	3.75

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N=150	41.92	7.68

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N=126	43.79	8.19

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N=258	44.33	7.29

## Inter-correlations with other CPQ scales

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Authority	-0.21
Control	-0.37
Creative	0.48
Development	0.36
Friendship	0.22
Variety	0.30

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

**BPI scale name**

**Correlation (p<0.05)**

Controlled

0.33

Worrying

-0.30

## PRAISE

**Type of scale**

Values

**Default profile heading**

Motivation

### Scale definition

Less motivated by praise. Satisfied if a job has been well done without it being recognised by others.

Likes to have hard work noticed. Feels gratified if praised. Can become demotivated if efforts are not acknowledged.

### Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  **$\alpha= 0.84$**

Sample: N=891 online respondents (2003)

Cronbach's Alpha  **$\alpha= 0.85$**

Focussed (6 item scale)

Sample: N=252 online respondents (2019)

Cronbach's Alpha  **$\alpha= 0.70$**

### Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=189	18.8	4.5

Composite group of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N=150	39.77	6.9

#### Other Comprehensive CPQ Norm Groups

Managers (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 563	39.74	7.56

Graduates from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 333	40.85	7.96

Sales staff from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N=170	39.12	7.42

Retail staff from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 268	39.10	7.30

Customer service from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 326	38.47	7.41

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Calm	-0.24
Disclosure	0.24
Resilient	-0.42
Self-esteem	-0.21
Social desirability	-0.25
Status	0.27
Tenacious	-0.21

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Structured	0.24

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Warm	0.26

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

16PF scale name	Correlation (p<0.05)
Emotional Stability	-0.33
Dominance	0.32
Vigilance	0.32
Openness to Change	0.39



# SELF-DEVELOPMENT

Type of scale	Values
Default profile heading	Motivation

## Scale definition

Feels that self-development is less important than getting a job done. Satisfied with current performance.	Keen to improve. Values training and developing new skills. Prioritises self-development over other concerns
---	--

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.82$

Sample: N=210 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.78$

Focussed (6 item scales)

Sample: N=1,992 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.69$

## Normative data

**Composite group** of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 2,458	23.88	2.8

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N= 150	42.85	7.63

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 501	43.07	6.93

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 336	46.14	6.94

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 161	41.68	5.40

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 254	41.98	5.76

Customer service from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 312	41.32	6.38

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Achievement	0.35
Assertive	0.30
Authority	0.23
Change	0.39
Competition	0.24
Global	0.38
Intelligence	0.28
Internal control/potency	0.27
Poised	0.26
Risky	0.29
Self-esteem	0.42
Status	0.29
Stress management	0.24

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Detail focused	0.23
Friendship	0.21
Originality	0.36
Variety	0.42

# Validity

## Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

<b>BPI scale name</b>	<b>Correlation (p&lt;0.05)</b>
Change Orientated	0.52
Risk Taking	0.36
Competitive	0.43
Limelight Seeking	0.43
Dynamic	0.56
Stamina	0.38
Work Stamina	0.35
Warm	0.33
Outgoing	0.42
Extravert	0.41

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

<b>16PF scale name</b>	<b>Correlation (p&lt;0.05)</b>
Abstractedness	0.34
Openness to Change	0.50

# STATUS

Type of scale	Values
Default profile heading	Motivation

## Scale definition

Not interested in status. More influenced by the actual content of a job than the status it might bring.	Likes the prestige that comes with more senior positions. Motivated by status.
--	--

## Reliability

### Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  **$\alpha = 0.85$**

Sample: N=437 online respondents (2003)

Cronbach's Alpha  **$\alpha = 0.87$**

### Focussed (6 item scale)

Sample: N=1,212 online respondents (2019)

Cronbach's Alpha  **$\alpha = 0.82$**

## Normative data

**Composite group** of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=1,155	19.2	4.65

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N= 150	37.33	8.06

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 362	37.23	8.11

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 333	38.05	7.66

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 289	38.26	7.77

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 350	37.98	7.75

Customer service from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 408	37.69	7.82

