

# Comparing the CPI 260™ Instrument to the Benchmarks® Scales: An Initial Validity Study

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The CPI 260™ instrument and the results from the Coaching Report for Leaders are compared with the Center for Creative Leadership's Benchmarks® 360 Degree assessment. The goal of these comparisons is to examine how well the instruments, and reports, are related. These analyses provide an indication of the concurrent validity of the instrument and reports, using the Benchmarks® assessment as the criterion. Overall, the results of the analyses indicate that relationships exist where they make conceptual sense. In addition, the correlations are large enough to indicate concurrent validity, but are not so large as to suggest redundancy of the measures, and reports.

## Introduction

Historically, the California Psychological Inventory™ (CPI™) instrument has been used to assist in the development of effective leaders (Gough & Bradley, 1996; Carson & Parker, 1966; Gough, 1969; Gough, 1989; Gough, 1990; Megargee & Carbonell, 1988). The most recent revisions of the CPI™ instrument (i.e., Forms 462, 434, and now the CPI 260™ instrument) had as one of its goals the creation of an assessment that is more useful to organizations for a variety of purposes, including leadership development.

Goals of the revision included the elimination of items that may be problematic under the American's with Disabilities Act, and a general reduction in length (Manoogian, 2002), which would make the assessment more useful to organizations (Research Department CPP Inc., 2002). These changes resulted in the CPI 260™ instrument. Since the CPI 260™ instrument is primarily a shorter version of the Form 434 of the CPI™ instrument, prior research related to leadership and the various forms of the CPI™ instruments remains relevant. However, it is useful to re-establish the

validity of the revised assessment. Additionally, one of the first reports developed based on the CPI 260™ instrument is for leadership development -- Coaching Report for Leaders® (Manoogian et al., 2002). An important validity concern that arises is how well does the CPI 260™ instrument relate to other measures of leadership, and, how accurately does the Coaching Report for Leaders (Manoogian et al., 2002) categorize the Leadership Characteristics examined.

To address these questions, this report examines the relationships using the Benchmarks® (Dalton et al., 1997) 360-degree assessment as the criterion measure. Specific hypotheses were not made, other than an expectation that conceptually similar constructs would be related, and that leaders categorized as having strength on the Coaching Report for Leaders® would have leadership characteristics that would be perceived differently on related measures.

#### *Sample and Data Collection*

The sample consisted of over 6000 supervisors, managers, and executives who attended training at the Center for Creative Leadership in 1995 and 1996. To be included in this study, the attendees had to have completed both the CPI™ 462 instrument, and at least the Self-rating on the Benchmarks® instrument.

Additional demographic information regarding the sample is summarized in

**Table 1.** The demographic information is drawn from the CCL demographics included on the Benchmarks® instrument. The table suggests that most of the participants are middle to upper level managers and executives in private sector organizations. They were mostly male, and primarily worked in staff jobs.

#### *Instruments*

As part of the assessment phase of the CCL training, the ratees completed the Benchmarks® instrument and the CPI™ 462 instrument. The CPI™ 462 instrument was then re-scored to produce a very close approximation of the CPI 260™ instrument results. The CPI 260™ assessment is comprised of 260 true or false items. Twenty folk scales are constructed from these items. In addition, there are 3 structural or vector scales, and 5 special purpose scales related to work-relevant things like management, leadership, creativity, etc. These scales are summarized in Table 2. The first seven scales in Table 2 measure more interpersonal attributes of personality. The next seven measure attributes of values and expectations. The third set of scales reflects cognitive tendencies and achievement needs.

Table 1.

#### *Demographic Summary of the Study Participants*

<b>Demographic Variable</b>	<b>Values</b>	<b>Percent</b>
Gender	Males	72.0
	Females	28.0
Organization Type	Private	88.4
	Public	11.6
Level in Organization	Not a Manager	3.6
	First Level Supervisor or Area Manager	28.5
	Other Middle Manager	5.3
	Manages Smaller Functions or Sub-functions, Departments or Specialties	23.8
	Major Functional or Product Managers	20.5
	Executives/Managers in Charge of Smaller Businesses, Divisions, Product Sales	21.4
	Corporate Officers and Executives in Charge of Major Subsidiaries or Business Groups	14.5
Type of Job	Line	31.0
	Staff	49.0
	Other	20.0

The last five scales are specialty scales, which are generally related to management and work situations. Because only the most helpful scales for the application of coaching are used, not all of these are utilized in the Coaching Report for Leaders.

The Benchmarks® assessment has 164 items that result in 22 scales in two sections. These scales are summarized in Table 3. The first section, Leadership and Skills Perspectives, is divided into three additional sub-categories. These include Meeting Job Challenges (4 scales), Leading People (5 scales), and Respecting Self and Others (7 scales). The final section, Problems that can stall a Career, has 6 scales. In addition to the Self-assessment using the Benchmarks® instrument, up to four additional raters completed the Benchmarks® assessment for each ratee. These other ratings include Peer assessments, Subordinate assessments, Superior or immediate supervisor assessments, and Other Superior assessments. For all of these, with the exception of Self-assessments, multiple raters in each category may have completed the Benchmarks® assessment for a single ratee. For the purposes of this study, multiple ratings from the same source category were aggregated to a single source rating for each ratee. Therefore, for each individual ratee there exist a Benchmarks® Self-rating, and possibly an aggregate rating from each of the other sources.

### **Analysis and Results**

Several analyses were conducted for the measures included in the present study. First, the CCL sample's descriptive statistics for both the CPI 260™ instrument and the Benchmarks® measures are summarized in Table 2 and Table 3, respectively. The second set of analyses correlated the folk scales, vector measures, and the specialty scales obtained from the CPI 260™ instrument with the Benchmarks® scales. The final set of analyses examines differences between ratees categorized as having a strength or developmental opportunity on the Leadership Characteristics presented in the Coaching Report for Leaders, using the Benchmarks® measures as criteria.

### *Descriptive Statistics*

Descriptive statistics for the CPI 260™ instrument are presented in Table 2. A review of Table 2 shows that nearly all of the leaders included in CCL sample have scores that differ from the average, often nearly a standard deviation higher, or lower, than the national norm group ( $M=50$ ,  $SD = 10$ ). The smallest differences occur for Social Presence, Communality, and Self-Control. The largest differences occur for Managerial Potential, Achievement via Independence, and Independence. Taken as a whole, the results in Table 2 suggest that the CCL sample differs from the general population, and the norm group upon which the CPI 260™ instrument was based. These differences are important since they indicate that the personality profile of leaders is also different from the general population. These results also limit the generalizability of the current results. Specifically, the relationships found here may only hold for leaders, and not for other samples drawn from the general population.

Table 2.  
*CPI 260™ Descriptive Statistics for the CCL Leadership Sample*

<b>CPI 260™ Scales</b>	<b>Mean</b>	<b>SD</b>	<b>Times Used in Coaching Report</b>
<b>Dominance (Do)</b>	61.13	7.43	4
<b>Capacity for Status (Cs)</b>	59.01	7.79	1
<b>Sociability (Sy)</b>	56.61	8.56	2
<b>Social Presence (Sp)</b>	53.83	9.11	1
<b>Self Acceptance (Sa)</b>	58.44	7.87	2
<b>Independence (In)</b>	61.69	6.76	3
<b>Empathy (Em)</b>	60.48	8.89	3
<b>Responsibility (Re)</b>	55.45	6.98	1
<b>Social Conformity (So)</b>	55.58	6.83	2
<b>Self-Control (Sc)</b>	54.48	8.74	3
<b>Good Impression (Gi)</b>	57.26	8.48	
<b>Communality (Cm)</b>	53.80	5.39	
<b>Well-being (Wb)</b>	56.86	6.50	1
<b>Tolerance (To)</b>	61.45	6.56	1
<b>Achievement via Conformance (Ac)</b>	57.99	6.20	1
<b>Achievement via Independence (Ai)</b>	62.63	6.26	
<b>Conceptual Fluency (Cf)</b>	58.28	6.54	
<b>Insightfulness (Is)</b>	60.06	7.12	1
<b>Flexibility (Fx)</b>	54.96	9.79	2
<b>Sensitivity (Sn)</b>	44.95	9.66	1
<b>Participating/Private (v.1)</b>	41.12	8.57	
<b>Approving/Questioning (v.2)</b>	52.42	8.52	
<b>Fulfillment (v.3)</b>	60.93	7.42	
<b>Managerial Potential (Mp)</b>	65.50	6.58	1
<b>Work Orientation (Wo)</b>	56.51	6.46	
<b>Creative Temperament (Ct)</b>	57.86	9.55	3
<b>Leadership (Lp)</b>	61.79	6.59	2
<b>Amicability (Ami)</b>	56.57	8.20	1

Descriptive statistics for the same sample on the Benchmarks<sup>®</sup> assessment are presented in Table 3. The table shows the average responses for the Self-assessment on the Benchmarks<sup>®</sup> measures, as well as the Benchmarks<sup>®</sup> descriptive statistics for each of the other four aggregated rating sources. The sample size reported for each rating source in the table,

therefore, is the number of ratings/ after aggregation for each ratee. Notice that the sample size for the other superior raters is generally smaller than the other sources. The table also shows a high degree of consistency in the ratings across the various rater sources.

Table 3.  
*Benchmarks® Descriptive Statistics for the CCL Leadership Sample*

<b>Benchmarks® Scales</b>	<b>Self Report</b>		<b>Peers</b>		<b>Subordinates</b>		<b>Superior</b>		<b>Other Superior</b>	
	(n=5712-5861)		(n=5824-5580)		(n=5346-5242)		(n=5219-4654)		(n=1475-1259)	
	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>
Resourcefulness	3.73	.39	3.66	.39	3.72	.41	3.65	.53	3.65	.52
Doing Whatever it Takes	3.87	.45	3.79	.41	3.84	.43	3.79	.55	3.82	.54
Being a Quick Study	3.83	.58	3.92	.46	3.90	.49	4.01	.63	4.00	.60
Decisiveness	3.71	.65	3.57	.55	3.56	.57	3.60	.78	3.64	.73
Leading Employees	3.72	.41	3.50	.46	3.52	.49	3.56	.57	3.56	.57
Setting a Development Climate	3.85	.47	3.61	.46	3.61	.54	3.74	.59	3.72	.57
Confronting Problem Employees	3.31	.65	3.35	.55	3.30	.60	3.33	.75	3.34	.73
Work Team Orientation	3.83	.60	3.60	.52	3.73	.55	3.55	.73	3.53	.68
Hiring Talented Staff	3.88	.58	3.61	.47	3.80	.46	3.67	.67	3.65	.64
Building and Mending Relationships	3.70	.44	3.56	.53	3.57	.54	3.60	.66	3.64	.65
Compassion and Sensitivity	3.73	.53	3.50	.54	3.42	.59	3.68	.63	3.68	.64
Straightforwardness and Composure	3.99	.48	3.90	.47	3.98	.49	4.11	.62	4.06	.60
Balance Between Personal Life and Work	3.48	.79	3.73	.61	3.59	.74	3.81	.75	3.77	.72
Self-Awareness	3.72	.50	3.45	.53	3.39	.58	3.55	.72	3.60	.67
Putting People at Ease	3.75	.66	3.80	.65	3.72	.71	3.83	.78	3.89	.77
Acting with Flexibility	3.76	.45	3.57	.48	3.56	.53	3.60	.62	3.62	.60
Problems with Interpersonal Relationships	1.64	.58	1.91	.64	1.92	.68	1.77	.77	1.77	.75
Difficulty Molding a Staff	1.81	.56	2.16	.55	2.05	.56	2.03	.75	2.08	.73
Difficulty Making Strategic Decisions	1.81	.57	2.01	.53	1.84	.53	2.02	.75	2.07	.74
Lack of Follow-Through	1.77	.61	1.91	.55	1.94	.60	1.71	.71	1.73	.70
Overdependence	2.14	.67	2.14	.48	2.09	.52	2.00	.69	2.05	.67
Strategic Differences with Management	2.14	.74	2.31	.58	2.13	.56	2.18	.83	2.25	.81

### *Correlations*

Bivariate correlations among the CPI 260™ scales and the Self-assessment Benchmarks® measures are presented in Table 4. Table 5 presents the bivariate correlations among the CPI 260™ assessments scales and the Peer-assessment Benchmarks® measures. Similarly, Table 6 presents the bivariate correlations among the CPI 260™ scales and the Subordinate-assessment ratings using Benchmarks® measures. Bivariate correlations among the CPI 260™ scales and the Superior-assessment Benchmarks® measures are presented in Table 7. Finally, Table 8 presents the bivariate correlations among the CPI 260™ scales and the Other Superior-assessment Benchmarks® measures. The results of each are briefly discussed in turn.

A review of the five tables shows that the correlations are generally larger, and there are a greater number of significant correlations in Table 4 compared with the remaining tables. This could be due to greater awareness of behavior and thus more accurate Self-assessments. However, the possibility that measurement error inflates these correlations cannot be ruled out because this table has only correlations among measures completed by the same source. Still, the results do converge with similar patterns of correlations across the rating sources, and significant correlations that make sense given the content of the two instruments.

As can be seen in Table 4, there are a number of significant correlations between the two instruments. Due to the large sample size, even small correlations are in some cases, statistically significant. Therefore, following (Dalton et al., 1997), only correlations of .20 or

larger are noted for the Self-assessment ratings. In addition, the Benchmarks<sup>®</sup> measures from the section focused on Problems that can Stall a Career are generally negatively correlated with CPI 260<sup>™</sup> assessment measures. This is consistent with what would be expected, since the trait measures of the instrument are generally more positive as the scores get higher. Table 4 shows:

- ?? The Benchmarks<sup>®</sup> measure of Resourcefulness correlates with Leadership, Dominance, Independence, Self Acceptance, Managerial Potential, Achievement via Conformance, and Conceptual Fluency.
- ?? Doing Whatever it Takes correlates with Dominance, Capacity for Status, Sociability, Social Presence, Self Acceptance, Independence, Participating/Private (Vector 1), and Leadership.
- ?? Being a Quick Study correlates with Dominance, Independence, Conceptual Fluency, and Leadership.
- ?? Decisiveness correlates with Dominance, Capacity for Status, Sociability, Social Presence, Self Acceptance, Independence, Participating/Private (Vector 1), and Leadership.
- ?? Leading Employees correlates with Leadership.
- ?? Setting a Development Climate correlates with Leadership.
- ?? Confronting Problem Employees correlates with Dominance, Independence, and Leadership.
- ?? Work Team Orientation correlates with Well-being, Independence, and Leadership.
- ?? Hiring Talented Staff has no correlations greater than .20. The highest correlation, however, is .177 with leadership.
- ?? Building and Mending Relationships correlates with Empathy, Good Impression, Leadership, and Amicability.
- ?? Compassion and Sensitivity has no correlations higher than .20, however, the highest correlation is with Empathy ( $r=.166$ ). While this relationship does not meet the criteria, it does make the greatest conceptual sense.
- ?? Straightforwardness and Composure correlates with Self-Control, Good

Impression, Well-being, Tolerance, Fulfillment (vector 3), Managerial Potential, Work Orientation, and Amicability.

- ?? Balance Between Personal Life and Work correlates with Social Conformity, Well-being, Work Orientation, and Amicability.
- ?? Self-Awareness does not correlate with any CPI 260<sup>™</sup> measure at .20. The highest correlation is with the measure of leadership, however.
- ?? Putting People at Ease correlates with Capacity of Status, Sociability, Social Presence and Empathy.
- ?? Problems with Interpersonal Relationships correlate negatively with Social Conformity, Self-Control, Good Impression, Managerial Potential, Work Orientation, and Amicability.
- ?? Difficulty Molding a Staff correlates negatively with Dominance and Leadership.
- ?? Difficulty Making Strategic Decisions correlates negatively with Dominance, Sociability, Independence, Well-being, Achievement via Conformance, Managerial Potential, and Leadership.
- ?? Lack of Follow Through negatively correlates with Good Impression.
- ?? Overdependence negatively correlates with Social Conformity, Self-Control, Good Impression, Well-Being, Achievement via Conformance, Managerial Potential, Work Orientation, Leadership, and Amicability.
- ?? Strategic Differences with Management correlates negatively with Good Impression, Well-being, and Amicability.

