

# Transforming Data into Knowledge

## Identifying Military Leaders, Building Competencies with CPP's CPI 260™ Assessment and Research Services



When a division of the military wanted to improve its leadership development program for senior personnel, it asked CPP, Inc., to help it develop a system for capturing and using aggregate information to create performance benchmarks. The program provided for the creation of a validated “portrait of a leader” with clearly identified leadership competencies. CPP recommended a combination of the CPI 260™ assessment and CPP Research Services that would provide competency summaries for each individual in the program. These summaries would enable officers to benchmark their competencies against those of other successful leaders within their military specialty and to grow their leadership skills.

### WHY DID THE MILITARY CHOOSE CPP AND THE CPI 260™ ASSESSMENT FOR LEADERSHIP DEVELOPMENT?

The CPI 260 assessment is a coaching and leadership development tool built on more than 50 years of research and successful real-life applications that have been empirically derived and research validated. Two key reports are generated from the CPI 260 assessment: the Client Feedback Report and the Coaching Report for Leaders. These reports give specific feedback to individuals and suggest growth and development areas for them. They equip managers and executives with personalized information that enables them to identify their strengths and blind spots, maximize their strengths, target areas for development, and plan action steps to increase their effectiveness as leaders.

### HOW WERE THE OFFICERS ASSESSED AND COACHED?

Officers completed the CPI 260 assessment online prior to reporting to a two-week military course. As part of their two-week training, they received their personalized Client Feedback Reports, Coaching Reports for Leaders, and individual and group competency profiles. The competency profiles summarized the results of other officers in their training session, officers in previous sessions, and senior leaders within their specialty. They also received individual confidential counseling on information disclosed in their reports and signed up to work with a leadership partner for a year.

The Client Feedback Report provides individuals their CPI 260 scale scores—the metrics used in creating their personalized Coaching Reports for Leaders. The Coaching Report for Leaders compares an individual's CPI 260 responses against those of a sample of 5,610 managers and executives from the Leadership Development Program offered at the Center for Creative Leadership.

The Coaching Report for Leaders is an important resource for exploring individual leadership preferences, abilities, skills, and behaviors, and for creating personalized development plans targeting areas for improvement. It assesses key leadership competencies such as self-management, organizational capabilities, team building, problem solving, and sustaining the vision.

Developed by Sam Manoogian, the Coaching Report for Leaders assesses individuals' leadership characteristics that map to scales on the CPI™ assessment. The officers received information about their potential in five core performance areas identified by Manoogian based on specific characteristics (See Figure 1). Each individual was able to review his or her data and determine which skills to further develop.

---

*“CPP was able to provide an easy-to-understand report that enabled the military leaders to evaluate their strengths and development opportunities as a team.”*

— Rich Thompson,  
CPP Divisional Director of Research

---

### BRINGING THE POWER OF DATA TO LIFE

Almost from the start, the officers wanted even more numerical detail than they received in their personalized Client Feedback Reports or Coaching Reports for Leaders. In response, support staff began aggregating results from individual CPI 260 assessments into training group summaries and creating profile summaries comparing group scores against those of successful leaders. While time consuming, the process was manageable at the outset when training groups were few and numbered only 14 to 25 participants each. However, as the number of training sessions grew, some with larger numbers of students, the class facilitator and trainer decided to contact CPP Research Services to find a quick, confidential way to simplify the process.

CPP's team of research specialists developed an automated process that enabled the military training division to take the next logical step in the use of assessments: to move beyond the individual level of interpretation and

