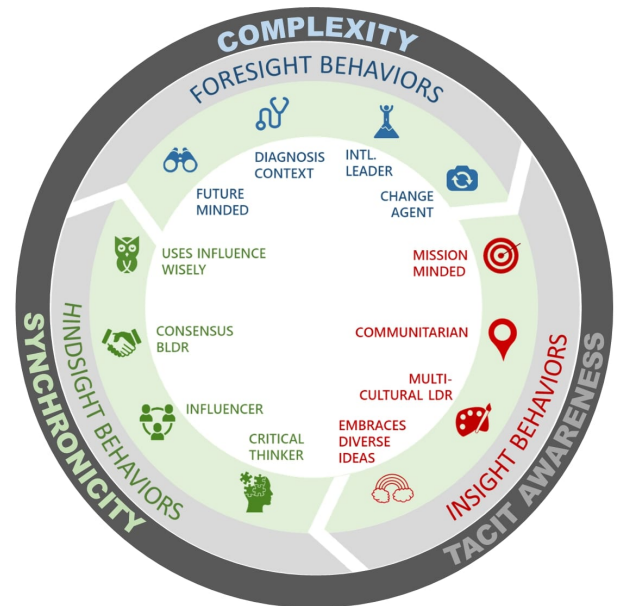
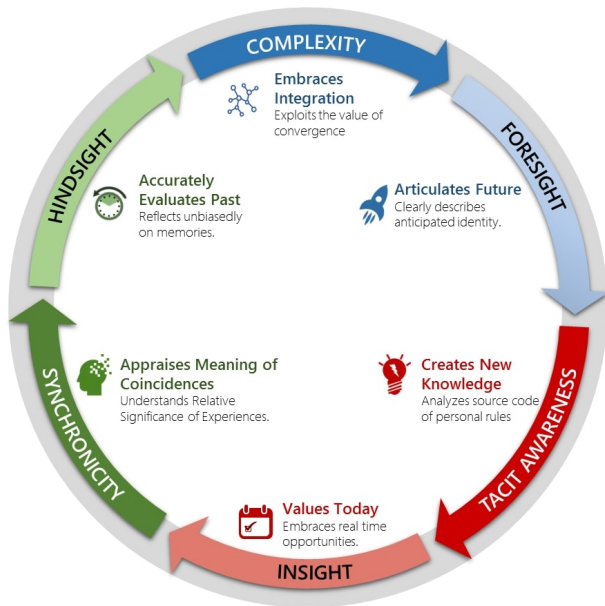


CONTEXTUAL INTELLIGENCE PROFILE



Johnny Doe

Date of Analysis: September 7th, 2023
Profile Code: yhwvuxhyp9di7kne4xf500km0eg4rucw

**Here's your Customized
Contextual Intelligence Profile™**

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Contextual Intelligence Profile™ Technical Brief

Overview

The Contextual Intelligence Profile™ has been used to assess contextual intelligence of individuals and organizations since 2008. The primary objective of the Contextual Intelligence Profile™ is to assess the frequency each the 12 contextual intelligence behaviors are practiced. The Contextual Intelligence Circumplex™ identifies the overarching framework that is ultimately organized around 12 behaviors related to three-time orientations - hindsight, insight, and foresight.

Instrument Psychometrics

The Contextual Intelligence Profile™ (CIP™) has undergone minor revisions and edits based on the evolution of the Contextual Intelligence Circumplex™. A full description of the psychometric properties of the CIP™ can be found in a 2017 study published in the *International Journal of Healthcare Management*, DOI: 10.1080/20479700.2017.1309819. The 48 item CIP™ was found to have an internal consistency (Cronbach alpha) of $\alpha = .92$, with an item analysis ranging from $\alpha = .914$ to $\alpha = .918$. This indicates very strong internal consistency-reliability. Kaiser–Myers–Olkin's (KMO) Measure of Sampling Adequacy with Bartlett's Test of Sphericity was used to determine the suitability of a factor analysis (KMO = 0.93; with Bartlett's ($X^2 = 2756.63_{(66)}, p = .001$), which was found to be satisfactory and further establishes construct validity. Therefore, Exploratory Factor Analysis of the 48 items organized the behaviors into three factors. The alpha scores for the items once organized into the three factors ranged from $\alpha = .74$ to $\alpha = .84$, indicating good internal consistency-reliability. Convergent validity of the factor-based model was established using Pearson r correlations which ranged from $r = .17$ to $r = .63$. $p = .000$. One-way analysis of variance (ANOVA, with Tukey Post-hoc) establish significant differences between factors, which demonstrates concurrent validity of the factor-based model.