When considering the categories of the measures in the two instruments noted above, an interesting pattern of correlations emerges. The Benchmarks<sup>®</sup> assessment's measures related to Meeting Job Challenges seem to correlate most often with measures of interpersonal attributes. The Benchmarks<sup>®</sup> measures related to Leading People generally correlate with the Leadership specialty scale on the instrument. Interestingly, there appears to be no overlap between the two measures regarding the Benchmarks<sup>®</sup> measure of Hiring Talented Staff. Correlations among the Benchmarks<sup>®</sup> measures of Respecting Self and Others tend to cluster into the CPI 260<sup>™</sup> instrument's measures of values and

expectations, and the specialty scales. One exception is that the measure of Putting People at Ease correlates with the instrument's interpersonal section. Finally, the Benchmarks® measures in the Problems that can Stall a Career Section seem to cluster with the specialty scales, and the values and expectations measures on the instrument.

Correlations between the CPI 260™ instrument and the Benchmarks® measures completed by Peers are summarized in Table 6. It is immediately apparent that there are fewer significant correlations compared with the Self-reports. In addition, there are many fewer correlations of .2 or greater. The same is true for the other rating sources as well. Therefore, correlations of .10 and greater were considered for the remaining rating sources. Using this lower standard, the pattern of correlations in

Table 5 through Table 8 are, overall, similar to that found for the Self ratings. Across the remaining sources of ratings, The CPI 260™ measures of Leadership and Amicability are two of the most frequent correlates of the Benchmarks® measures, as are Dominance, Self Acceptance, and Independence. The overall pattern is also similar across rating sources, with the CPI 260™ measures of interpersonal attributes correlating with the Benchmarks® measures of Meeting job challenges and with Leading People correlating with the specialty measures. The Benchmarks® measures of Respecting Self and Others generally correlates with measures from the values and expectations categories, while the Problems that Can Stall a Career correlate with both the specialty measures and values and expectations measures from the CPI 260™ instrument.

Table 4.  
*Correlations Between CPI 260™ and Benchmarks® Self Ratings*

	Meeting Job Challenges				Leading People				
	Resourcefulness	Doing Whatever it Takes	Being a Quick Study	Decisiveness	Leading Employees	Setting a Development Climate	Confronting Problem Employees	Work Team Orientation	Hiring Talented Staff
<b>CPI 260™ Scales</b>									
<b>Dominance (Do)</b>	.283**	.410**	.222**	.385**	.170**	.185**	.253**	.148**	.165**
<b>Capacity for Status (Cs)</b>	.164**	.246**	.175**	.204**	.131**	.117**	.115**	.097**	.105**
<b>Sociability (Sy)</b>	.195**	.286**	.155**	.231**	.160**	.150**	.179**	.135**	.135**
<b>Social Presence (Sp)</b>	.119**	.200**	.131**	.210**	.073**	.067**	.078**	.081**	.084**
<b>Self Acceptance (Sa)</b>	.205**	.319**	.169**	.309**	.118**	.122**	.183**	.100**	.130**
<b>Independence (In)</b>	.250**	.361**	.242**	.352**	.124**	.144**	.201**	.126**	.142**
<b>Empathy (Em)</b>	.172**	.192**	.139**	.126**	.179**	.139**	.071**	.124**	.094**
<b>Responsibility (Re)</b>	.142**	.088**	.126**	.021	.126**	.089**	.039**	.094**	.072**
<b>Social Conformity (So)</b>	.072**	-.007	.024	-.052**	.088**	.041**	.010	.117**	.037**
<b>Self-Control (Sc)</b>	.070**	-.072**	-.017	-.154**	.133**	.046**	.031*	.113**	.011
<b>Good Impression (Gi)</b>	.141**	.049**	.030*	-.042**	.185**	.114**	.111**	.153**	.054**
<b>Communality (Cm)</b>	.088**	.024	.030*	-.028*	.067**	.044**	.048**	.083**	.025
<b>Well-being (Wb)</b>	.171**	.171**	.115**	.129**	.162**	.099**	.146**	.203**	.099**
<b>Tolerance (To)</b>	.055**	.013	.047**	-.006	.088**	.031*	.008	.133**	.050**
<b>Achievement via Conformance (Ac)</b>	.203**	.153**	.177**	.058**	.161**	.140**	.099**	.115**	.094**
<b>Achievement via Independence (Ai)</b>	.100**	.079**	.129**	.050**	.076**	.058**	-.001	.106**	.044**
<b>Conceptual Fluency (Cf)</b>	.200**	.186**	.243**	.173**	.131**	.105**	.086**	.146**	.098**
<b>Insightfulness (Is)</b>	.165**	.161**	.192**	.113**	.116**	.099**	.050**	.102**	.073**
<b>Flexibility (Fx)</b>	-.061**	-.044**	.009	-.039**	-.026*	-.037**	-.122**	.009	-.014
<b>Sensitivity (Sn)</b>	-.086**	-.139**	-.109**	-.166**	-.041**	-.038**	-.123**	-.055**	-.042**
<b>Participating/Private (v.1)</b>	-.170**	-.312**	-.152**	-.319**	-.055**	-.098**	-.140**	-.031*	-.098**
<b>Approving/Questioning (v.2)</b>	.137**	.081**	.066**	.031*	.108**	.089**	.088**	.058**	.052**
<b>Fulfillment (v.3)</b>	.089**	.037**	.076**	.018	.109**	.050**	.031*	.152**	.064**
<b>Managerial Potential (Mp)</b>	.204**	.186**	.136**	.142**	.175**	.124**	.143**	.210**	.133**
<b>Work Orientation (Wo)</b>	.129**	.055**	.093**	-.018	.176**	.095**	.061**	.187**	.076**
<b>Creative Temperament (Ct)</b>	.076**	.147**	.148**	.139**	.051**	.056**	.000	.063**	.053**
<b>Leadership (Lp)</b>	.312**	.403**	.221**	.334**	.226**	.213**	.266**	.209**	.177**
<b>Amicability (Ami)</b>	.059**	-.055**	-.026	-.116**	.174**	.065**	.014	.184**	.037**

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).



Table 4.

## Correlations Between CPI 260™ and Benchmarks® Self Ratings (Continued)

CPI 260™ Scales	Respecting Self and Others					
	Building and Mending Relationships	Compassion and Sensitivity	Straightforwardness and Composure	Balance Between Personal Life and Work	Self-Awareness	Putting People at Ease
Dominance (Do)	.162**	.084**	.079**	.102**	.109**	.184**
Capacity for Status (Cs)	.113**	.078**	.042**	.092**	.081**	.211**
Sociability (Sy)	.182**	.140**	.060**	.130**	.123**	.266**
Social Presence (Sp)	.071**	.038**	-.026*	.148**	.049**	.200**
Self Acceptance (Sa)	.124**	.061**	.004	.085**	.085**	.185**
Independence (In)	.097**	-.018	.138**	.089**	.074**	.057**
Empathy (Em)	.200**	.160**	.062**	.129**	.096**	.267**
Responsibility (Re)	.141**	.080**	.176**	.081**	.039**	.041**
Social Conformity (So)	.158**	.033*	.171**	.213**	.034*	.105**
Self-Control (Sc)	.186**	.069**	.308**	.107**	.045**	.008
Good Impression (Gi)	.226**	.126**	.319**	.098**	.097**	.082**
Communality (Cm)	.091**	.030*	.122**	.075**	.030*	.002
Well-being (Wb)	.193**	.030*	.283**	.235**	.066**	.126**
Tolerance (To)	.101**	.028*	.210**	.138**	-.002	.066**
Achievement via Conformance (Ac)	.179**	.083**	.187**	.125**	.125**	.070**
Achievement via Independence (Ai)	.062**	.012	.115**	.089**	.010	.038**
Conceptual Fluency (Cf)	.103**	.012	.151**	.185**	.046**	.048**
Insightfulness (Is)	.086**	.009	.174**	.096**	.044**	.007
Flexibility (Fx)	-.022	.025	-.052**	.027*	-.048**	.100**
Sensitivity (Sn)	-.022	.020	-.080**	-.039**	-.029*	-.015
Participating/Private (v.1)	-.044**	-.020	.115**	.000	-.056**	-.143**
Approving/Questioning (v.2)	.135**	.051**	.125**	.085**	.086**	.022
Fulfillment (v.3)	.110**	.045**	.224**	.143**	.007	.070**
Managerial Potential (Mp)	.181**	.052**	.245**	.141**	.065**	.101**
Work Orientation (Wo)	.198**	.110**	.260**	.204**	.075**	.133**
Creative Temperament (Ct)	.026*	.025	.022	.092**	.014	.105**
Leadership (Lp)	.215**	.097**	.196**	.161**	.134**	.165**
Amicability (Ami)	.247**	.123**	.286**	.227**	.052**	.180**

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).

Table 4.  
Correlations Between CPI 260™ and Benchmarks® Self Ratings (Continued)

	Problems That Can Stall a Career					
	Problems with Interpersonal Relationships	Difficulty Molding a Staff	Difficulty Making Strategic Decisions	Lack of Follow-Through	Overdependence	Strategic Differences with Management
<b>CPI 260™ Scales</b>						
<b>Dominance (Do)</b>	-.060**	-.219**	-.266**	-.081**	-.142**	-.097**
<b>Capacity for Status (Cs)</b>	-.059**	-.120**	-.140**	.028*	-.055**	-.034**
<b>Sociability (Sy)</b>	-.121**	-.184**	-.200**	-.062**	-.126**	-.088**
<b>Social Presence (Sp)</b>	-.029*	-.078**	-.118**	.033*	-.045**	-.022
<b>Self Acceptance (Sa)</b>	-.020	-.151**	-.193**	-.016	-.074**	-.049**
<b>Independence (In)</b>	-.029*	-.180**	-.240**	-.073**	-.139**	-.086**
<b>Empathy (Em)</b>	-.144**	-.122**	-.149**	.025	-.070**	-.065**
<b>Responsibility (Re)</b>	-.137**	-.102**	-.118**	-.071**	-.101**	-.077**
<b>Social Conformity (So)</b>	-.216**	-.105**	-.135**	-.124**	-.204**	-.151**
<b>Self-Control (Sc)</b>	-.282**	-.098**	-.120**	-.198**	-.217**	-.185**
<b>Good Impression (Gi)</b>	-.297**	-.153**	-.186**	-.218**	-.256**	-.226**
<b>Communality (Cm)</b>	-.105**	-.060**	-.103**	-.141**	-.100**	-.093**
<b>Well-being (Wb)</b>	-.251**	-.197**	-.256**	-.145**	-.269**	-.219**
<b>Tolerance (To)</b>	-.176**	-.100**	-.110**	-.053**	-.149**	-.119**
<b>Achievement via Conformance (Ac)</b>	-.178**	-.144**	-.201**	-.191**	-.195**	-.135**
<b>Achievement via Independence (Ai)</b>	-.090**	-.071**	-.112**	-.037**	-.087**	-.054**
<b>Conceptual Fluency (Cf)</b>	-.101**	-.130**	-.190**	-.083**	-.157**	-.079**
<b>Insightfulness (Is)</b>	-.093**	-.098**	-.148**	-.108**	-.143**	-.080**
<b>Flexibility (Fx)</b>	-.013	.047**	.041**	.196**	.062**	.038**
<b>Sensitivity (Sn)</b>	.022	.074**	.101**	.040**	.074**	.058**
<b>Participating/Private (v.1)</b>	-.096**	.081**	.119**	-.062**	-.024	-.026*
<b>Approving/Questioning (v.2)</b>	-.106**	-.102**	-.116**	-.164**	-.129**	-.094**
<b>Fulfillment (v.3)</b>	-.189**	-.113**	-.140**	-.073**	-.162**	-.126**
<b>Managerial Potential (Mp)</b>	-.202**	-.199**	-.241**	-.145**	-.218**	-.175**
<b>Work Orientation (Wo)</b>	-.258**	-.147**	-.168**	-.125**	-.216**	-.169**
<b>Creative Temperament (Ct)</b>	-.020	-.056**	-.075**	.102**	-.006	.005
<b>Leadership (Lp)</b>	-.149**	-.265**	-.317**	-.145**	-.232**	-.168**
<b>Amicability (Ami)</b>	-.373**	-.127**	-.154**	-.127**	-.249**	-.223**

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).

Table 5.

*Correlations Between CPI 260™ and Benchmarks® Peer Ratings*

	Meeting Job Challenges				Leading People				
	Resourcefulness	Doing Whatever it Takes	Being a Quick Study	Decisiveness	Leading Employees	Setting a Development Climate	Confronting Problem Employees	Work Team Orientation	Hiring Talented Staff
<b>CPI 260™ Scales</b>									
<b>Dominance (Do)</b>	.071**	.222**	.050**	.278**	.007	.062**	.141**	.065**	.102**
<b>Capacity for Status (Cs)</b>	.031*	.128**	.056**	.130**	.030*	.038**	.029*	.052**	.075**
<b>Sociability (Sy)</b>	.020	.121**	.002	.150**	.020	.037**	.057**	.057**	.074**
<b>Social Presence (Sp)</b>	.038**	.115**	.037**	.151**	.030*	.041**	.033*	.068**	.074**
<b>Self Acceptance (Sa)</b>	.055**	.169**	.042**	.221**	.015	.048**	.099**	.071**	.088**
<b>Independence (In)</b>	.083**	.203**	.096**	.236**	.006	.050**	.110**	.039**	.091**
<b>Empathy (Em)</b>	.067**	.103**	.062**	.080**	.093**	.087**	.009	.084**	.076**
<b>Responsibility (Re)</b>	.070**	.049**	.081**	-.020	.079**	.069**	-.009	.044**	.032*
<b>Social Conformity (So)</b>	.048**	-.017	.015	-.059**	.074**	.039**	-.032*	.071**	.025
<b>Self-Control (Sc)</b>	.059**	-.059**	.005	-.145**	.112**	.052**	-.020	.062**	.002
<b>Good Impression (Gi)</b>	.041**	-.016	-.006	-.068**	.080**	.050**	.010	.051**	.017
<b>Communality (Cm)</b>	.058**	.010	.021	-.031*	.054**	.028*	.032*	.050**	.024
<b>Well-being (Wb)</b>	.089**	.087**	.051**	.075**	.091**	.078**	.059**	.101**	.052**
<b>Tolerance (To)</b>	.070**	.038**	.049**	-.016	.108**	.079**	-.016	.090**	.053**
<b>Achievement via Conformance (Ac)</b>	.071**	.049**	.081**	.003	.057**	.050**	.030*	.043**	.046**
<b>Achievement via Independence (Ai)</b>	.093**	.077**	.125**	.001	.097**	.076**	-.020	.077**	.059**
<b>Conceptual Fluency (Cf)</b>	.087**	.095**	.136**	.079**	.063**	.055**	.015	.072**	.062**
<b>Insightfulness (Is)</b>	.077**	.087**	.124**	.038**	.060**	.062**	.012	.025	.052**
<b>Flexibility (Fx)</b>	.053**	.062**	.066**	.006	.082**	.067**	-.032*	.045**	.050**
<b>Sensitivity (Sn)</b>	-.028*	-.073**	-.028*	-.130**	.008	-.015	-.097**	-.003	-.027*
<b>Participating/Private (v.1)</b>	-.029*	-.182**	-.036**	-.256**	.042**	-.021	-.096**	-.017	-.066**
<b>Approving/Questioning (v.2)</b>	.008	-.025	-.010	-.036**	.003	-.009	-.014	.010	-.016
<b>Fulfillment (v.3)</b>	.070**	.036**	.047**	-.018	.102**	.070**	-.007	.090**	.054**
<b>Managerial Potential (Mp)</b>	.107**	.114**	.060**	.081**	.095**	.088**	.054**	.105**	.080**
<b>Work Orientation (Wo)</b>	.072**	.011	.048**	-.055**	.120**	.077**	-.014	.096**	.043**
<b>Creative Temperament (Ct)</b>	.054**	.128**	.084**	.115**	.052**	.068**	.004	.048**	.068**
<b>Leadership (Lp)</b>	.102**	.207**	.061**	.219**	.058**	.092**	.132**	.104**	.107**
<b>Amicability (Ami)</b>	.088**	-.026	-.002	-.115**	.180**	.106**	-.031*	.130**	.041**

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).