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Achievement	0.31
Adaptable	0.20
Assertive	0.29
Authority	0.36
Competition	0.37
Creative	0.26
Development	0.29
Praise	0.27
Profit	0.25

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Money	0.41

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Controlled	0.33
Worrying	-0.30

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

16PF scale name	Correlation (p<0.05)
Reasoning	-0.36
Rule-Consciousness	0.40

# STRIVING

Type of scale	Values
Default profile heading	Motivation

## Scale definition

More interested in the process of work than the results. Content to do work which has no obvious outcome. Sometimes able to enjoy doing nothing.	Likes work that has a clear outcome. Motivated by pursuing achievements. Unhappy doing nothing.
--	---

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.65$

Sample: N=213 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.57$

Focussed (6 item scale)

Sample: N=1,068 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.82$



## Normative data

**Composite group** of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 4,683	21.87	3.4

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N= 150	39.44	8.45

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 567	41.31	6.63

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 337	42.55	6.51

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 170	41.93	5.21

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 268	42.21	5.41

Customer service from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 326	40.87	6.69

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Assertive	0.21
Authority	0.38
Change	0.32
Competition	0.38
Creative	0.20
Development	0.35
Internal control/potency	0.41
Poised	0.22
Profit	0.31
Self-esteem	0.22
Social desirability	0.25
Status	0.31
Stress management	0.25
Tenacious	0.30

Sample: N=212 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Money	0.30
Variety	0.29

# Validity

## Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

<b>BPI scale name</b>	<b>Correlation (p&lt;0.05)</b>
Competitive	0.33

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

<b>16PF scale name</b>	<b>Correlation (p&lt;0.05)</b>
Rule-consciousness	0.46

# VARIETY

Type of scale	Values
Default profile heading	Motivation

## Scale definition

Dislikes frequent changes between tasks. Prefers settling down to work rather than juggling many tasks.	Enjoys variety in day-to-day work. Prefers doing many tasks in parallel.
---	--

## Reliability

Comprehensive (12 item data)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.83$

Sample: N=664 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.71$

Focussed (6 item data)

Sample: N=1,098 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.67$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 1,221	21.3	3.7

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N= 150	39.44	8.45

#### Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 122	44.28	6.86

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 254	44.82	6.43

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 131	43.94	6.22

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 142	43.97	6.34

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 143	43.94	6.33

## Inter-correlations with other CPQ scales

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Achievement	0.29
Competition	0.30
Control	-0.45
Creative	0.33
Development	0.42
Direct	0.22
Friendship	0.25
Influential/cogent	0.21
Originality	0.30
Poised	0.33
Resilient	0.37
Risky	0.27
Self-esteem	0.38
Stress management	0.56
Structured	-0.22

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Controlled	0.33
Worrying	-0.30

# AUTHORITY

Type of scale	Values
Default profile heading	Culture-fit

## Scale definition

Prefers a democratic working environment. Questions authority. Feels that leaders should be open to criticism.	Respects authority. Believes in a clear hierarchical structure. Motivated by leading others. Prefers a directive leadership culture.
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## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.53$

Sample: N=627 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.52$

Focussed (6 item scale)

Sample: N=261 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.52$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=2,039	18.5	4.5

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 150	37.84	5.13

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 556	35.56	4.99

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 332	35.02	4.53

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 161	38.09	4.67

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 254	38.04	4.62

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 311	36.48	4.69



## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Achievement	0.38
Competition	0.24
Control	0.24
Development	0.23
Internal control/potency	0.20
Profit	0.25
Status	0.36

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Originality	-0.21

## Validity

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

16PF scale name	Correlation (p<0.05)
Reasoning	-0.45
Rule-Consciousness	0.33

# CHANGE

Type of scale	Values
Default profile heading	Culture-fit

## Scale definition

Finds frequent change disrupting. Comfortable performing in a familiar role. Prefers a stable organisational culture.	Likes to work within a culture of organisational change. Prefers innovation to tradition.
---	---

## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.87$

Sample: N=1,203 online respondents (2003)

Cronbach's Alpha  $\alpha = 0.74$

Focussed (6 item scale)

Sample: N=3,458 online respondents (2010)