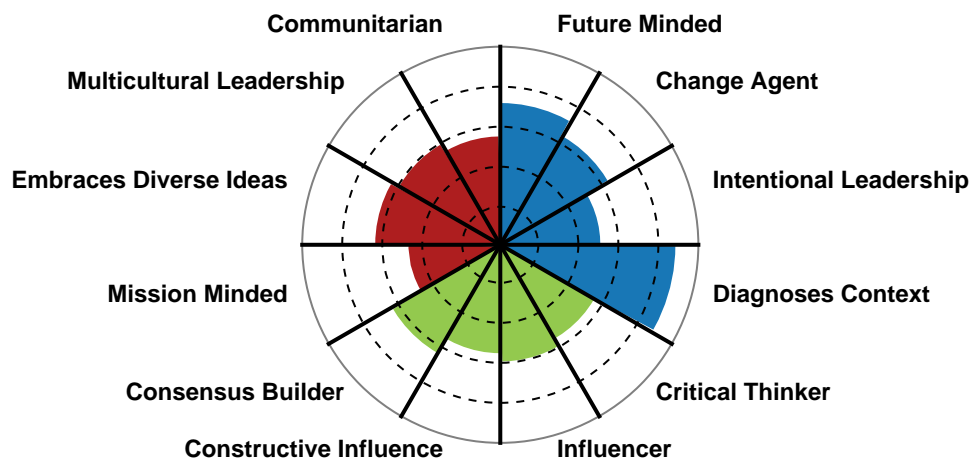
A second study in 2022 (DOI: 10.1080/20479700.2022.2086722) on a different population reported that a Cronbach coefficient alpha for the 48-item CIP™ was $\alpha = .935$ with an item analysis ranging from $\alpha = .933$ to $\alpha = .937$; the Cronbach coefficient alpha for the aggregate means of the 12-behaviors was $\alpha = .92$ with an item analysis ranging from $\alpha = .90$ to $\alpha = .92$, indicating strong internal consistency-reliability. Pearson r correlation coefficients for all 48 items ranged from $r = .193$ to $r = .781$, $p = .001$; for the aggregate 12 behaviors $r = .22$ to $r = .77$, $p = .001$, indicating convergent validity. Kaiser–Myers Olkin's (KMO) Measure of Sampling Adequacy for the aggregate means of the 12 behaviors was 0.927 and Bartlett's Test of Sphericity was significant ($X^2 = 1195.04_{(66)}, p = .001$) confirming that the 12 behaviors show common variance, suggesting factorability and construct validity.

Note: Several additional (external) researchers have evaluated CI for validity and reliability in different settings and multiple industries (e.g., banking, nursing, and higher education) and the CI items have been found to be valid and reliable across those industries as well.

Summary

The CIP™ has been peer-reviewed by multiple researchers in different industries and its psychometrics rigorously evaluated and is a reliable and valid measurement of the frequency contextual intelligence behaviors are practiced.

Your personalized Contextual Intelligence Circumplex™



The foundation of the Contextual Intelligence Circumplex™ is based on 12 behaviors that when practiced simultaneously indicate the overall presence of contextual intelligence. We have identified three contextual intelligence behaviors that you report to practice most frequently. This means that you believe you consistently demonstrate these behaviors within your environment. We also identified three behaviors that are currently limiting in your full expression of contextual intelligence. This means the three least demonstrated behaviors noted below should become an important part of your leadership development process. This does not mean that you do not demonstrate these behaviors at all; it is simply an indicator that you perceive to practice these behaviors less often than the others. A complete description of your three lowest behaviors as well as reflection questions and tips on how to acquire or better demonstrate the behavior is on the next page.