Table 5.  
Correlations Between CPI 260™ and Benchmarks® Peer Ratings (Continued)

CPI 260™ Scales	Respecting Self and Others					
	Building and Mending Relationships	Compassion and Sensitivity	Straightforwardness and Composure	Balance Between Personal Life and Work	Self-Awareness	Putting People at Ease
Dominance (Do)	-.020	-.015	-.100**	-.020	-.042**	.045**
Capacity for Status (Cs)	.004	.014	-.067**	.009	-.019	.096**
Sociability (Sy)	.016	.035**	-.068**	.030*	-.022	.122**
Social Presence (Sp)	.012	.019	-.060**	.053**	-.012	.098**
Self Acceptance (Sa)	-.002	-.006	-.099**	.009	-.025	.069**
Independence (In)	-.034*	-.053**	-.069**	-.034*	-.040**	-.017
Empathy (Em)	.082**	.104**	.000	.050**	.030*	.153**
Responsibility (Re)	.078**	.080**	.082**	.052**	.052**	.041**
Social Conformity (So)	.115**	.054**	.114**	.132**	.044**	.077**
Self-Control (Sc)	.143**	.106**	.188**	.075**	.100**	.049**
Good Impression (Gi)	.104**	.086**	.139**	.035**	.065**	.059**
Communality (Cm)	.071**	.035**	.103**	.056**	.042**	.015
Well-being (Wb)	.108**	.060**	.087**	.116**	.053**	.099**
Tolerance (To)	.105**	.094**	.102**	.101**	.065**	.095**
Achievement via Conformance (Ac)	.056**	.031*	.066**	.052**	.027*	.002
Achievement via Independence (Ai)	.071**	.059**	.069**	.061**	.045**	.048**
Conceptual Fluency (Cf)	.032*	.018	.016	.078**	.003	.010
Insightfulness (Is)	.034*	.016	.065**	.025	.021	-.013
Flexibility (Fx)	.071**	.097**	.018	.023	.057**	.124**
Sensitivity (Sn)	.017	.025	-.010	.026	.022	.018
Participating/Private (v.1)	.066**	.057**	.136**	.058**	.063**	-.011
Approving/Questioning (v.2)	.021	-.007	.050**	.043**	.000	-.023
Fulfillment (v.3)	.087**	.087**	.100**	.082**	.048**	.074**
Managerial Potential (Mp)	.086**	.061**	.073**	.050**	.041**	.064**
Work Orientation (Wo)	.133**	.119**	.131**	.127**	.080**	.109**
Creative Temperament (Ct)	.018	.047**	-.042**	.020	.011	.080**
Leadership (Lp)	.038**	.019	-.028*	.026*	.000	.061**
Amicability (Ami)	.226**	.186**	.222**	.151**	.143**	.186**

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).

Table 5.  
Correlations Between CPI 260™ and Benchmarks® Peer Ratings (Continued)

CPI 260™ Scales	Problems That Can Stall a Career					
	Problems with Interpersonal Relationships	Difficulty Molding a Staff	Difficulty Making Strategic Decisions	Lack of Follow-Through	Overdependence	Strategic Differences with Management
Dominance (Do)	.101**	-.038**	-.065**	.102**	.010	.034*
Capacity for Status (Cs)	.040**	-.030*	-.029*	.104**	.019	.034*
Sociability (Sy)	.024	-.032*	-.035*	.092**	-.005	.002
Social Presence (Sp)	.030*	-.040**	-.037**	.072**	-.010	.007
Self Acceptance (Sa)	.072**	-.033*	-.062**	.105**	.014	.032*
Independence (In)	.108**	-.028*	-.063**	.081**	.014	.038**
Empathy (Em)	-.055**	-.071**	-.066**	.040**	-.032*	-.013
Responsibility (Re)	-.071**	-.037**	-.055**	-.028*	-.039**	-.017
Social Conformity (So)	-.130**	-.058**	-.096**	-.071**	-.114**	-.102**
Self-Control (Sc)	-.182**	-.061**	-.075**	-.135**	-.119**	-.128**
Good Impression (Gi)	-.127**	-.044**	-.054**	-.089**	-.094**	-.118**
Communality (Cm)	-.064**	-.044**	-.066**	-.099**	-.066**	-.060**
Well-being (Wb)	-.092**	-.076**	-.108**	-.030*	-.103**	-.093**
Tolerance (To)	-.108**	-.070**	-.073**	-.035**	-.073**	-.068**
Achievement via Conformance (Ac)	-.031*	-.028*	-.064**	-.042**	-.047**	-.028*
Achievement via Independence (Ai)	-.044**	-.054**	-.071**	-.020	-.045**	-.012
Conceptual Fluency (Cf)	.012	-.037**	-.069**	.025	-.032*	.017
Insightfulness (Is)	-.016	-.052**	-.052**	-.030*	-.046**	-.007
Flexibility (Fx)	-.065**	-.061**	-.043**	.046**	-.014	-.013
Sensitivity (Sn)	-.040**	.020	.028*	-.004	.007	-.001
Participating/Private (v.1)	-.138**	.001	.023	-.118**	-.057**	-.062**
Approving/Questioning (v.2)	-.025	.016	-.019	-.045**	-.032*	-.022
Fulfillment (v.3)	-.087**	-.062**	-.068**	-.021	-.061**	-.053**
Managerial Potential (Mp)	-.051**	-.062**	-.104**	-.024	-.061**	-.058**
Work Orientation (Wo)	-.145**	-.080**	-.080**	-.065**	-.103**	-.091**
Creative Temperament (Ct)	.019	-.048**	-.039**	.086**	.010	.033*
Leadership (Lp)	.038**	-.063**	-.100**	.054**	-.042**	-.013
Amicability (Ami)	-.269**	-.112**	-.136**	-.132**	-.176**	-.185**

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).

Table 6.  
Correlations Between CPI 260™ and Benchmarks® Subordinate Ratings

CPI 260™ Scales	Meeting Job Challenges				Leading People				
	Resourcefulness	Doing Whatever it Takes	Being a Quick Study	Decisiveness	Leading Employees	Setting a Development Climate	Confronting Problem Employees	Work Team Orientation	Hiring Talented Staff
Dominance (Do)	.076**	.209**	.057**	.264**	.030*	.074**	.129**	.072**	.099**
Capacity for Status (Cs)	.027	.108**	.043**	.130**	.030*	.038**	.019	.048**	.079**
Sociability (Sy)	.024	.116**	.001	.154**	.034*	.050**	.054**	.058**	.060**
Social Presence (Sp)	.029*	.096**	.016	.150**	.026	.032*	.034*	.080**	.068**
Self Acceptance (Sa)	.066**	.181**	.046**	.228**	.042**	.074**	.108**	.084**	.110**
Independence (In)	.072**	.183**	.094**	.226**	.008	.054**	.094**	.037**	.094**
Empathy (Em)	.067**	.100**	.051**	.079**	.096**	.085**	.006	.086**	.100**
Responsibility (Re)	.034*	.019	.067**	-.050**	.033*	.026	-.021	.012	.017
Social Conformity (So)	.044**	-.014	.025	-.096**	.070**	.021	-.017	.053**	.005
Self-Control (Sc)	.053**	-.056**	.023	-.167**	.083**	.033*	-.027	.032*	-.005
Good Impression (Gi)	.032*	-.015	.001	-.094**	.057**	.032*	.003	.018	.008
Communality (Cm)	.028*	-.018	.007	-.068**	.01	-.005	.004	.005	-.014
Well-being (Wb)	.096**	.099**	.071**	.055**	.102**	.082**	.063**	.111**	.059**
Tolerance (To)	.079**	.049**	.061**	-.012	.099**	.070**	-.021	.079**	.058**
Achievement via Conformance (Ac)	.020	.012	.059**	-.035*	.024	.012	-.004	.006	.024
Achievement via Independence (Ai)	.079**	.066**	.104**	.002	.073**	.067**	-.023	.056**	.058**
Conceptual Fluency (Cf)	.072**	.087**	.126**	.089**	.054**	.053**	.016	.053**	.061**
Insightfulness (Is)	.076**	.081**	.118**	.047**	.061**	.060**	.012	.034*	.046**
Flexibility (Fx)	.030*	.037**	.048**	.012	.062**	.056**	-.054**	.034*	.056**
Sensitivity (Sn)	-.039**	-.092**	-.049**	-.131**	-.013	-.027	-.083**	-.012	-.004
Participating/Private (v.1)	-.040**	-.174**	-.032*	-.246**	.019	-.030*	-.091**	-.038**	-.069**
Approving/Questioning (v.2)	-.002	-.030*	-.005	-.065**	-.017	-.031*	-.002	-.013	-.039**
Fulfillment (v.3)	.071**	.043**	.055**	-.016	.082**	.066**	-.015	.072**	.058**
Managerial Potential (Mp)	.095**	.109**	.063**	.070**	.074**	.073**	.039**	.083**	.086**
Work Orientation (Wo)	.058**	.004	.047**	-.062**	.094**	.051**	.001	.081**	.032*
Creative Temperament (Ct)	.046**	.109**	.080**	.125**	.044**	.063**	-.005	.047**	.083**
Leadership (Lp)	.096**	.193**	.065**	.195**	.060**	.087**	.123**	.099**	.102**
Amicability (Ami)	.081**	-.016	.015	-.136**	.151**	.080**	-.029*	.101**	.026

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).

Table 6.  
Correlations Between CPI 260™ and Benchmarks® Subordinate Ratings (Continued)

CPI 260™ Scales	Respecting Self and Others					
	Building and Mending Relationships	Compassion and Sensitivity	Straightforwardness and Composure	Balance Between Personal Life and Work	Self-Awareness	Putting People at Ease
Dominance (Do)	-.011	-.007	-.074**	.004	-.027	.037**
Capacity for Status (Cs)	.006	.021	-.067**	.043**	-.004	.085**
Sociability (Sy)	.014	.037**	-.080**	.049**	-.012	.104**
Social Presence (Sp)	.008	.011	-.066**	.083**	-.018	.088**
Self Acceptance (Sa)	.010	.006	-.074**	.026	-.002	.064**
Independence (In)	-.029*	-.048**	-.044**	-.027	-.033*	-.025
Empathy (Em)	.090**	.099**	.005	.086**	.064**	.160**
Responsibility (Re)	.052**	.041**	.065**	.035*	.029*	.028*
Social Conformity (So)	.105**	.043**	.108**	.118**	.042**	.084**
Self-Control (Sc)	.127**	.075**	.177**	.064**	.083**	.056**
Good Impression (Gi)	.090**	.061**	.120**	.030*	.047**	.063**
Communality (Cm)	.043**	.007	.064**	.024	.017	-.004
Well-being (Wb)	.116**	.060**	.105**	.126**	.066**	.108**
Tolerance (To)	.107**	.072**	.119**	.105**	.078**	.098**
Achievement via Conformance (Ac)	.025	.017	.039**	.035*	.008	-.006
Achievement via Independence (Ai)	.062**	.056**	.067**	.067**	.052**	.055**
Conceptual Fluency (Cf)	.027*	.031*	.016	.101**	.015	.024
Insightfulness (Is)	.045**	.040**	.087**	.049**	.033*	.016
Flexibility (Fx)	.066**	.094**	.021	.059**	.057**	.123**
Sensitivity (Sn)	.003	.003	-.024	.000	.015	.001
Participating/Private (v.1)	.050**	.043**	.123**	.034*	.046**	-.008
Approving/Questioning (v.2)	.010	-.029*	.035*	.017	-.013	-.026
Fulfillment (v.3)	.085**	.065**	.097**	.086**	.052**	.086**
Managerial Potential (Mp)	.074**	.029*	.085**	.063**	.041**	.055**
Work Orientation (Wo)	.112**	.089**	.137**	.134**	.077**	.103**
Creative Temperament (Ct)	.019	.039**	-.036**	.049**	.023	.076**
Leadership (Lp)	.034*	.015	-.003	.047**	.000	.053**
Amicability (Ami)	.209**	.143**	.220**	.147**	.136**	.188**

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).

Table 6.  
Correlations Between CPI 260™ and Benchmarks® Subordinate Ratings (Continued)

CPI 260™ Scales	Problems That Can Stall a Career					
	Problems with Interpersonal Relationships	Difficulty Molding a Staff	Difficulty Making Strategic Decisions	Lack of Follow-Through	Overdependence	Strategic Differences with Management
<b>Dominance (Do)</b>	.070**	-.048**	-.063**	.070**	-.004	-.012
<b>Capacity for Status (Cs)</b>	.035*	-.016	-.017	.094**	.015	.01
<b>Sociability (Sy)</b>	.022	-.035*	-.027	.074**	-.005	-.018
<b>Social Presence (Sp)</b>	.026	-.024	-.030*	.077**	-.021	-.007
<b>Self Acceptance (Sa)</b>	.040**	-.058**	-.068**	.070**	-.021	-.013
<b>Independence (In)</b>	.078**	-.023	-.050**	.059**	.017	.014
<b>Empathy (Em)</b>	-.062**	-.065**	-.063**	.039**	-.047**	-.030*
<b>Responsibility (Re)</b>	-.060**	-.014	-.030*	-.003	-.021	-.016
<b>Social Conformity (So)</b>	-.132**	-.055**	-.091**	-.086**	-.109**	-.102**
<b>Self-Control (Sc)</b>	-.171**	-.042**	-.071**	-.137**	-.102**	-.087**
<b>Good Impression (Gi)</b>	-.121**	-.029*	-.053**	-.086**	-.077**	-.081**
<b>Communality (Cm)</b>	-.033*	.007	-.031*	-.074**	-.046**	-.050**
<b>Well-being (Wb)</b>	-.110**	-.081**	-.119**	-.050**	-.121**	-.105**
<b>Tolerance (To)</b>	-.113**	-.066**	-.087**	-.042**	-.082**	-.070**
<b>Achievement via Conformance (Ac)</b>	-.019	-.016	-.027	-.041**	-.031*	-.032*
<b>Achievement via Independence (Ai)</b>	-.053**	-.032*	-.059**	-.008	-.041**	-.013
<b>Conceptual Fluency (Cf)</b>	-.006	-.024	-.060**	.018	-.041**	-.002
<b>Insightfulness (Is)</b>	-.043**	-.041**	-.061**	-.053**	-.056**	-.018
<b>Flexibility (Fx)</b>	-.056**	-.026	-.017	.070**	-.003	-.003
<b>Sensitivity (Sn)</b>	-.017	.026	.046**	.017	.032*	.030*
<b>Participating/Private (v.1)</b>	-.113**	.016	.026	-.101**	-.038**	-.013
<b>Approving/Questioning (v.2)</b>	-.021	.004	-.012	-.054**	-.021	-.018
<b>Fulfillment (v.3)</b>	-.089**	-.043**	-.071**	-.025	-.059**	-.059**
<b>Managerial Potential (Mp)</b>	-.057**	-.060**	-.097**	-.039**	-.068**	-.075**
<b>Work Orientation (Wo)</b>	-.135**	-.057**	-.078**	-.070**	-.098**	-.079**
<b>Creative Temperament (Ct)</b>	.011	-.030*	-.034*	.090**	.015	.020
<b>Leadership (Lp)</b>	.013	-.071**	-.096**	.022	-.054**	-.042**
<b>Amicability (Ami)</b>	-.257**	-.090**	-.137**	-.128**	-.171**	-.155**

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).