Cronbach's Alpha  $\alpha = 0.77$

## Normative data

**Composite group** of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 4,829	24	2.8

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N= 150	39.8	5.81

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 294	37.13	6.86

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 160	36.74	5.72

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 213	37.00	5.85

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 251	36.54	5.88

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Achievement	0.32
Assertive	0.37
Calm	0.23
Competition	0.28
Control	-0.25
Creative	0.46
Development	0.39
Global	0.33
Internal control/potency	0.31
Optimistic	0.49
Poised	0.35
Profit	0.23
Resilient	0.21
Risky	0.37
Self-esteem	0.25
Stress management	0.36

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Change Orientated	0.66
Risk Taking	0.52
Competitive	0.43
Limelight Seeking	0.43
Dynamic	0.68
Work Stamina	0.34
Stamina	0.47
Outgoing	0.48
Extravert	0.41

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

16PF scale name	Correlation (p<0.05)
Emotional Stability	0.32

Dominance	0.34
Liveliness	0.42
Social Boldness	0.49
Tension	-0.34
CPQ and the CPI See Construct validity study 3 in the <b>Technical supplement</b> section of this manual for details	
<b>CPI scale name</b>	<b>Correlation (p&lt;0.05)</b>
Self-control	-0.26*
Sociability	0.30*

### Concurrent validity data

CPQ and assessment centre ratings. See Criterion related validity study 2 in the <b>Technical supplement</b> section of this manual for details	
<b>Assessment centre rating</b>	<b>Correlation (p&lt;0.05)</b>
Flexibility	0.24
Project planning	0.19

# COMPETITION

Type of scale	Values
Default profile heading	Culture-fit

## Scale definition

Would rather co-operate than compete. Feels no sense of rivalry. Attaches low value to competition as a motivator.	Enjoys working in a competitive environment. Compares own performance with that of others. Plays to win.
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## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.76$

Sample: N=4,888 online respondents (2003)

Cronbach's Alpha  $\alpha = 0.83$

Focussed (6 item scale)

Sample: N=1,653 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.73$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=1,404	20.3	4.2

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	38.88	7.22

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 359	35.70	6.71

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 311	37.56	7.14

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=168	32.62	6.20

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 266	33.74	6.66

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 323	33.90	6.66

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Achievement	0.38
Assertive	0.48
Authority	0.24
Caring	-0.28
Change	0.28
Creative	0.34
Development	0.24
Global	0.21
Independent	0.38
Intelligence	0.30
Internal control/potency	0.31
Listening	-0.32
Poised	0.28
Profit	0.44
Risky	0.32
Self-esteem	0.38
Status	0.37
Stress management	0.24

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Direct	0.38
Influential/cogent	0.41
Money	0.40
Structured	-0.20
Variety	0.30

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Controlled	0.33
Worrying	-0.30



CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

<b>16PF scale name</b>	<b>Correlation (p&lt;0.05)</b>
Dominance	0.52
Liveliness	0.52
Sensitivity	-0.35
Vigilance	0.37
Privateness	-0.32
Openness to Change	0.50

# ETHICS

Type of scale	Values
Default profile heading	Culture-fit

## Scale definition

Frustrated by ethical restrictions. Prefers an environment that stresses hard commercial realities.	Prefers a working culture which takes a strong moral position. Values professional ethics.
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## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.71$

Sample: N=484 online respondents (2003)

Cronbach's Alpha  $\alpha = 0.75$

Focussed (6 item scale)

Sample: N=1,341 online respondents (2020)

Cronbach's Alpha  $\alpha = 0.61$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=3,924	22.87	3.1

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	40.26	6.05

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=216	39.20	6.15

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=206	39.04	7.61

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=107	38.64	5.11

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=228	38.47	5.27

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=266	38.02	5.20

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Caring	0.24
Profit	-0.22

Sample: N=212

CPQ scale name	Correlation (p<0.05)
Structured	0.30

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Controlled	0.33
Worrying	-0.30

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

16PF scale name	Correlation (p<0.05)
Liveliness	-0.42

CPQ and the CPI

See Construct validity study 3 in the **Technical supplement** section of this manual for details