Figure 1

| Coaching Report for Leaders Core Performance Areas, Leadership Characteristics, and CPI™ Scales Mapping |   |  |
|---|---|--|
| Core Performance Area   | Leadership Characteristic   | CPI™ Scales  |
| Self-management   | <ol style="list-style-type: none"> <li>1. Self-awareness</li> <li>2. Self-control</li> <li>3. Resilience</li> </ol>   | <ol style="list-style-type: none"> <li>A. Self-acceptance</li> <li>B. Empathy</li> <li>A. Social Conformity</li> <li>B. Self-control</li> <li>A. Self-acceptance</li> <li>B. Well-being</li> </ol>   |
| Organizational Capabilities   | <ol style="list-style-type: none"> <li>1. Use of Power and Authority</li> <li>2. Comfort with Organizational Structures</li> <li>3. Responsibility and Accountability</li> <li>4. Decisiveness</li> </ol> | <ol style="list-style-type: none"> <li>A. Dominance</li> <li>B. Self-control</li> <li>A. Social Conformity</li> <li>B. Achievement via Conformance</li> <li>A. Responsibility</li> <li>B. Leadership</li> <li>A. Dominance</li> <li>B. Independence</li> </ol> |
| Team Building and Teamwork  | <ol style="list-style-type: none"> <li>1. Interpersonal Skill</li> <li>2. Understanding Others</li> <li>3. Capacity for Collaboration</li> <li>4. Working With and Through Others</li> </ol>              | <ol style="list-style-type: none"> <li>A. Sociability</li> <li>B. Amicability</li> <li>A. Empathy</li> <li>B. Insightfulness</li> <li>A. Tolerance</li> <li>B. Creative Temperament</li> <li>A. Independence</li> <li>B. Managerial Potential</li> </ol>       |
| Problem Solving   | <ol style="list-style-type: none"> <li>1. Creativity</li> <li>2. Handling Sensitive Problems</li> <li>3. Action Orientation</li> </ol>  | <ol style="list-style-type: none"> <li>A. Creative Temperament</li> <li>B. Achievement via Independence</li> <li>A. Dominance</li> <li>B. Empathy</li> <li>A. Flexibility</li> <li>B. Sensitivity</li> </ol>   |
| Sustaining the Vision   | <ol style="list-style-type: none"> <li>1. Self-confidence</li> <li>2. Managing Change</li> <li>3. Influence</li> <li>4. Comfort With Visibility</li> </ol>  | <ol style="list-style-type: none"> <li>A. Independence</li> <li>B. Leadership</li> <li>A. Self-control</li> <li>B. Flexibility</li> <li>A. Sociability</li> <li>B. Dominance</li> <li>A. Capacity for Status</li> <li>B. Social Presence</li> </ol>            |

gain a broader, more comprehensive view of the entire leadership landscape. By combining data for multiple groups of participants, the commanders and key training professionals now have visibility into areas that may require further development on a large scale.

A snapshot of aggregate results provides a 360-degree view of the group's overall strengths, potential opportunities for further assessment, and areas in which development is needed on key leadership characteristics such as self-management, organizational capabilities, team building, problem solving, and sustaining the vision. Using this newfound insight, they have been able to fine-tune the curriculum for subsequent training programs and allocate important strategic resources where they are needed most. What was once a labor intensive and potentially error-prone process to create organization-specific aggregate reports is now fully automated and error-free.

#### USING ASSESSMENTS TO IMPROVE PERFORMANCE

Easy to access by the class facilitator, and completely confidential, this customized analysis and reporting system has turned the data from individual CPI 260 assessment results into powerful learning concepts and concrete ideas for improving both personal and organizational effectiveness. Armed with these research reports and fresh new insights, the class facilitator continues to enhance learning, improve outcomes, and create new program initiatives that:

- Create unique one-to-one or group coaching partnerships among mentors or peers
- Save staff time and training costs with improved delivery of leadership development programs
- Build a research-based foundation for funding improved training initiatives across work groups, departments, and divisions

For more than three years, and with hundreds of military officers and civilian workers alike, the CPI 260 assessment has proven to be a powerful tool for creating a precise portrait of an individual's leadership potential and for helping this military training unit craft a highly effective learning experience for its future senior leaders.

---

*“The CPI 260 reports and metrics have provided our officers and senior leaders a snapshot in time of both their individual and our community’s leadership profiles. We’ve modified curricula in our courses based on insights we’ve gained from the CPI 260 assessment and our community’s leadership profile.”*

— Military Training Director

---