Table 7.  
*Correlations Between CPI 260™ and Benchmarks® Superior's Ratings*

CPI 260™ Scales	Meeting Job Challenges				Leading People				
	Resourcefulness	Doing Whatever it Takes	Being a Quick Study	Decisiveness	Leading Employees	Setting a Development Climate	Confronting Problem Employees	Work Team Orientation	Hiring Talented Staff
Dominance (Do)	-.053**	.037**	.177**	.027	.238**	.014	.051**	.117**	.047**
Capacity for Status (Cs)	-.077**	.029*	.108**	.047**	.136**	.037**	.029*	.044**	.048**
Sociability (Sy)	-.048**	.002	.102**	.002	.140**	.016	.031*	.053**	.036*
Social Presence (Sp)	-.051**	.016	.093**	.032*	.141**	.022	.024	.030*	.048**
Self Acceptance (Sa)	-.076**	.034*	.139**	.029*	.192**	.025	.046**	.076**	.061**
Independence (In)	-.074**	.047**	.160**	.064**	.204**	.002	.035*	.096**	.023
Empathy (Em)	-.060**	.043**	.084**	.051**	.070**	.079**	.060**	.010	.057**
Responsibility (Re)	.045**	.039**	.009	.033*	-.030*	.058**	.028*	-.018	.042**
Social Conformity (So)	.057**	.039**	-.018	.011	-.060**	.080**	.025	.000	.078**
Self-Control (Sc)	.040**	.053**	-.058**	-.001	-.146**	.086**	.026	-.005	.052**
Good Impression (Gi)	.016	.037**	-.009	-.009	-.074**	.058**	.030*	.021	.041**
Communality (Cm)	.048**	.036*	-.010	-.02	-.047**	.042**	.029*	.022	.049**
Well-being (Wb)	.017	.063**	.070**	.026	.054**	.087**	.059**	.075**	.095**
Tolerance (To)	.003	.063**	.019	.046**	-.010	.109**	.058**	.007	.100**
Achievement via Conformance (Ac)	.008	.040**	.020	.038**	-.015	.039**	.021	.023	.038**
Achievement via Independence (Ai)	-.039**	.065**	.041**	.087**	.002	.080**	.050**	.000	.081**
Conceptual Fluency (Cf)	-.027	.058**	.064**	.092**	.069**	.046**	.027	.018	.074**
Insightfulness (Is)	-.009	.066**	.063**	.106**	.040**	.052**	.036*	.008	.039**
Flexibility (Fx)	-.057**	.048**	.043**	.074**	.021	.069**	.040**	-.017	.033*
Sensitivity (Sn)	.032*	.001	-.058**	-.016	-.114**	.006	-.011	-.068**	-.003
Participating/Private (v.1)	.059**	-.013	-.157**	-.029*	-.225**	.017	-.031*	-.079**	-.012
Approving/Questioning (v.2)	.060**	.010	-.010	-.011	-.026	.002	.002	-.005	.013
Fulfillment (v.3)	-.011	.062**	.018	.047**	-.013	.093**	.047**	.015	.094**
Managerial Potential (Mp)	-.004	.087**	.083**	.052**	.066**	.102**	.084**	.071**	.101**
Work Orientation (Wo)	.021	.027	-.019	.024	-.072**	.091**	.032*	.003	.093**
Creative Temperament (Ct)	-.083**	.035*	.088**	.073**	.106**	.043**	.033*	.007	.028*
Leadership (Lp)	-.043**	.066**	.165**	.037**	.186**	.053**	.068**	.110**	.082**
Amicability (Ami)	.039**	.080**	-.025	.002	-.103**	.166**	.080**	.005	.129**

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).

Table 7.

Correlations Between CPI 260™ and Benchmarks® Superior's Ratings (Continued)

CPI 260™ Scales	Respecting Self and Others					
	Building and Mending Relationships	Compassion and Sensitivity	Straightforwardness and Composure	Balance Between Personal Life and Work	Self-Awareness	Putting People at Ease
Dominance (Do)	-.058**	-.023	-.097**	-.004	-.050**	.009
Capacity for Status (Cs)	-.015	.022	-.067**	.018	-.023	.063**
Sociability (Sy)	-.011	.034*	-.081**	.032*	-.034*	.079**
Social Presence (Sp)	-.017	.011	-.065**	.052**	-.028*	.064**
Self Acceptance (Sa)	-.029*	.000	-.097**	.005	-.028*	.041**
Independence (In)	-.069**	-.058**	-.075**	-.026	-.061**	-.051**
Empathy (Em)	.052**	.092**	-.018	.050**	.011	.105**
Responsibility (Re)	.041**	.052**	.063**	.062**	.008	.005
Social Conformity (So)	.119**	.082**	.092**	.137**	.047**	.084**
Self-Control (Sc)	.132**	.078**	.155**	.073**	.063**	.037**
Good Impression (Gi)	.096**	.065**	.109**	.037**	.043**	.047**
Communality (Cm)	.049**	.034*	.069**	.077**	.026	.009
Well-being (Wb)	.082**	.069**	.074**	.106**	.031*	.072**
Tolerance (To)	.100**	.091**	.091**	.109**	.062**	.067**
Achievement via Conformance (Ac)	.027	.027	.038**	.073**	.003	-.021
Achievement via Independence (Ai)	.041**	.055**	.051**	.059**	.020	.012
Conceptual Fluency (Cf)	-.008	.003	-.007	.083**	-.023	-.026
Insightfulness (Is)	.016	.010	.035*	.041**	.007	-.025
Flexibility (Fx)	.061**	.087**	.013	.013	.039**	.096**
Sensitivity (Sn)	.040**	.014	.026	.027	.022	.019
Participating/Private (v.1)	.069**	.043**	.119**	.038**	.042**	.000
Approving/Questioning (v.2)	.025	-.007	.042**	.045**	-.014	-.022
Fulfillment (v.3)	.073**	.068**	.068**	.077**	.030*	.047**
Managerial Potential (Mp)	.070**	.060**	.054**	.071**	.033*	.042**
Work Orientation (Wo)	.095**	.095**	.106**	.122**	.043**	.075**
Creative Temperament (Ct)	-.006	.032*	-.046**	.008	-.012	.040**
Leadership (Lp)	-.004	.013	-.034*	.042**	-.020	.019
Amicability (Ami)	.215**	.171**	.182**	.147**	.120**	.162**

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).

Table 7.

## Correlations Between CPI 260™ and Benchmarks® Superior's Ratings (Continued)

CPI 260™ Scales	Problems That Can Stall a Career					
	Problems with Interpersonal Relationships	Difficulty Molding a Staff	Difficulty Making Strategic Decisions	Lack of Follow-Through	Overdependence	Strategic Differences with Management
Dominance (Do)	.099**	-.039**	-.046**	.072**	.018	.008
Capacity for Status (Cs)	.048**	-.041**	-.034*	.080**	.007	.006
Sociability (Sy)	.049**	-.032*	-.019	.077**	.009	-.002
Social Presence (Sp)	.047**	-.042**	-.032*	.062**	.000	.002
Self Acceptance (Sa)	.068**	-.042**	-.050**	.072**	.005	.009
Independence (In)	.101**	-.019	-.056**	.049**	.014	.027
Empathy (Em)	-.035*	-.070**	-.054**	.050**	-.031*	-.028
Responsibility (Re)	-.058**	-.034*	-.031*	.002	-.041**	-.038**
Social Conformity (So)	-.141**	-.051**	-.064**	-.063**	-.109**	-.086**
Self-Control (Sc)	-.173**	-.047**	-.064**	-.101**	-.102**	-.099**
Good Impression (Gi)	-.118**	-.031*	-.052**	-.072**	-.090**	-.100**
Communality (Cm)	-.061**	-.031*	-.030*	-.069**	-.056**	-.042**
Well-being (Wb)	-.094**	-.077**	-.100**	-.020	-.082**	-.080**
Tolerance (To)	-.123**	-.078**	-.078**	-.044**	-.093**	-.084**
Achievement via Conformance (Ac)	-.022	-.021	-.028*	-.029*	-.044**	-.036*
Achievement via Independence (Ai)	-.040**	-.061**	-.063**	-.018	-.052**	-.028*
Conceptual Fluency (Cf)	.021	-.038**	-.045**	.027	-.030*	.004
Insightfulness (Is)	-.015	-.046**	-.055**	-.022	-.031*	-.010
Flexibility (Fx)	-.047**	-.054**	-.049**	.042**	-.020	-.026
Sensitivity (Sn)	-.041**	.008	.023	-.016	-.024	-.026
Participating/Private (v.1)	-.123**	.014	.020	-.074**	-.050**	-.037**
Approving/Questioning (v.2)	-.030*	.007	-.012	-.042**	-.031*	-.028*
Fulfillment (v.3)	-.083**	-.058**	-.066**	-.028*	-.073**	-.057**
Managerial Potential (Mp)	-.065**	-.084**	-.091**	-.034*	-.078**	-.069**
Work Orientation (Wo)	-.130**	-.075**	-.054**	-.031*	-.091**	-.084**
Creative Temperament (Ct)	.032*	-.040**	-.044**	.068**	.004	.012
Leadership (Lp)	.038**	-.061**	-.079**	.034*	-.024	-.023
Amicability (Ami)	-.264**	-.110**	-.120**	-.104**	-.160**	-.154**

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).

Table 8.

*Correlations Between CPI 260™ and Benchmarks® Other Superior's Ratings*

CPI 260™ Scales	Meeting Job Challenges				Leading People				
	Resourcefulness	Doing Whatever it Takes	Being a Quick Study	Decisiveness	Leading Employees	Setting a Development Climate	Confronting Problem Employees	Work Team Orientation	Hiring Talented Staff
<b>Dominance (Do)</b>	.057*	.193**	.062*	.287**	.040	.075**	.143**	.079**	.079**
<b>Capacity for Status (Cs)</b>	.022	.131**	.047	.176**	.035	.048	.040	.032	.047
<b>Sociability (Sy)</b>	.003	.112**	.013	.198**	.011	.036	.079**	.039	.043
<b>Social Presence (Sp)</b>	.005	.098**	.022	.176**	.011	.018	.061*	.029	.038
<b>Self Acceptance (Sa)</b>	.052*	.168**	.044	.239**	.036	.058*	.130**	.069**	.049
<b>Independence (In)</b>	.057*	.170**	.093**	.246**	.029	.050	.138**	.048	.090**
<b>Empathy (Em)</b>	.040	.098**	.035	.085**	.098**	.088**	.039	.080**	.048
<b>Responsibility (Re)</b>	.049	.025	.032	-.033	.054*	.034	-.046	.022	-.001
<b>Social Conformity (So)</b>	.044	-.017	.019	-.023	.062*	.020	-.026	.059*	.044
<b>Self-Control (Sc)</b>	.034	-.073**	-.001	-.153**	.095**	.032	-.069*	.054*	.014
<b>Good Impression (Gi)</b>	.013	-.047	-.023	-.085**	.064*	.031	-.043	.017	.011
<b>Communality (Cm)</b>	.053*	-.013	-.043	-.033	.066*	.040	.022	.061*	.016
<b>Well-being (Wb)</b>	.054*	.053*	.024	.081**	.080**	.055*	.073*	.092**	.034
<b>Tolerance (To)</b>	.039	.012	.017	-.031	.114**	.080**	.026	.077**	.058*
<b>Achievement via Conformance (Ac)</b>	.041	.030	.039	.015	.015	.029	-.029	-.020	.037
<b>Achievement via Independence (Ai)</b>	.064*	.079**	.060*	.033	.094**	.074**	-.012	.034	.044
<b>Conceptual Fluency (Cf)</b>	.025	.067*	.066*	.106**	.014	.033	-.015	.015	.045
<b>Insightfulness (Is)</b>	.029	.064*	.063*	.036	.048	.055*	-.020	-.009	.064*
<b>Flexibility (Fx)</b>	.033	.084**	.052	.036	.064*	.058*	-.003	.036	.036
<b>Sensitivity (Sn)</b>	-.042	-.077**	-.040	-.137**	-.023	-.014	-.110**	-.006	-.008
<b>Participating/Private (v.1)</b>	-.046	-.169**	-.054*	-.249**	.000	-.052	-.114**	-.041	-.054
<b>Approving/Questioning (v.2)</b>	.017	-.044	-.011	-.036	-.001	-.008	-.045	.005	-.003
<b>Fulfillment (v.3)</b>	.046	.014	.040	.000	.088**	.068*	.000	.045	.035
<b>Managerial Potential (Mp)</b>	.065*	.099**	.043	.103**	.092**	.089**	.051	.087**	.057*
<b>Work Orientation (Wo)</b>	-.003	-.044	-.018	-.059*	.069**	.034	-.021	.042	.024
<b>Creative Temperament (Ct)</b>	.023	.120**	.070**	.133**	.039	.048	.051	.032	.047
<b>Leadership (Lp)</b>	.065*	.173**	.048	.232**	.063*	.081**	.114**	.104**	.079**
<b>Amicability (Ami)</b>	.047	-.044	-.016	-.106**	.139**	.073**	-.041	.089**	.015

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).

Table 8.

Correlations Between CPI 260™ and Benchmarks® Other Superior's Ratings (Continued)

CPI 260™ Scales	Respecting Self and Others					
	Building and Mending Relationships	Compassion and Sensitivity	Straightforwardness and Composure	Balance Between Personal Life and Work	Self-Awareness	Putting People at Ease
Dominance (Do)	-.020	-.031	-.086**	.015	.019	.052*
Capacity for Status (Cs)	-.001	-.006	-.054*	.011	.021	.095**
Sociability (Sy)	-.016	-.011	-.089**	.024	-.008	.108**
Social Presence (Sp)	-.011	-.018	-.095**	.066*	.011	.100**
Self Acceptance (Sa)	.003	-.025	-.084**	.019	.041	.079**
Independence (In)	-.028	-.070**	-.033	.015	.000	.004
Empathy (Em)	.058*	.069*	.009	.059*	.048	.127**
Responsibility (Re)	.059*	.033	.084**	.010	.039	-.007
Social Conformity (So)	.087**	.009	.090**	.138**	.007	.037
Self-Control (Sc)	.110**	.058*	.173**	.052	.009	.015
Good Impression (Gi)	.083**	.047	.136**	.019	.011	.039
Communality (Cm)	.043	.056*	.063*	.093**	.045	.016
Well-being (Wb)	.085**	.014	.092**	.143**	.054*	.079**
Tolerance (To)	.099**	.064*	.109**	.089**	.073**	.071**
Achievement via Conformance (Ac)	.007	-.024	.055*	-.001	.026	-.043
Achievement via Independence (Ai)	.040	.028	.065*	-.001	.084**	.024
Conceptual Fluency (Cf)	-.038	-.042	-.021	.026	.001	-.038
Insightfulness (Is)	.022	-.015	.046	.003	.040	-.006
Flexibility (Fx)	.062*	.075**	.005	.035	.057*	.141**
Sensitivity (Sn)	-.003	.003	-.028	.003	-.030	.001
Participating/Private (v.1)	.030	.034	.108**	.006	-.019	-.041
Approving/Questioning (v.2)	.005	-.039	.063*	.036	-.020	-.076**
Fulfillment (v.3)	.079**	.045	.076**	.047	.051	.069**
Managerial Potential (Mp)	.071**	.029	.075**	.054*	.060*	.036
Work Orientation (Wo)	.088**	.048	.118**	.106**	.034	.053*
Creative Temperament (Ct)	.004	.008	-.033	.012	.027	.089**
Leadership (Lp)	.017	-.015	-.022	.058*	.036	.047
Amicability (Ami)	.185**	.112**	.181**	.134**	.071**	.128**

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).