CPI scale name	Correlation (p<0.05)
Self-control	0.26

# HUMOUR

Type of scale	Values
Default profile heading	Culture-fit

## Scale definition

Prefers a culture that is serious and professional. Less keen on frivolity at work.	Values working in a fun environment. Often light hearted at work. Likes the occasional laugh now and then.
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## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  **$\alpha= 0.84$**

Sample: N=4,365 online respondents (2003)

Cronbach's Alpha  **$\alpha= 0.73$**

Focussed (6 item scale)

Sample: N=1,578 online respondents (2019)

Cronbach's Alpha  **$\alpha= 0.65$**

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 2,557	20.3	4

Composite group of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N= 150	36.28	6.41

## Inter-correlations with other CPQ scales

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation (p<0.05)
Achievement	0.23
Adaptable	-0.32
Approachable	0.31
Calm	0.24
Detail focused	0.20
Internal control/potency	0.29
Listening	0.30
Rigorous	0.28
Self-esteem	0.34
Structured	0.33
Tenacious	0.21

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Controlled	0.33
Worrying	-0.30

## INTELLIGENCE

Type of scale	Values
Default profile heading	Culture-fit

### Scale definition

Has more respect for 'common sense' than intellect. Values experience over intelligence. Unimpressed by highly intelligent people.	Enjoys contact with intelligent people. Respects academic qualifications. Prefers an intellectually stimulating environment.
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### Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions	
Cronbach's Alpha	<b><math>\alpha = 0.73</math></b>

Sample: N=384 online respondents (2003)

Cronbach's Alpha	<b><math>\alpha = 0.79</math></b>
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Focussed (6 item scale)

Sample: N=522 online respondents (2014)	
Cronbach's Alpha	<b><math>\alpha = 0.66^*</math></b>

\*currently collecting data to update this following minor changes to the scale.

## Normative data

**Composite group** of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 129	22	3.5

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N= 150	36.12	6.37

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 147	35.68	6.68

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 170	32.60	5.88

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 214	32.99	6.18

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 251	33.78	6.43



## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Assertive	0.22
Competition	0.30
Development	0.28
Global	0.40
Listening	-0.21
Rational	0.31

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Controlled	0.33
Worrying	-0.30

# LOYALTY

Type of scale	Values
Default profile heading	Culture-fit

## Scale definition

Less committed to any particular organisation. Favours changing organisations to progress career.	Values loyalty and long-term commitment. Identifies closely with own organisation.
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## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.67$

Sample: N=236 online respondents (2003)

Cronbach's Alpha  $\alpha = 0.74$

Focussed (6 item scale)

Sample: N=323 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.61$

## Normative data

**Composite group** of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N=2,105	20.4	3.9

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N=150	41.1	7.65

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N=153	42.11	4.96

## Inter-correlations with other CPQ scales

Sample: N=140 (Applicants to managerial positions)

CPQ scale name	Correlation ( $p < 0.05$ )
Detail focused	0.21
Rigorous	0.24
Structured	0.26
Tenacious	0.32

# ORDER

Type of scale	Values
Default profile heading	Culture-fit

## Scale definition

Values freedom and spontaneity. Frustrated by regulation and restrictive procedures.	Likes to have clearly defined rules. Prefers an orderly environment with boundaries and controls.
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## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha= 0.73$

Sample: N=1,145 online respondents (2003)

Cronbach's Alpha  $\alpha= 0.72$

Focussed (6 item scale)

Sample: N=1,397 online respondents (2019)

Cronbach's Alpha  $\alpha= 0.65$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 2,972	20.2	4

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N= 150	36.17	6.3

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 356	34.65	6.68

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 335	32.07	6.16

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 160	38.64	5.78

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 253	38.54	6.08

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 310	38.70	5.88

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Authority	0.24
Change	-0.25
Creative	-0.33
Rational	0.21
Risky	-0.36

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Direct	-0.27
Friendship	-0.32
Influential	-0.22
Originality	-0.37
Structured	0.45
Variety	-0.45

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Controlled	0.33
Worrying	-0.30

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

16PF scale name	Correlation (p<0.05)
Dominance	-0.43

### Concurrent validity data

CPQ and assessment centre ratings.