Your Three (3) MOST frequently demonstrated CI behaviors are:

1. **Diagnoses Context** - Accurately interprets and reacts to subtle or nuanced shifts in the environment; and is able to identify the things that contributed to the shift.
2. **Future Minded** - Seeing beyond contradictions (or obstacles) to a future others cannot yet see.
3. **Consensus Builder** - Convinces other people to see the common good or a different point of view.

This indicates that you believe yourself to have strengths in:

BEHAVIOR	STRENGTHS
DIAGNOSES CONTEXT	<ul style="list-style-type: none"> • Recognizes subtle or nuanced shifts in your surroundings. • Is able to articulate what contributed to the changes you recognized.
FUTURE MINDED	<ul style="list-style-type: none"> • Is able to articulate alternate courses of action to achieve a desirable future. • Anticipates the outcomes of the current trajectory more clearly than others.
CONSENSUS BUILDER	<ul style="list-style-type: none"> • Articulates how other people's goals and ideals adds value to the team. • Has compassion and empathy for other people's experiences.

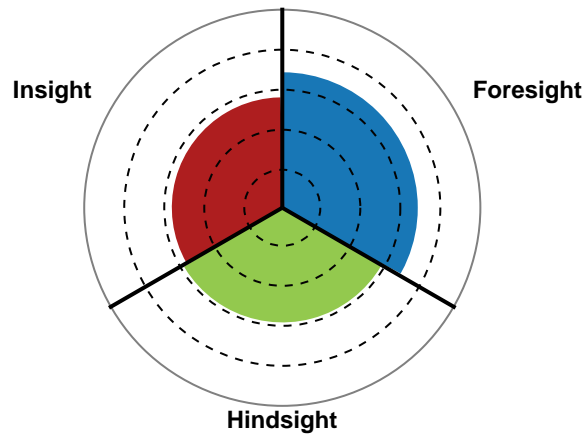
Your Three (3) LEAST frequently demonstrated CI behaviors are:

1. **Mission Minded** - Recognizes and communicates how individual performance (of self and others) influence what people think.
2. **Intentional Leadership** - Is proactive concerning personal strengths and weaknesses and has clearly delineated outcome markers indicating progress.
3. **Communitarian** - Demonstrates civic duty and expresses concern about social trends and issues and participates in social and community activities.

Recommendations to increase the frequency of your three lowest CI behaviors:

BEHAVIOR	DESCRIPTION	TIPS TO DEVELOP THE BEHAVIOR
INTENTIONAL LEADERSHIP	Is proactive concerning personal strengths and weaknesses and has clearly delineated outcome markers indicating progress.	<ul style="list-style-type: none"> • Discover your dominant leadership style. • Pick one person every day and ask them directly what they need from you in order for them to do their job better. • Be diligent to identify your strengths and weaknesses – this will include asking other people how they perceive you. Refuse to make excuses for what you’ve done that contributed to their perception.
COMMUNITARIAN	Demonstrates civic duty and expresses concern about social trends and issues and participates in social and community activities.	<ul style="list-style-type: none"> • Volunteer in your local community. • Make a list of how what you do at work directly benefits one of the causes you care about. • In a peaceful respectful manner describe to others how their physical contribution matters to the big picture.
MISSION MINDED	Recognizes and communicates how individual performance (of self and others) influence what people think.	<ul style="list-style-type: none"> • Identify areas where your actions and values/beliefs are inconsistent. • Commit to recognizing how your actions and attitudes affects the reputation of people other than yourself. • Make a list of your top five core values; the things that motivate you to do what it is you do.

Your Personalized 3D-Thinking Profile



The 3D thinking profile indicates how your contextual intelligence behaviors influence your time orientation. Based on the graph above you will be better able to understand which time orientation you demonstrate most frequently in your actions.

Your *most frequently* demonstrated time orientation: Foresight

Foresight is a proper understanding of the future. Foresight is the ability to mentally prepare for the unexpected and unknown. Foresight includes the thoughtful anticipation of circumstances and events. Foresight helps put in perspective positive and negative opportunities and can suppress the fear associated with uncertainty. Foresight is an essential vantage point from which to try and understand the past and present. Essential to fully embracing foresight is the appreciation of complexity. Appreciating complexity is understanding there are multiple variables and influences many of which are unknown that affect what is being observed. Without appreciating the difference between complexity and complication it is difficult to fully practice foresight. Foresight requires the ability to articulate a realistic plan for an ideal future. People who demonstrate foresight are often able to clearly articulate the ideal future so that others can see and imagine that future as well. Practicing foresight includes but is not limited to the frequent demonstration of the following four behaviors: future mindedness, diagnoses context, intentional leadership, and change agency.