Table 8.  
Correlations Between CPI 260™ and Benchmarks® Other Superior's *Ratings* (Continued)

CPI 260™ Scales	Problems That Can Stall a Career					
	Problems with Interpersonal Relationships	Difficulty Molding a Staff	Difficulty Making Strategic Decisions	Lack of Follow-Through	Overdependence	Strategic Differences with Management
Dominance (Do)	.075**	-.028	-.054*	.084**	-.013	-.001
Capacity for Status (Cs)	.012	-.003	-.039	.091**	-.020	.014
Sociability (Sy)	.048	-.007	-.013	.125**	.001	.002
Social Presence (Sp)	.034	-.006	-.024	.086**	.020	.013
Self Acceptance (Sa)	.049	-.042	-.072**	.078**	-.022	-.021
Independence (In)	.060*	-.029	-.085**	.061*	-.020	-.008
Empathy (Em)	-.057*	-.048	-.055*	.050	-.029	-.003
Responsibility (Re)	-.071**	-.006	-.019	-.016	-.051	-.042
Social Conformity (So)	-.123**	-.030	-.066*	-.038	-.073**	-.077**
Self-Control (Sc)	-.155**	-.031	-.040	-.078**	-.078**	-.072**
Good Impression (Gi)	-.119**	-.007	-.021	-.040	-.063*	-.082**
Communality (Cm)	-.079**	-.035	-.032	-.082**	-.079**	-.024
Well-being (Wb)	-.122**	-.092**	-.114**	-.042	-.081**	-.093**
Tolerance (To)	-.143**	-.073**	-.061*	-.052*	-.078**	-.075**
Achievement via Conformance (Ac)	.000	.039	.016	.002	-.029	-.023
Achievement via Independence (Ai)	-.068**	-.034	-.059*	-.012	-.059*	-.038
Conceptual Fluency (Cf)	.031	.015	.008	.038	-.019	.032
Insightfulness (Is)	-.039	-.013	-.024	-.026	-.010	-.033
Flexibility (Fx)	-.077**	-.045	-.051	.049	-.016	-.009
Sensitivity (Sn)	-.016	.024	.065*	.010	.021	.007
Participating/Private (v.1)	-.096**	.007	.037	-.071**	-.016	-.022
Approving/Questioning (v.2)	.008	.030	.006	-.011	-.035	-.038
Fulfillment (v.3)	-.120**	-.040	-.053*	-.024	-.042	-.049
Managerial Potential (Mp)	-.065*	-.046	-.073**	-.010	-.069**	-.051
Work Orientation (Wo)	-.142**	-.042	-.018	-.054*	-.055*	-.056*
Creative Temperament (Ct)	.010	-.022	-.030	.076**	.003	.027
Leadership (Lp)	.020	-.046	-.077**	.056*	-.056*	-.042
Amicability (Ami)	-.246**	-.075**	-.085**	-.078**	-.115**	-.122**

\*\* Correlation is significant at the .01 level (2-tailed).

\* Correlation is significant at the .05 level (2-tailed).

Across the all of the five raters, the similarity of the pattern of correlations between the two instruments appears both consistent and meaningful. It is logical that the assessment's measures of interpersonal attributes relate with Meeting Job Challenges, since these attributes help to differentiate how people approach

situations and other people. Similarly, many of the specialty measures have been designed to assess leadership and management relevant issues, and these generally relate to the Benchmarks® Leading People category. The assessments measures of Values and Expectations are related to Respecting Self and

Others. Again, this makes sense since one's values regarding him- or herself, and one's values regarding others, will be reflected in behavior towards others.

Finally, Problems that can Stall a Career are negatively related to values, and the specialty scales from the instrument. Again, this makes sense given that the specialty measures were often designed to assess management and leadership. The negative correlations between Problems that can Stall a Career and the instrument suggest that the measures of leadership are related to fewer problems being observed for the ratees. It is also interesting that the cognitive style scales seem to be less related to observable behaviors as rated by others. This is likely because the Benchmarks® measures do not focus on cognition or other internal decision-making processes. The absence of significant correlations here is a further indication of the validity of the CPI 260™ instrument.

It is also insightful to note that many of the scales that the correlation analyses indicate are most relevant to the Benchmarks® measures are also the ones included frequently in the Coaching Report for Leaders, which is discussed next. The last column of Table 2 summarizes the number of times a CPI 260™ measure is included in one of the 18 leadership characteristics summarized in the Coaching Report for Leaders. While the relationship is imperfect, the most frequently used measures include Dominance, Independence, Empathy, Self-Control, and Creative Temperament. A review of the correlation tables shows that these are frequent correlates of Benchmarks® measures.

A comment on two scales that frequently correlate with the Benchmarks® measures seems in order. First, the specialty scale of Leadership, which correlates often with Benchmarks® measures is not used as frequently in the Coaching Report because this specialty scale is essentially an omnibus measure of leadership ability and does not lead to specific behavioral insights for use in coaching. Amicability also correlates often with Benchmarks® measures. Amicability likely emerges as a frequent correlate with the ratings by others since people who are perceived as more likable are often

perceived as being more competent in other areas (Lefkowitz, 2000).

The correlation results presented above show that Benchmarks® measures and the CPI 260™ instrument are related in a consistent and predictable manner. Although no specific hypotheses were tested, the results were similar to those found between previous versions of the CPI instrument and the Benchmarks® measures (Dalton et al., 1997). Correlations were found between measures with similar conceptual definitions, and no correlations were found between constructs that should not be related. The pattern of correlations was similar across the five Benchmarks® rating sources. Taken as a whole, these results indicate that the CPI 260™ instrument's scales are relevant to the study of leadership, and leadership effectiveness.

### **Examining the Coaching Report's Leadership Characteristics**

The first report developed based on the CPI 260™ instrument is the Coaching Report for Leaders® (Manoogian, 2002; Manoogian et al., 2002). Each of the Coaching Report for Leader's Leadership Characteristics is based on two of the CPI 260™ assessment's scales. The combinations of the two measures result in a rating of a strength, an opportunity for further development, or an invitation to look at the leadership characteristic to determine if it is functioning as a strength, or may be a developmental opportunity. Since the 'look' category requires the ratee to determine the final category for the leadership characteristic, respondents categorized as 'look' are not included in the following analyses. More detailed information regarding these categories, and how they are derived can be found elsewhere (Manoogian, 2002). The categorization rate for the current sample is summarized in Table 9.

One question regarding the Coaching Report for Leaders® is how well do the leadership characteristics accurately categorize a ratee regarding leadership strengths and developmental opportunities. Accurate categorization into strength or developmental opportunity categories should result in a consistent pattern of mean differences on other

measures of leadership effectiveness. It is expected that leaders in the strength category will have higher scores on measures of leadership effectiveness, and lower scores on measures of leadership difficulties compared to leaders in the developmental opportunity category.

The Benchmarks<sup>®</sup> 360 measures provide such criteria, and are used in the next set of analyses. Specifically, it is anticipated that for the scales in the Benchmark's Leadership Skills and Perspectives section will have higher scores

for ratees in the strength category on the Coaching Report for Leaders. Similarly, it is anticipated that ratees in the strength category will have lower scores for the scales in the Benchmark's Problems that can Stall a Career section. Differences are further anticipated for those scales that measure a similar conceptual domain for the two assessments. When the measures are not necessarily related, then differences are less meaningful, and specific differences are not expected.

Table 9.

*Summary of Coaching Report for Leaders<sup>®</sup> Leadership Characteristic Categories for the CCL Leadership Sample*

Leadership Characteristics	Developmental Opportunity	Look	Strength
Self-Awareness (Crossing Sa, Em)	31.1%	1.3%	67.6%
Self-Control (Crossing So, Sc)	32.2%	36.0%	31.8%
Resilience (Crossing Sa, Wb)	16.1%	14.6%	69.3%
Use of Power and Authority (Crossing Do, Sc)	20.2%	38.4%	41.4%
Comfort with Organizational Structures (Crossing So, Ac)	7.8%	46.0%	46.2%
Responsibility and Accountability (Crossing Re, Lp)	31.2%		68.8%
Decisiveness (Crossing Do, In)	20.2%	20.1%	59.7%
Interpersonal Skill (Crossing Sy, Ami)	20.4%	15.6%	64.0%
Understanding Others (Crossing Em, Is (old Py))	8.1%	38.1%	53.8%
Capacity for Collaboration (Crossing To, Ct)	13.7%	23.5%	62.9%
Working With and Through Others (Crossing In, Mp)	20.5%	21.1%	58.4%
Creativity (Crossing Ct, Ai)	26.4%	17.5%	56.0%
Handling Sensitive Problems (Crossing Do, Em)	31.8%		68.2%
Action Orientation (Crossing Fx, Sn (Old Fm))	10.4%	47.2%	42.4%
Self-Confidence (Crossing In, Lp)	27.0%	.5%	72.5%
Managing Change (Crossing Sc, Fx)	28.2%	31.7%	40.1%
Influence (Crossing Sy, Do)	20.1%	7.5%	72.4%
Comfort with Visibility (Crossing Cs, Sp)	25.8%	8.1%	66.1%

To test this general hypothesis, a series of t-tests were performed to examine differences between ratees whose CPI 260<sup>™</sup> assessment results on the Coaching Report for Leaders<sup>®</sup> were rated as strengths versus those who were rated as opportunities for development. Those who received a rating of 'look' were not included in this analysis for the reason noted above. For each Leadership characteristic the Benchmarks<sup>®</sup> scales were compared. Separate analyses were performed for each rating source (Self-assessment, Peer, Subordinate, Superior, and Other Superior). This results in five summary tables of t-tests, and descriptive statistics, for each Leadership Characteristic.

Before discussing the specific results, it may be helpful to note a few general trends. First, the largest t-values generally occur for the Benchmarks<sup>®</sup> Self-ratings. This may be due to same source rating or measurement errors, or the motivation of the respondent to present a consistent and positive image on the two assessments. Of course, it could also be because on these Self-ratings, the ratee may have the best opportunity to note and accurately describe their own behavior over a variety of situations. Ratings by Peers, Subordinates, and Superiors tend to have smaller t-values, and fewer significant differences. In addition, these three raters tend to have more consistent pattern of



results with each other versus the Self or Other Superior ratings.

Finally, the smallest t-values, and fewest significant differences, are found for ratings by Other Superiors. This is likely due to smaller sample sizes for the other superior ratings and the possibility of less opportunity to observe the ratee. It is also true that the sample sizes for these analyses are quite large, so many differences may be significant, but not meaningful. Therefore, only the differences with the largest t-values are discussed. Interpretation is focused on consistency of results across raters, and similarity of the conceptual domains between the Leadership Characteristics and the Benchmarks® scales.

### *Self-Awareness*

The Coaching Report for Leaders® measure of Self-Awareness is based upon the Self-

acceptance and Empathy folk scales. Self-Awareness is a strength when one is able to attend to their emotions, and remain optimistic and realistic regarding their strengths and limitations. The results of this analysis are summarized in Table 10 through Table 14. A consistent pattern of differences based on Self-Awareness occurs across the raters. The Benchmarks® measures of Decisiveness, Doing Whatever it Takes, and Putting People at Ease have consistently higher scores for strengths compared with opportunities. This pattern suggests that effective Self-aware leaders are more decisive, are more willing to do whatever is needed to be successful, and better able to make people feel comfortable.

Table 10.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Self” Scores Based on Coaching Report for Leaders® Self-Awareness Result*

	Strengths (n=3751-3839)		Opportunities (n=1722-1780)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.77	.38	3.62	.38	14.29	.000
Doing Whatever it Takes	3.94	.42	3.71	.45	18.77	.000
Being a Quick Study	3.88	.56	3.72	.59	9.82	.000
Decisiveness	3.80	.62	3.51	.67	15.69	.000
Leading Employees	3.76	.40	3.63	.40	11.48	.000
Setting a Development Climate	3.89	.45	3.76	.47	9.82	.000
Confronting Problem Employees	3.37	.63	3.17	.66	10.53	.000
Work Team Orientation	3.88	.59	3.71	.62	9.39	.000
Hiring Talented Staff	3.92	.57	3.78	.59	8.57	.000
Building and Mending Relationships	3.75	.44	3.59	.43	12.62	.000
Compassion and Sensitivity	3.77	.52	3.64	.54	8.81	.000
Straightforwardness and Composure	4.00	.47	3.97	.50	1.98	.048
Balance Between Personal Life and Work	3.54	.77	3.37	.81	7.73	.000
Self-Awareness	3.75	.50	3.65	.51	7.04	.000
Putting People at Ease	3.85	.62	3.54	.68	16.76	.000
Acting with Flexibility	3.81	.45	3.65	.44	12.80	.000
Problems with Interpersonal Relationships	1.61	.55	1.73	.62	-7.38	.000
Difficulty Molding a Staff	1.75	.54	1.92	.57	-10.59	.000
Difficulty Making Strategic Decisions	1.75	.54	1.95	.60	-12.27	.000
Lack of Follow-Through	1.76	.61	1.78	.62	-.79	.431
Overdependence	2.10	.66	2.21	.67	-5.87	.000
Strategic Differences with Management	2.11	.74	2.20	.75	-4.25	.000

Table 11.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Peer” Scores Based on Coaching Report for Leaders® Self-Awareness Result*

	Strengths (n=3681-3727)		Opportunities (n=1704-1728)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.68	.39	3.63	.38	4.19	.000
Doing Whatever it Takes	3.82	.40	3.71	.40	8.79	.000
Being a Quick Study	3.93	.46	3.89	.46	3.41	.001
Decisiveness	3.62	.54	3.45	.55	10.62	.000
Leading Employees	3.52	.46	3.47	.45	4.19	.000
Setting a Development Climate	3.63	.47	3.57	.46	4.59	.000
Confronting Problem Employees	3.36	.55	3.30	.55	3.81	.000
Work Team Orientation	3.62	.51	3.53	.53	5.84	.000
Hiring Talented Staff	3.64	.47	3.55	.47	6.25	.000
Building and Mending Relationships	3.57	.53	3.52	.53	3.58	.000
Compassion and Sensitivity	3.52	.54	3.46	.55	3.74	.000
Straightforwardness and Composure	3.89	.47	3.93	.46	-3.10	.002
Balance Between Personal Life and Work	3.74	.61	3.71	.63	1.91	.057
Self-Awareness	3.45	.53	3.45	.52	.19	.846
Putting People at Ease	3.84	.63	3.69	.66	8.18	.000
Acting with Flexibility	3.59	.48	3.53	.47	4.00	.000
Problems with Interpersonal Relationships	1.91	.63	1.91	.64	-.21	.833
Difficulty Molding a Staff	2.15	.55	2.20	.56	-3.27	.001
Difficulty Making Strategic Decisions	1.99	.52	2.06	.53	-4.70	.000
Lack of Follow-Through	1.93	.56	1.85	.52	5.13	.000
Overdependence	2.14	.49	2.16	.48	-1.25	.211
Strategic Differences with Management	2.31	.58	2.31	.57	-.04	.970

Table 12.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Subordinate” Scores Based on Coaching Report for Leaders® Self-Awareness Result*