See Criterion related validity study 2 in the **Technical supplement** section of this manual for details

Assessment centre rating	Correlation (p<0.05)
Planning/organisation	0.17



# PROFIT

Type of scale	Values
Default profile heading	Culture-fit

## Scale definition

Believes that other considerations should take priority over pursuit for profit. Uncomfortable in an environment where profit is paramount.	Believes that making a profit should always be the prime motivator. Enjoys working in a profit-orientated culture.
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## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.83$

Sample: N=912 online respondents (2003)

Cronbach's Alpha  $\alpha = 0.87$

Focussed (6 item scale)

Sample: N=309 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.76$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 301	18.6	4.65



**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=150	38.86	7.8

Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 356	32.49	7.49

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N=170	31.93	6.64

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 228	32.69	7.17

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
N= 266	32.82	7.01

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Achievement	0.31
Assertive	0.29
Authority	0.25
Calm	0.20
Caring	-0.33
Change	0.23
Competition	0.44
Ethics	-0.22
Internal control/potency	0.41
Self-esteem	0.32
Status	0.25

## Validity

### Construct validity data

CPQ and the Business Personality Indicator.

See Construct validity study 1 in the **Technical supplement** section of this manual for details

BPI scale name	Correlation (p<0.05)
Competitive	0.43
Dynamic	0.34

CPQ and the 16PF

See Construct validity study 2 in the **Technical supplement** section of this manual for details

16PF scale name	Correlation (p<0.05)
Emotional Stability	0.43

### Concurrent validity data

CPQ and assessment centre ratings.

See Criterion related validity study 2 in the **Technical supplement** section of this manual for details

Assessment centre rating	Correlation (p<0.05)
Developing others	-0.20
Leadership	-0.19

# SOCIAL DESIRABILITY

Type of scale	Response style
Default profile heading	Response style

## Scale definition

Self-critical in responding to the questionnaire. Open about possible weaknesses. Has probably made no effort to distort impression.	Has tended to give responses which are more desirable and which create a more favourable impression.
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## Reliability

Comprehensive (12 item scale)

Sample: N=150 internal applicants to managerial positions

Cronbach's Alpha  $\alpha = 0.79$

Sample: N=1,277 online respondents (2003)

Cronbach's Alpha  $\alpha = 0.79$

Focussed (6 item scale)

Sample: N=4,991 online respondents (2019)

Cronbach's Alpha  $\alpha = 0.68$

## Normative data

Composite group of a diverse range of individuals who completed the Focussed CPQ in English (2015-2020)

Sample size	Mean	Standard deviation
N= 4,954	24	2.8

**Composite group** of a diverse range of individuals who completed the Comprehensive CPQ in English (2001-2013)

Sample size	Mean	Standard deviation
N= 150	41.85	7.08

#### Other Comprehensive CPQ Norm Groups

**Managers** (all levels), from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 430	36.52	6.76

**Graduates** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 374	36.84	6.95

**Sales staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 327	36.85	6.70

**Retail staff** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 390	36.91	6.81

**Customer service** from a range of UK based organisations, who completed the Comprehensive CPQ in English. (1996-2013)

Sample size	Mean	Standard deviation
N= 428	36.84	6.88

## Inter-correlations with other CPQ scales

Sample: N=346 (composite group of UK graduates, managers, supervisors, retail employees)

CPQ scale name	Correlation (p<0.05)
Achievement	0.25
Adaptable	-0.40
Approachable	0.26
Caring	0.21
Independent	-0.20
Internal control/potency	0.23
Listening	0.37
Praise	-0.25
Rational	0.21
Tenacious	0.40

Sample: N=212 (Graduates)

CPQ scale name	Correlation (p<0.05)
Detail focused	0.21
Money	-0.27
Structured	0.24

## Validity

CPQ and the CPI

See Construct validity study 3 in the Technical supplement section of this manual for details

CPI scale name	Correlation (p<0.05)
Responsibility	0.24*
Self-control	0.40*

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