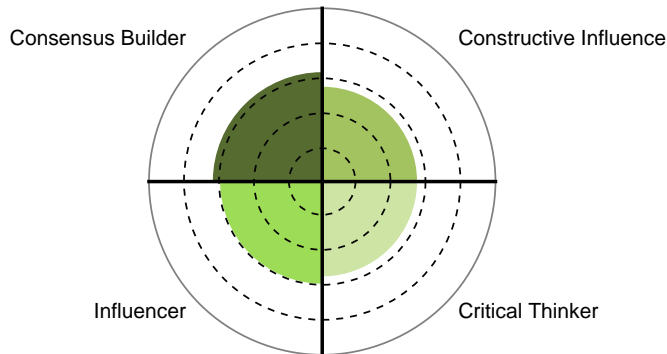
Your *least frequently* demonstrated time orientation: Insight

Insight occurs when we place a high value on the present. The proper use of insight requires the integration of foresight and hindsight. Insight is the acute awareness of how real-time actions are influencing desired outcomes and thoughts. The present is the dimension where all decisions are made, and life is lived. Through the lens of insight, we understand that both the past and the future are only pieces of our imagination. Insight offers a lens from which to assess how one's thinking (i.e., memories and anticipated memories) influence real-time attitudes and actions. Accurately implementing insight requires a keen understanding of how to leverage tacit knowledge. Tacit knowledge are those things that you believe to be true or have learned "along the way," but are not sure when, where, or how you learned them. Some practitioners and researchers refer to tacit knowledge as intuition or wisdom. Practicing insight includes but is not limited to frequent demonstrations of the following four behaviors: Mission mindedness, communitarianism, multicultural leadership, and embracing diverse ideas.

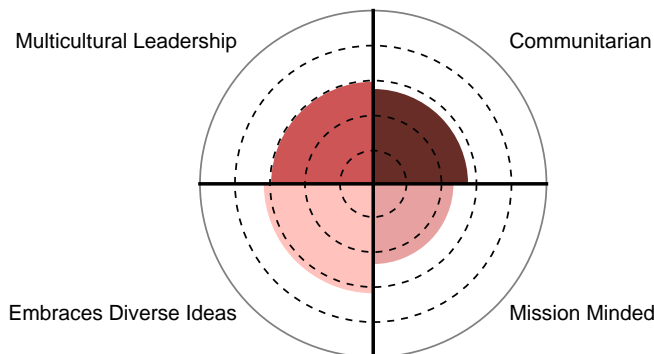
Time Orientations

The graphs below indicate how each of the 12 behaviors contributes toward your 3D thinking orientations. Use the graphs below to identify which behaviors are significant contributors and/or detractors from practicing each of the 3D thinking orientations. For example, if your least frequently demonstrated time orientation was hindsight then you can use the graphs below to determine which behaviors contribute to hindsight, so you can begin to develop an intentional development plan. These behaviors may or may not overlap with the behaviors identified on page 2. Note: these are self-reported perceptions.