	Strengths (n=3439-3508)		Opportunities (n=1584-1610)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.74	.41	3.69	.40	4.71	.000
Doing Whatever it Takes	3.88	.42	3.76	.44	9.22	.000
Being a Quick Study	3.91	.49	3.87	.49	2.94	.003
Decisiveness	3.61	.56	3.43	.58	10.37	.000
Leading Employees	3.55	.49	3.47	.49	5.14	.000
Setting a Development Climate	3.64	.54	3.55	.55	5.18	.000
Confronting Problem Employees	3.32	.59	3.24	.61	4.21	.000
Work Team Orientation	3.76	.53	3.66	.56	6.57	.000
Hiring Talented Staff	3.83	.45	3.74	.48	6.28	.000
Building and Mending Relationships	3.59	.54	3.53	.54	3.79	.000
Compassion and Sensitivity	3.44	.59	3.38	.59	3.46	.001
Straightforwardness and Composure	3.98	.49	4.00	.48	-1.72	.086
Balance Between Personal Life and Work	3.62	.73	3.53	.76	3.99	.000
Self-Awareness	3.40	.58	3.37	.57	1.89	.059
Putting People at Ease	3.77	.69	3.61	.72	7.39	.000
Acting with Flexibility	3.58	.53	3.53	.52	3.54	.000
Problems with Interpersonal Relationships	1.91	.67	1.93	.68	-1.08	.281
Difficulty Molding a Staff	2.03	.55	2.10	.58	-4.53	.000
Difficulty Making Strategic Decisions	1.81	.52	1.91	.54	-5.78	.000
Lack of Follow-Through	1.96	.61	1.90	.58	3.40	.001
Overdependence	2.07	.52	2.12	.53	-2.98	.003
Strategic Differences with Management	2.12	.56	2.15	.54	-1.81	.071

Table 13.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Superior” Scores Based on Coaching Report for Leaders® Self-Awareness Result*

	Strengths (n=3220-3412)		Opportunities (n=1432-1615)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.53	3.62	.52	4.71	.003
Doing Whatever it Takes	3.83	.54	3.71	.55	9.22	.000
Being a Quick Study	4.03	.63	3.98	.63	2.94	.006
Decisiveness	3.67	.77	3.46	.79	10.37	.000
Leading Employees	3.58	.57	3.51	.58	5.14	.000
Setting a Development Climate	3.76	.58	3.69	.59	5.18	.000
Confronting Problem Employees	3.36	.75	3.28	.76	4.21	.000
Work Team Orientation	3.59	.72	3.46	.76	6.57	.000
Hiring Talented Staff	3.69	.68	3.62	.67	6.28	.001
Building and Mending Relationships	3.61	.66	3.57	.67	3.79	.032
Compassion and Sensitivity	3.71	.64	3.65	.63	3.46	.002
Straightforwardness and Composure	4.10	.62	4.16	.62	-1.72	.000
Balance Between Personal Life and Work	3.83	.75	3.78	.76	3.99	.020
Self-Awareness	3.55	.72	3.55	.71	1.89	.752
Putting People at Ease	3.86	.78	3.75	.80	7.39	.000
Acting with Flexibility	3.62	.61	3.58	.63	3.54	.016
Problems with Interpersonal Relationships	1.77	.77	1.76	.76	-1.08	.609
Difficulty Molding a Staff	2.00	.75	2.09	.75	-4.53	.000
Difficulty Making Strategic Decisions	1.99	.75	2.08	.76	-5.78	.000
Lack of Follow-Through	1.74	.73	1.66	.66	3.40	.000
Overdependence	2.00	.69	2.01	.70	-2.98	.515
Strategic Differences with Management	2.17	.83	2.19	.82	-1.81	.355

Table 14.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Other Superior” Scores Based on Coaching Report for Leaders® Self-Awareness Result*

	Strengths (n=866-990)		Opportunities (n=379-435)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.52	3.63	.52	1.44	.151
Doing Whatever it Takes	3.85	.52	3.74	.57	3.68	.000
Being a Quick Study	4.00	.60	4.00	.61	.17	.861
Decisiveness	3.70	.71	3.50	.77	4.74	.000
Leading Employees	3.58	.56	3.50	.58	2.37	.018
Setting a Development Climate	3.74	.56	3.68	.58	1.93	.054
Confronting Problem Employees	3.37	.70	3.24	.75	2.85	.004
Work Team Orientation	3.55	.65	3.45	.74	2.69	.007
Hiring Talented Staff	3.66	.63	3.60	.63	1.65	.100
Building and Mending Relationships	3.65	.64	3.61	.67	1.03	.303
Compassion and Sensitivity	3.68	.62	3.66	.66	.75	.454
Straightforwardness and Composure	4.04	.60	4.10	.61	-1.71	.088
Balance Between Personal Life and Work	3.78	.70	3.75	.74	.76	.450
Self-Awareness	3.61	.66	3.56	.69	1.47	.143
Putting People at Ease	3.94	.75	3.77	.79	3.88	.000
Acting with Flexibility	3.65	.59	3.57	.62	2.28	.023
Problems with Interpersonal Relationships	1.76	.73	1.78	.78	-.44	.659
Difficulty Molding a Staff	2.06	.73	2.14	.73	-1.75	.081
Difficulty Making Strategic Decisions	2.04	.73	2.13	.75	-2.22	.026
Lack of Follow-Through	1.76	.71	1.68	.66	1.94	.053
Overdependence	2.05	.66	2.06	.68	-.40	.692
Strategic Differences with Management	2.25	.82	2.27	.78	-.24	.813

### *Self-Control*

Self-control is based upon the folk measures of Social Conformity and Self-control. This leadership characteristic helps to identify a leaders tendency to be a creative problem solver and move the organization forward versus maintaining the status quo. The Self-assessment in Table 15 shows that leaders categorized as having a strength on self-control have higher scores on Straightforwardness and Composure, and lower scores for Problems with Interpersonal Relationships and

Overdependence. Peer ratings ( Table 16) indicate a similar pattern, except leaders in the strength category are rated higher on Leading Employees. Subordinates (Table 17), Superiors (Table 18), and Other Superiors (Table 19) provide a higher score for Building and Mending Relationships and a lower score on Problems with Interpersonal Relationships. These results suggest that self-control helps a leader effectively interact with others, and lead, and that this is perceived by a variety of observers.

Table 15.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks<sup>®</sup> “Self” Scores Based on Coaching Report for Leaders<sup>®</sup> Self-Control Result*

	Strengths (n=1761-1805)		Opportunities (n=1781-1829)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.73	.38	3.69	.39	3.79	.000
Doing Whatever it Takes	3.88	.45	3.89	.44	-.76	.445
Being a Quick Study	3.85	.57	3.83	.60	.85	.393
Decisiveness	3.71	.65	3.79	.64	-3.84	.000
Leading Employees	3.73	.41	3.65	.41	5.68	.000
Setting a Development Climate	3.86	.46	3.81	.46	3.26	.001
Confronting Problem Employees	3.31	.67	3.28	.64	1.28	.200
Work Team Orientation	3.86	.58	3.72	.63	6.84	.000
Hiring Talented Staff	3.89	.59	3.85	.60	1.60	.111
Building and Mending Relationships	3.70	.43	3.59	.46	7.04	.000
Compassion and Sensitivity	3.74	.53	3.69	.54	2.59	.010
Straightforwardness and Composure	4.01	.46	3.84	.49	11.21	.000
Balance Between Personal Life and Work	3.50	.75	3.32	.82	7.10	.000
Self-Awareness	3.72	.50	3.70	.52	1.06	.289
Putting People at Ease	3.74	.65	3.71	.69	1.30	.192
Acting with Flexibility	3.77	.45	3.71	.46	4.26	.000
Problems with Interpersonal Relationships	1.62	.54	1.84	.62	-10.96	.000
Difficulty Molding a Staff	1.80	.56	1.89	.57	-4.55	.000
Difficulty Making Strategic Decisions	1.82	.56	1.91	.58	-4.49	.000
Lack of Follow-Through	1.75	.59	1.90	.65	-7.46	.000
Overdependence	2.12	.65	2.32	.68	-9.06	.000
Strategic Differences with Management	2.13	.73	2.31	.78	-6.97	.000

Table 16.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Peer” Scores Based on Coaching Report for Leaders® Self-Control Result*

	Strengths (n=1745-1766)		Opportunities (n=1738-1773)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.39	3.63	.38	3.16	.002
Doing Whatever it Takes	3.79	.41	3.80	.39	-.91	.362
Being a Quick Study	3.93	.45	3.91	.47	1.05	.295
Decisiveness	3.56	.55	3.65	.54	-4.62	.000
Leading Employees	3.52	.45	3.44	.46	5.46	.000
Setting a Development Climate	3.63	.47	3.57	.47	3.74	.000
Confronting Problem Employees	3.36	.56	3.35	.52	.82	.414
Work Team Orientation	3.61	.51	3.54	.51	3.61	.000
Hiring Talented Staff	3.62	.49	3.59	.47	1.77	.077
Building and Mending Relationships	3.57	.53	3.46	.54	6.07	.000
Compassion and Sensitivity	3.52	.54	3.43	.56	4.85	.000
Straightforwardness and Composure	3.92	.45	3.80	.48	7.38	.000
Balance Between Personal Life and Work	3.73	.61	3.65	.64	3.61	.000
Self-Awareness	3.46	.53	3.40	.54	3.77	.000
Putting People at Ease	3.79	.66	3.75	.66	1.55	.122
Acting with Flexibility	3.58	.48	3.52	.49	3.89	.000
Problems with Interpersonal Relationships	1.90	.62	2.04	.67	-6.67	.000
Difficulty Molding a Staff	2.14	.55	2.22	.55	-4.43	.000
Difficulty Making Strategic Decisions	2.00	.52	2.08	.52	-4.55	.000
Lack of Follow-Through	1.89	.56	1.99	.56	-5.05	.000
Overdependence	2.13	.47	2.23	.49	-5.99	.000
Strategic Differences with Management	2.31	.56	2.41	.60	-5.03	.000

Table 17.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Subordinate” Scores Based on Coaching Report for Leaders® Self-Control Result*

	Strengths (n=1619-1646)		Opportunities (n=1604-1638)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.73	.42	3.68	.42	3.49	.000
Doing Whatever it Takes	3.85	.44	3.85	.44	.40	.693
Being a Quick Study	3.91	.49	3.87	.51	2.08	.038
Decisiveness	3.57	.57	3.64	.54	-3.31	.001
Leading Employees	3.54	.48	3.45	.52	4.97	.000
Setting a Development Climate	3.63	.53	3.57	.57	3.16	.002
Confronting Problem Employees	3.32	.60	3.29	.59	1.51	.132
Work Team Orientation	3.75	.55	3.68	.56	3.44	.001
Hiring Talented Staff	3.82	.47	3.79	.47	2.14	.032
Building and Mending Relationships	3.58	.53	3.47	.58	5.90	.000
Compassion and Sensitivity	3.44	.59	3.36	.62	3.87	.000
Straightforwardness and Composure	4.00	.47	3.88	.52	7.10	.000
Balance Between Personal Life and Work	3.62	.73	3.49	.76	5.10	.000
Self-Awareness	3.40	.57	3.33	.61	3.77	.000
Putting People at Ease	3.72	.70	3.65	.74	2.78	.005
Acting with Flexibility	3.57	.52	3.49	.56	4.10	.000
Problems with Interpersonal Relationships	1.90	.66	2.07	.73	-7.07	.000
Difficulty Molding a Staff	2.02	.55	2.11	.59	-4.84	.000
Difficulty Making Strategic Decisions	1.82	.52	1.92	.56	-5.34	.000
Lack of Follow-Through	1.92	.60	2.06	.64	-6.13	.000
Overdependence	2.07	.52	2.18	.55	-5.80	.000
Strategic Differences with Management	2.11	.56	2.21	.59	-4.97	.000

Table 18.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Superior” Scores Based on Coaching Report for Leaders<sup>®</sup> Self-Control Result*

	Strengths (n=1409-1610)		Opportunities (n=1429-1612)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.65	.52	3.61	.53	2.17	.030
Doing Whatever it Takes	3.79	.54	3.83	.54	-1.68	.094
Being a Quick Study	4.00	.61	4.01	.64	-.37	.713
Decisiveness	3.59	.77	3.72	.78	-4.67	.000
Leading Employees	3.58	.56	3.48	.59	4.40	.000
Setting a Development Climate	3.74	.58	3.72	.59	1.34	.179
Confronting Problem Employees	3.36	.74	3.32	.75	1.52	.128
Work Team Orientation	3.57	.72	3.47	.75	3.76	.000
Hiring Talented Staff	3.69	.66	3.65	.69	1.36	.173
Building and Mending Relationships	3.60	.65	3.49	.68	4.70	.000
Compassion and Sensitivity	3.71	.63	3.61	.67	4.34	.000
Straightforwardness and Composure	4.11	.61	4.01	.67	4.34	.000
Balance Between Personal Life and Work	3.82	.75	3.71	.80	4.15	.000
Self-Awareness	3.53	.71	3.50	.74	1.34	.181
Putting People at Ease	3.82	.78	3.79	.82	1.06	.287
Acting with Flexibility	3.59	.61	3.55	.64	2.20	.028
Problems with Interpersonal Relationships	1.77	.75	1.94	.83	-6.06	.000
Difficulty Molding a Staff	2.00	.73	2.09	.78	-3.03	.002
Difficulty Making Strategic Decisions	2.03	.74	2.09	.78	-2.33	.020
Lack of Follow-Through	1.70	.71	1.80	.75	-3.99	.000
Overdependence	2.00	.69	2.09	.71	-3.69	.000
Strategic Differences with Management	2.18	.83	2.29	.87	-3.59	.000

Table 19.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Other Superior” Scores Based on Coaching Report for Leaders<sup>®</sup> Self-Control Result*

	Strengths (n=412-483)		Opportunities (n=426-508)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.65	.51	3.63	.52	.69	.492
Doing Whatever it Takes	3.82	.52	3.85	.54	-.67	.504
Being a Quick Study	4.00	.60	4.00	.61	-.05	.961
Decisiveness	3.61	.72	3.72	.71	-2.37	.018
Leading Employees	3.56	.58	3.51	.56	1.42	.156
Setting a Development Climate	3.72	.55	3.70	.57	.73	.464
Confronting Problem Employees	3.28	.71	3.41	.70	-2.66	.008
Work Team Orientation	3.50	.68	3.50	.69	-.05	.957
Hiring Talented Staff	3.65	.60	3.60	.68	1.10	.273
Building and Mending Relationships	3.67	.61	3.55	.68	2.92	.004
Compassion and Sensitivity	3.69	.65	3.64	.63	1.02	.307
Straightforwardness and Composure	4.06	.61	3.98	.61	2.25	.025
Balance Between Personal Life and Work	3.81	.69	3.70	.74	2.30	.022
Self-Awareness	3.60	.67	3.59	.66	.23	.817
Putting People at Ease	3.94	.74	3.84	.80	1.99	.047
Acting with Flexibility	3.64	.58	3.58	.60	1.52	.130
Problems with Interpersonal Relationships	1.76	.72	1.90	.79	-3.04	.002
Difficulty Molding a Staff	2.10	.73	2.11	.74	-.24	.814
Difficulty Making Strategic Decisions	2.06	.72	2.12	.76	-1.13	.259
Lack of Follow-Through	1.75	.72	1.76	.69	-.15	.877
Overdependence	2.05	.66	2.11	.68	-1.37	.170
Strategic Differences with Management	2.26	.80	2.36	.82	-2.01	.045

*Resilience*

This leadership characteristic is based on the Self-acceptance and Well-being folk scales, and provides an indication of the ratee ability to press forward with objectives in the face of difficulties, and to simultaneously balance work and life issues. The results for comparisons based on Resilience are summarized in Table 20 through Table 24. On the Self-ratings, Resilience strength results in lower scores on problems associated with Strategic Differences with Management and Overdependence, and higher scores on Straightforwardness and Composure. Higher scores on Balance Between Personal Life and Work are found for all the other raters. This consistency with the

conceptual domain of Resilience suggests good accuracy of the Coaching Report results. Again, for this category, we see some inconsistency on the other large differences. Peers (Table 21) perceive leaders with Resilience strength to be more decisive and having a higher Work Team Orientation. Subordinates (Table 22) report higher scores for hiring a talented staff, and lower scores for Overdependence. Superiors (Table 23) also report a higher Work Team Orientation, and lower scores on Making Strategic Decisions. Other Superiors (Table 24) rate higher scores on Decisiveness, and lower scores on Strategic Differences with Management.

Table 20.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Self” Scores Based on Coaching Report for Leaders® Resilience Result*

	Strengths (n=3850-3942)		Opportunities (n=883-911)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.77	.38	3.61	.40	11.59	.000
Doing Whatever it Takes	3.94	.42	3.74	.48	12.55	.000
Being a Quick Study	3.88	.56	3.73	.62	7.38	.000
Decisiveness	3.80	.61	3.57	.69	10.00	.000
Leading Employees	3.75	.40	3.60	.41	10.24	.000
Setting a Development Climate	3.88	.46	3.77	.48	6.50	.000
Confronting Problem Employees	3.38	.63	3.15	.66	9.81	.000
Work Team Orientation	3.88	.58	3.61	.64	12.52	.000
Hiring Talented Staff	3.92	.58	3.79	.60	6.06	.000
Building and Mending Relationships	3.74	.43	3.55	.47	11.81	.000
Compassion and Sensitivity	3.75	.52	3.71	.55	1.88	.060
Straightforwardness and Composure	4.03	.46	3.76	.50	15.82	.000
Balance Between Personal Life and Work	3.56	.76	3.15	.83	14.37	.000
Self-Awareness	3.75	.50	3.66	.54	4.74	.000
Putting People at Ease	3.82	.63	3.62	.71	8.31	.000
Acting with Flexibility	3.81	.44	3.64	.47	10.45	.000
Problems with Interpersonal Relationships	1.60	.55	1.90	.63	-14.37	.000
Difficulty Molding a Staff	1.75	.53	1.99	.60	-12.29	.000
Difficulty Making Strategic Decisions	1.73	.52	2.07	.62	-16.88	.000
Lack of Follow-Through	1.74	.59	1.90	.68	-7.15	.000
Overdependence	2.07	.65	2.43	.70	-14.83	.000
Strategic Differences with Management	2.08	.72	2.42	.79	-12.45	.000

Table 21.  
*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Peer” Scores Based on Coaching Report for Leaders® Resilience Result*

	Strengths (n=3760-3836)		Opportunities (n=865-880)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.39	3.62	.38	3.84	.000
Doing Whatever it Takes	3.81	.40	3.75	.40	4.57	.000
Being a Quick Study	3.92	.46	3.89	.47	1.84	.066
Decisiveness	3.63	.54	3.50	.55	6.27	.000
Leading Employees	3.51	.46	3.45	.45	3.80	.000
Setting a Development Climate	3.62	.47	3.57	.45	3.02	.003
Confronting Problem Employees	3.37	.55	3.30	.53	3.52	.000
Work Team Orientation	3.62	.51	3.50	.51	6.49	.000
Hiring Talented Staff	3.63	.47	3.59	.48	2.11	.035
Building and Mending Relationships	3.57	.53	3.47	.54	4.82	.000
Compassion and Sensitivity	3.50	.54	3.46	.56	2.11	.035
Straightforwardness and Composure	3.89	.47	3.85	.47	2.77	.006
Balance Between Personal Life and Work	3.75	.61	3.60	.65	6.59	.000
Self-Awareness	3.45	.53	3.42	.54	1.57	.116
Putting People at Ease	3.83	.64	3.69	.65	5.58	.000
Acting with Flexibility	3.58	.48	3.51	.48	4.14	.000
Problems with Interpersonal Relationships	1.91	.64	2.01	.65	-3.89	.000
Difficulty Molding a Staff	2.15	.55	2.21	.53	-2.90	.004
Difficulty Making Strategic Decisions	1.99	.52	2.10	.52	-5.52	.000
Lack of Follow-Through	1.93	.56	1.91	.54	.91	.363
Overdependence	2.14	.49	2.21	.48	-4.19	.000
Strategic Differences with Management	2.31	.58	2.38	.59	-2.99	.003

Table 22.  
*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Subordinate” Scores Based on Coaching Report for Leaders® Resilience Result*

	Strengths (n=3547-3617)		Opportunities (n=786-803)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.74	.41	3.66	.41	5.35	.000
Doing Whatever it Takes	3.88	.42	3.77	.45	6.35	.000
Being a Quick Study	3.91	.49	3.84	.50	3.65	.000
Decisiveness	3.61	.56	3.50	.56	5.16	.000
Leading Employees	3.54	.49	3.43	.50	6.11	.000
Setting a Development Climate	3.63	.54	3.52	.56	5.28	.000
Confronting Problem Employees	3.32	.59	3.23	.59	3.84	.000
Work Team Orientation	3.77	.53	3.60	.57	7.85	.000
Hiring Talented Staff	3.83	.45	3.75	.48	4.50	.000
Building and Mending Relationships	3.59	.54	3.45	.57	6.62	.000
Compassion and Sensitivity	3.43	.59	3.35	.61	3.56	.000
Straightforwardness and Composure	3.98	.48	3.90	.52	4.41	.000
Balance Between Personal Life and Work	3.63	.73	3.40	.79	7.66	.000
Self-Awareness	3.40	.57	3.32	.61	3.59	.000
Putting People at Ease	3.76	.70	3.57	.73	6.58	.000
Acting with Flexibility	3.58	.53	3.48	.55	5.04	.000
Problems with Interpersonal Relationships	1.91	.67	2.06	.73	-5.92	.000
Difficulty Molding a Staff	2.03	.55	2.12	.58	-4.53	.000
Difficulty Making Strategic Decisions	1.81	.52	1.96	.58	-7.00	.000
Lack of Follow-Through	1.96	.61	1.98	.61	-1.16	.246
Overdependence	2.07	.51	2.22	.56	-7.52	.000
Strategic Differences with Management	2.11	.55	2.22	.59	-5.02	.000



Table 23.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Superior” Scores Based on Coaching Report for Leaders® Resilience Result*

	Strengths (n=3145-3520)		Opportunities (n=698-808)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.53	3.60	.52	2.96	.003
Doing Whatever it Takes	3.83	.54	3.73	.57	4.68	.000
Being a Quick Study	4.02	.63	3.99	.64	1.24	.215
Decisiveness	3.67	.77	3.52	.80	4.98	.000
Leading Employees	3.58	.57	3.46	.59	4.99	.000
Setting a Development Climate	3.76	.58	3.68	.60	3.44	.001
Confronting Problem Employees	3.37	.75	3.24	.75	4.22	.000
Work Team Orientation	3.58	.72	3.41	.77	6.07	.000
Hiring Talented Staff	3.69	.68	3.64	.68	1.94	.053
Building and Mending Relationships	3.60	.66	3.51	.69	3.49	.000
Compassion and Sensitivity	3.69	.63	3.61	.69	3.26	.001
Straightforwardness and Composure	4.10	.63	4.04	.64	2.70	.007
Balance Between Personal Life and Work	3.84	.74	3.67	.82	5.44	.000
Self-Awareness	3.54	.72	3.51	.74	.88	.378
Putting People at Ease	3.85	.78	3.74	.82	3.48	.001
Acting with Flexibility	3.62	.61	3.50	.64	4.87	.000
Problems with Interpersonal Relationships	1.77	.77	1.90	.80	-4.36	.000
Difficulty Molding a Staff	2.00	.75	2.13	.74	-4.23	.000
Difficulty Making Strategic Decisions	1.99	.75	2.16	.78	-5.88	.000
Lack of Follow-Through	1.73	.73	1.72	.70	.20	.841
Overdependence	1.99	.69	2.09	.71	-3.74	.000
Strategic Differences with Management	2.17	.83	2.29	.86	-3.81	.000

Table 24.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Other Superior” Scores Based on Coaching Report for Leaders® Resilience Result*

	Strengths (n=849-1009)		Opportunities (n=214-244)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.52	3.64	.52	.87	.385
Doing Whatever it Takes	3.86	.52	3.78	.53	2.12	.034
Being a Quick Study	4.02	.60	3.98	.61	.79	.432
Decisiveness	3.71	.71	3.55	.77	3.16	.002
Leading Employees	3.58	.57	3.51	.53	1.65	.099
Setting a Development Climate	3.74	.56	3.70	.53	.89	.373
Confronting Problem Employees	3.38	.71	3.25	.72	2.50	.012
Work Team Orientation	3.56	.67	3.45	.66	2.28	.023
Hiring Talented Staff	3.67	.63	3.63	.61	.70	.487
Building and Mending Relationships	3.67	.64	3.57	.68	2.03	.043
Compassion and Sensitivity	3.67	.63	3.68	.65	-.10	.919
Straightforwardness and Composure	4.06	.59	3.99	.67	1.64	.101
Balance Between Personal Life and Work	3.80	.70	3.59	.79	4.02	.000
Self-Awareness	3.62	.66	3.53	.69	1.97	.049
Putting People at Ease	3.93	.75	3.84	.80	1.58	.114
Acting with Flexibility	3.65	.58	3.57	.62	1.91	.056
Problems with Interpersonal Relationships	1.75	.73	1.90	.83	-2.79	.005
Difficulty Molding a Staff	2.07	.73	2.15	.73	-1.40	.162
Difficulty Making Strategic Decisions	2.02	.72	2.18	.74	-3.02	.003
Lack of Follow-Through	1.74	.70	1.74	.69	-.01	.995
Overdependence	2.04	.66	2.13	.70	-1.88	.060
Strategic Differences with Management	2.23	.82	2.36	.80	-2.26	.024

*Use of Power and Authority*

The leadership characteristic of Use of Power and Authority is based on the Dominance and Self-control folk scales from the CPI 260™ assessment. Strength on this leadership characteristic suggests the leader is willing to use and accept power to achieve goals, and the ability to share power or take on a supporting

role when called for. The largest differences between the strength and opportunity categories are consistent across all the rater sources (Table 25 through Table 29), with Doing Whatever it Takes and Decisiveness being rated higher for leaders in the strength category.

Table 25.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Self” Scores Based on Coaching Report for Leaders® Power & Authority Result*

	Strengths (n=2301-2350)		Opportunities (n=1116-1162)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.78	.37	3.56	.37	16.52	.000
Doing Whatever it Takes	3.94	.42	3.58	.43	23.65	.000
Being a Quick Study	3.89	.55	3.65	.60	11.92	.000
Decisiveness	3.80	.60	3.32	.66	21.44	.000
Leading Employees	3.75	.41	3.61	.39	10.13	.000
Setting a Development Climate	3.88	.46	3.71	.47	10.36	.000
Confronting Problem Employees	3.37	.64	3.03	.65	14.31	.000
Work Team Orientation	3.88	.58	3.67	.63	9.85	.000
Hiring Talented Staff	3.91	.58	3.73	.57	8.38	.000
Building and Mending Relationships	3.74	.43	3.58	.44	9.90	.000
Compassion and Sensitivity	3.74	.52	3.64	.54	5.44	.000
Straightforwardness and Composure	4.03	.45	3.93	.48	5.94	.000
Balance Between Personal Life and Work	3.54	.75	3.35	.82	6.85	.000
Self-Awareness	3.74	.50	3.64	.50	6.10	.000
Putting People at Ease	3.79	.63	3.56	.69	9.54	.000
Acting with Flexibility	3.81	.44	3.60	.44	13.02	.000
Problems with Interpersonal Relationships	1.61	.55	1.71	.60	-5.06	.000
Difficulty Molding a Staff	1.77	.55	2.00	.58	-11.54	.000
Difficulty Making Strategic Decisions	1.76	.54	2.04	.61	-14.25	.000
Lack of Follow-Through	1.73	.58	1.86	.64	-6.02	.000
Overdependence	2.08	.65	2.28	.67	-8.53	.000
Strategic Differences with Management	2.09	.71	2.26	.74	-6.55	.000

Table 26.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Peer” Scores Based on Coaching Report for Leaders® Power & Authority Result*

	Strengths (n=2247-2288)		Opportunities (n=180-398)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.69	.40	3.62	.37	4.93	.000
Doing Whatever it Takes	3.83	.41	3.65	.39	12.27	.000
Being a Quick Study	3.94	.46	3.88	.45	3.65	.000
Decisiveness	3.63	.54	3.35	.55	14.16	.000
Leading Employees	3.53	.46	3.50	.43	1.95	.052
Setting a Development Climate	3.64	.47	3.57	.44	4.24	.000
Confronting Problem Employees	3.38	.55	3.23	.56	7.72	.000
Work Team Orientation	3.62	.51	3.54	.52	4.34	.000
Hiring Talented Staff	3.64	.48	3.53	.48	5.86	.000
Building and Mending Relationships	3.58	.53	3.58	.50	.07	.948
Compassion and Sensitivity	3.52	.54	3.51	.52	.44	.661
Straightforwardness and Composure	3.91	.46	3.98	.43	-4.25	.000
Balance Between Personal Life and Work	3.74	.60	3.75	.62	-.67	.504
Self-Awareness	3.46	.52	3.49	.51	-1.41	.157
Putting People at Ease	3.82	.65	3.76	.65	2.53	.011
Acting with Flexibility	3.59	.48	3.56	.44	1.85	.064
Problems with Interpersonal Relationships	1.90	.63	1.80	.59	4.66	.000
Difficulty Molding a Staff	2.13	.56	2.19	.55	-3.38	.001
Difficulty Making Strategic Decisions	1.98	.52	2.05	.51	-4.10	.000
Lack of Follow-Through	1.91	.56	1.82	.49	4.46	.000
Overdependence	2.12	.48	2.13	.46	-.67	.503
Strategic Differences with Management	2.30	.58	2.27	.54	1.40	.161

Table 27.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Subordinate” Scores Based on Coaching Report for Leaders® Power & Authority Result*

	Strengths (n=2110-2152)		Opportunities (n=1023-1039)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.75	.42	3.68	.39	4.35	.000
Doing Whatever it Takes	3.88	.43	3.70	.44	10.96	.000
Being a Quick Study	3.92	.49	3.86	.47	3.16	.002
Decisiveness	3.62	.55	3.33	.58	13.71	.000
Leading Employees	3.54	.50	3.50	.47	2.06	.040
Setting a Development Climate	3.63	.54	3.54	.54	4.30	.000
Confronting Problem Employees	3.34	.59	3.17	.62	7.46	.000
Work Team Orientation	3.75	.55	3.66	.54	4.33	.000
Hiring Talented Staff	3.83	.46	3.74	.47	5.23	.000
Building and Mending Relationships	3.58	.55	3.58	.51	-.19	.851
Compassion and Sensitivity	3.42	.60	3.43	.58	-.58	.561
Straightforwardness and Composure	3.99	.48	4.04	.46	-2.95	.003
Balance Between Personal Life and Work	3.61	.73	3.59	.75	.83	.409
Self-Awareness	3.39	.58	3.42	.55	-1.35	.177
Putting People at Ease	3.72	.71	3.70	.70	1.00	.316
Acting with Flexibility	3.57	.54	3.55	.49	1.43	.153
Problems with Interpersonal Relationships	1.92	.68	1.84	.64	3.18	.001
Difficulty Molding a Staff	2.02	.56	2.09	.56	-3.11	.002
Difficulty Making Strategic Decisions	1.81	.52	1.89	.53	-4.10	.000
Lack of Follow-Through	1.94	.61	1.88	.55	2.63	.009
Overdependence	2.07	.51	2.09	.51	-1.04	.300
Strategic Differences with Management	2.11	.56	2.13	.52	-1.19	.236

Table 28.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Superior” Scores Based on Coaching Report for Leaders<sup>®</sup> Power & Authority Result*