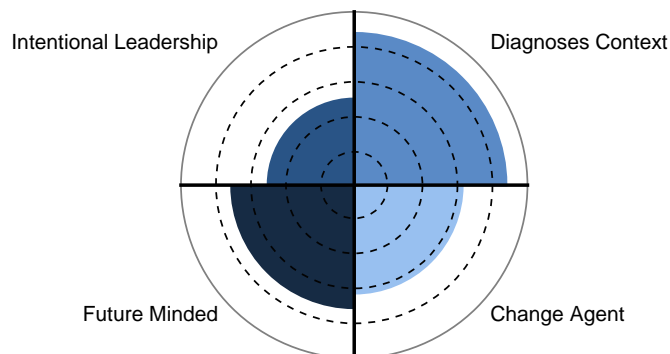
Hindsight



Insight

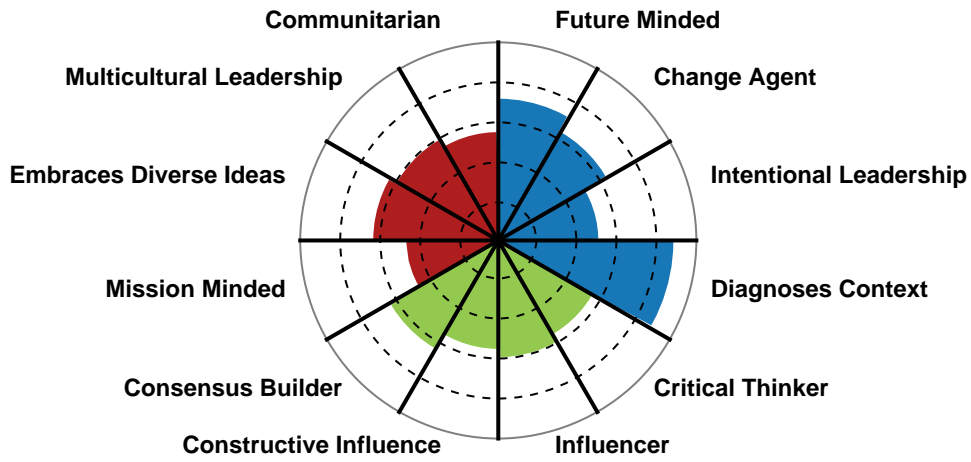


Foresight

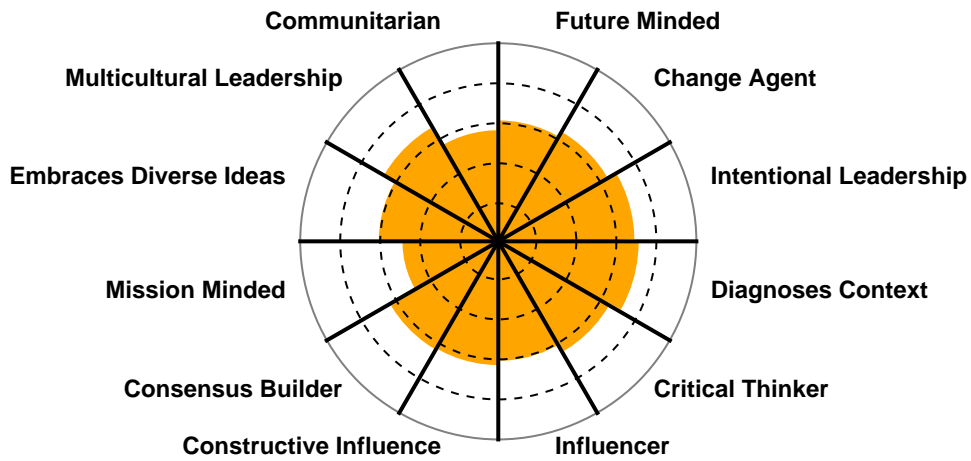


National Comparison

Your CI Profile



National CI Profile



Next Steps

Download the **contextual intelligence implementation workbook** from <https://drmattkutz.com/> under the books tab. This resource can be a very valuable next step in your development of contextual intelligence. The contextual intelligence implementation workbook takes you through a guided process of understanding your results in more detail and will help you to develop and informed action plan to become more contextually intelligent.

The contextual intelligence implementation workbook is intended to be integrated over several weeks or months (at your own pace) and will help you integrate many of the ideas and concepts discussed in the award-winning book titled, ***Contextual Intelligence: how thinking in 3-D can help resolve complexity, uncertainty, and ambiguity***. This book is available at all bookstores and online retailers. By reading the book as an adjunct to this profile you will be able to develop a much deeper understanding of what contextual intelligence is, the behaviors, as well as 3D thinking.

The book also goes into greater detail on the three meta-skills of the contextually intelligent person. Those meta-skills include embracing complexity, engaging in synchronicity, and leveraging tacit knowledge. In addition to describing the meta-skills associated with contextual intelligence the book also identifies 14 specific action steps that you can begin to implement today to help you become more contextually intelligent.

For personal coaching and mentoring on becoming a better leader through Contextual Intelligence you can contact Dr. Matthew Kutz via his website at <https://drmattkutz.com/>