	Strengths (n=1859-2090)		Opportunities (n=918-1046)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.68	.52	3.63	.51	2.65	.008
Doing Whatever it Takes	3.84	.53	3.65	.55	9.49	.000
Being a Quick Study	4.03	.62	3.98	.61	1.82	.069
Decisiveness	3.67	.75	3.33	.77	11.66	.000
Leading Employees	3.59	.56	3.55	.57	1.66	.098
Setting a Development Climate	3.76	.57	3.69	.60	3.32	.001
Confronting Problem Employees	3.39	.74	3.19	.77	6.59	.000
Work Team Orientation	3.58	.72	3.49	.76	3.10	.002
Hiring Talented Staff	3.69	.66	3.62	.69	2.57	.010
Building and Mending Relationships	3.61	.65	3.67	.63	-2.48	.013
Compassion and Sensitivity	3.70	.62	3.70	.61	-.02	.987
Straightforwardness and Composure	4.11	.61	4.22	.57	-5.08	.000
Balance Between Personal Life and Work	3.85	.73	3.81	.74	1.36	.175
Self-Awareness	3.54	.71	3.60	.68	-2.43	.015
Putting People at Ease	3.83	.77	3.84	.77	-.31	.757
Acting with Flexibility	3.62	.61	3.60	.62	1.00	.319
Problems with Interpersonal Relationships	1.77	.75	1.64	.69	4.40	.000
Difficulty Molding a Staff	1.99	.74	2.07	.75	-2.96	.003
Difficulty Making Strategic Decisions	1.98	.74	2.08	.74	-3.55	.000
Lack of Follow-Through	1.70	.70	1.64	.63	2.17	.030
Overdependence	1.98	.68	1.99	.68	-.61	.543
Strategic Differences with Management	2.15	.82	2.15	.76	.21	.832

Table 29.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Other Superior” Scores Based on Coaching Report for Leaders<sup>®</sup> Power & Authority Result*

	Strengths (n=530-605)		Opportunities (n=246-286)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.68	.52	3.61	.51	2.03	.042
Doing Whatever it Takes	3.87	.51	3.67	.57	5.20	.000
Being a Quick Study	4.02	.60	3.95	.62	1.70	.090
Decisiveness	3.71	.71	3.35	.73	7.03	.000
Leading Employees	3.58	.58	3.53	.55	1.29	.198
Setting a Development Climate	3.74	.56	3.69	.56	1.18	.238
Confronting Problem Employees	3.37	.71	3.18	.73	3.59	.000
Work Team Orientation	3.55	.69	3.44	.74	1.99	.047
Hiring Talented Staff	3.68	.62	3.59	.61	1.88	.060
Building and Mending Relationships	3.68	.63	3.66	.63	.29	.769
Compassion and Sensitivity	3.68	.65	3.71	.62	-.46	.647
Straightforwardness and Composure	4.06	.61	4.15	.60	-2.17	.030
Balance Between Personal Life and Work	3.81	.67	3.73	.76	1.63	.104
Self-Awareness	3.61	.68	3.58	.65	.48	.633
Putting People at Ease	3.92	.76	3.84	.78	1.56	.120
Acting with Flexibility	3.66	.59	3.59	.58	1.65	.100
Problems with Interpersonal Relationships	1.77	.73	1.68	.72	1.79	.074
Difficulty Molding a Staff	2.09	.72	2.09	.71	-.03	.979
Difficulty Making Strategic Decisions	2.04	.72	2.10	.73	-1.09	.275
Lack of Follow-Through	1.75	.70	1.61	.64	2.91	.004
Overdependence	2.03	.64	2.05	.66	-.34	.732
Strategic Differences with Management	2.25	.82	2.24	.75	.06	.948

*Comfort with Organizational Structures*

The folk scales of Social Conformity in conjunction with Achievement via Conformance combine to create the leadership characteristic of Comfort with Organizational Structures. A strength on this characteristic means a leader is able to balance the need to conform to rules, and to balance personal and organizational goals. Across the various raters, inconsistent results are found in terms of the strongest differences. The Self-ratings found in Table 30 show that leaders in the strength category had lower scores on Problems with Interpersonal Relationships, Overdependence, and Lack of Follow-Through. These results suggest that comfort with the structure of the organization translates into fewer problems with leadership responsibilities.

The remaining raters had as one of the largest differences for Balance between Life and Work. In addition, Peers (Table 31) provided

higher rating of Leading Employees Building and Mending Relationships, Subordinates (Table 32) provided higher ratings for Leading Employees, Superiors (Table 33) provide lower scores on Problems with Interpersonal Relationships and Overdependence, while Other Superiors (Table 34 ) had no additional significant differences. This pattern of results is likely due to the conceptual dissimilarity between the comfort with organizational structures leadership characteristic, and the Benchmarks® measures. The Benchmarks® measures do not include specific measure of comfort with structure while this is a key concept to the instrument. The resulting differences for Balance of Work and Life are likely due to the emphasis on balance of personal and organizational goals in the leadership characteristic.

Table 30.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Self” Scores Based on Coaching Report for Leaders® Structure Result*

	Strengths (n=2561-2617)		Opportunities (n=422-438)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.75	.38	3.61	.41	7.19	.000
Doing Whatever it Takes	3.90	.44	3.82	.49	3.50	.000
Being a Quick Study	3.88	.56	3.71	.60	5.64	.000
Decisiveness	3.73	.64	3.75	.67	-.51	.609
Leading Employees	3.74	.40	3.60	.43	6.45	.000
Setting a Development Climate	3.88	.46	3.74	.49	5.51	.000
Confronting Problem Employees	3.33	.64	3.21	.69	3.61	.000
Work Team Orientation	3.85	.59	3.65	.65	6.39	.000
Hiring Talented Staff	3.89	.58	3.79	.61	3.43	.001
Building and Mending Relationships	3.71	.43	3.53	.46	7.95	.000
Compassion and Sensitivity	3.74	.53	3.66	.55	2.76	.006
Straightforwardness and Composure	4.01	.46	3.80	.51	8.78	.000
Balance Between Personal Life and Work	3.50	.75	3.18	.87	8.04	.000
Self-Awareness	3.73	.50	3.65	.52	3.24	.001
Putting People at Ease	3.76	.65	3.60	.72	4.67	.000
Acting with Flexibility	3.79	.45	3.65	.49	5.92	.000
Problems with Interpersonal Relationships	1.61	.54	1.94	.64	-11.21	.000
Difficulty Molding a Staff	1.78	.55	1.99	.62	-7.15	.000
Difficulty Making Strategic Decisions	1.78	.55	2.03	.64	-8.45	.000
Lack of Follow-Through	1.73	.58	2.02	.72	-9.28	.000
Overdependence	2.11	.65	2.46	.71	-10.37	.000
Strategic Differences with Management	2.11	.73	2.40	.82	-7.41	.000

Table 31.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Peer” Scores Based on Coaching Report for Leaders<sup>®</sup> Structure Result*

	Strengths (n=2497-2542)		Opportunities (n=420-425)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.39	3.60	.37	3.48	.001
Doing Whatever it Takes	3.80	.41	3.76	.39	1.44	.150
Being a Quick Study	3.94	.45	3.83	.49	4.25	.000
Decisiveness	3.57	.55	3.61	.54	-1.20	.229
Leading Employees	3.51	.46	3.39	.45	5.01	.000
Setting a Development Climate	3.62	.47	3.52	.45	4.13	.000
Confronting Problem Employees	3.36	.56	3.32	.51	1.49	.135
Work Team Orientation	3.60	.52	3.49	.52	4.11	.000
Hiring Talented Staff	3.62	.47	3.52	.49	4.16	.000
Building and Mending Relationships	3.55	.53	3.42	.54	4.74	.000
Compassion and Sensitivity	3.49	.55	3.41	.56	2.97	.003
Straightforwardness and Composure	3.90	.46	3.80	.47	4.11	.000
Balance Between Personal Life and Work	3.73	.61	3.58	.67	4.65	.000
Self-Awareness	3.44	.53	3.39	.52	1.80	.072
Putting People at Ease	3.77	.66	3.69	.68	2.29	.022
Acting with Flexibility	3.57	.48	3.49	.47	3.06	.002
Problems with Interpersonal Relationships	1.93	.63	2.06	.66	-4.15	.000
Difficulty Molding a Staff	2.16	.55	2.28	.55	-4.29	.000
Difficulty Making Strategic Decisions	2.01	.53	2.14	.55	-4.63	.000
Lack of Follow-Through	1.91	.55	2.03	.56	-4.07	.000
Overdependence	2.14	.48	2.24	.49	-4.02	.000
Strategic Differences with Management	2.33	.58	2.42	.62	-3.03	.002

Table 32.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks<sup>®</sup> “Subordinate” Scores Based on Coaching Report for Leaders<sup>®</sup> Structure Result*

	Strengths (n=2353-2400)		Opportunities (n=385-389)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.72	.42	3.71	.40	.50	.615
Doing Whatever it Takes	3.84	.44	3.85	.42	-.62	.538
Being a Quick Study	3.90	.50	3.84	.50	2.31	.021
Decisiveness	3.56	.58	3.66	.50	-3.14	.002
Leading Employees	3.51	.49	3.47	.50	1.44	.151
Setting a Development Climate	3.60	.55	3.59	.54	.33	.745
Confronting Problem Employees	3.29	.61	3.30	.57	-.18	.857
Work Team Orientation	3.72	.55	3.70	.55	.93	.352
Hiring Talented Staff	3.80	.48	3.77	.47	1.22	.222
Building and Mending Relationships	3.55	.55	3.49	.56	1.96	.050
Compassion and Sensitivity	3.42	.60	3.37	.61	1.39	.165
Straightforwardness and Composure	3.98	.49	3.94	.51	1.40	.162
Balance Between Personal Life and Work	3.59	.74	3.40	.79	4.80	.000
Self-Awareness	3.38	.58	3.36	.58	.62	.535
Putting People at Ease	3.70	.71	3.65	.74	1.36	.172
Acting with Flexibility	3.55	.53	3.53	.55	.52	.605
Problems with Interpersonal Relationships	1.93	.68	2.02	.72	-2.24	.025
Difficulty Molding a Staff	2.05	.56	2.10	.58	-1.44	.151
Difficulty Making Strategic Decisions	1.85	.54	1.92	.56	-2.43	.015
Lack of Follow-Through	1.95	.61	2.04	.61	-2.62	.009
Overdependence	2.10	.52	2.16	.54	-2.32	.020
Strategic Differences with Management	2.13	.56	2.20	.58	-2.19	.029

Table 33.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Superior” Scores Based on Coaching Report for Leaders® Structure Result*

	Strengths (n=2050-2334)		Opportunities (n=339-385)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.65	.54	3.58	.54	2.31	.021
Doing Whatever it Takes	3.80	.55	3.81	.58	-.04	.966
Being a Quick Study	4.02	.62	3.94	.66	2.39	.017
Decisiveness	3.61	.78	3.69	.79	-2.08	.037
Leading Employees	3.57	.56	3.43	.64	4.27	.000
Setting a Development Climate	3.75	.59	3.67	.64	2.22	.027
Confronting Problem Employees	3.35	.75	3.31	.76	1.03	.304
Work Team Orientation	3.56	.71	3.39	.81	4.23	.000
Hiring Talented Staff	3.70	.68	3.58	.70	2.93	.003
Building and Mending Relationships	3.59	.66	3.44	.71	3.96	.000
Compassion and Sensitivity	3.70	.63	3.58	.70	3.16	.002
Straightforwardness and Composure	4.10	.63	4.02	.69	2.38	.017
Balance Between Personal Life and Work	3.82	.74	3.57	.83	5.81	.000
Self-Awareness	3.54	.71	3.50	.74	1.01	.312
Putting People at Ease	3.81	.79	3.72	.86	2.20	.028
Acting with Flexibility	3.60	.62	3.54	.67	1.72	.086
Problems with Interpersonal Relationships	1.78	.76	1.98	.85	-4.82	.000
Difficulty Molding a Staff	2.01	.74	2.17	.79	-3.66	.000
Difficulty Making Strategic Decisions	2.02	.76	2.17	.78	-3.53	.000
Lack of Follow-Through	1.71	.71	1.84	.73	-3.47	.001
Overdependence	1.99	.69	2.17	.69	-4.68	.000
Strategic Differences with Management	2.18	.84	2.33	.90	-3.21	.001

Table 34.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Other Superior” Scores Based on Coaching Report for Leaders® Structure Result*

	Strengths (n=576-687)		Opportunities (n=105-125)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.51	3.64	.48	.31	.753
Doing Whatever it Takes	3.83	.52	3.85	.50	-.34	.730
Being a Quick Study	4.02	.57	3.99	.60	.56	.574
Decisiveness	3.63	.72	3.67	.70	-.59	.555
Leading Employees	3.55	.57	3.51	.51	.80	.424
Setting a Development Climate	3.72	.55	3.70	.48	.44	.661
Confronting Problem Employees	3.29	.74	3.43	.62	-1.81	.070
Work Team Orientation	3.50	.67	3.52	.63	-.25	.801
Hiring Talented Staff	3.64	.62	3.55	.66	1.33	.184
Building and Mending Relationships	3.64	.63	3.60	.59	.66	.508
Compassion and Sensitivity	3.69	.62	3.71	.63	-.36	.720
Straightforwardness and Composure	4.06	.61	4.00	.62	.94	.349
Balance Between Personal Life and Work	3.76	.72	3.59	.76	2.43	.016
Self-Awareness	3.61	.68	3.56	.60	.73	.464
Putting People at Ease	3.88	.76	3.89	.73	-.07	.948
Acting with Flexibility	3.61	.58	3.66	.55	-.83	.409
Problems with Interpersonal Relationships	1.78	.74	1.85	.79	-.97	.332
Difficulty Molding a Staff	2.10	.74	2.02	.69	1.10	.271
Difficulty Making Strategic Decisions	2.05	.72	2.01	.70	.60	.547
Lack of Follow-Through	1.72	.69	1.72	.68	.12	.907
Overdependence	2.05	.68	2.07	.69	-.22	.824
Strategic Differences with Management	2.23	.80	2.31	.77	-1.08	.280

### *Responsibility and Accountability*

This characteristic is comprised of the Responsibility folk scale and the specialty measure of Leadership. Strength in this leadership characteristic suggests the leader can be depended upon to accept and complete assigned tasks and organizational goals, and expects the same from others. For the Self-ratings in Table 35 all of the Benchmarks<sup>®</sup> scales have significant differences, in the anticipated direction. The largest t-values are found for Doing Whatever it Takes,

Resourcefulness, and Strategic Differences with Management. These results appear conceptually consistent with Responsibility and Accountability. The ratings for Peers (Table 36), Subordinates (Table 37), and Superiors (Table 38) are consistent, with the strongest differences occurring for Doing what ever it takes, Decisiveness, and Work Team Orientation. Other Superior ratings (Table 39) were similar, except Work Team Orientation as not significantly different.

Table 35.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks<sup>®</sup> “Self” Scores Based on Coaching Report for Leaders<sup>®</sup> Responsibility & Accountability Result*

	Strengths (n=3840-3934)		Opportunities (n=1709-1762)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.78	.38	3.61	.39	15.73	.000
Doing Whatever it Takes	3.93	.42	3.72	.47	16.70	.000
Being a Quick Study	3.89	.55	3.70	.60	11.79	.000
Decisiveness	3.78	.61	3.55	.69	12.71	.000
Leading Employees	3.76	.40	3.62	.40	11.92	.000
Setting a Development Climate	3.88	.45	3.76	.47	9.41	.000
Confronting Problem Employees	3.37	.63	3.17	.67	10.97	.000
Work Team Orientation	3.88	.58	3.69	.64	11.63	.000
Hiring Talented Staff	3.92	.57	3.78	.60	8.09	.000
Building and Mending Relationships	3.74	.43	3.59	.44	11.99	.000
Compassion and Sensitivity	3.75	.52	3.66	.54	6.24	.000
Straightforwardness and Composure	4.05	.46	3.86	.49	13.73	.000
Balance Between Personal Life and Work	3.54	.76	3.36	.82	8.28	.000
Self-Awareness	3.75	.50	3.67	.51	5.58	.000
Putting People at Ease	3.79	.64	3.66	.69	7.29	.000
Acting with Flexibility	3.81	.44	3.65	.45	12.33	.000
Problems with Interpersonal Relationships	1.59	.56	1.76	.60	-10.37	.000
Difficulty Molding a Staff	1.75	.54	1.95	.57	-12.65	.000
Difficulty Making Strategic Decisions	1.74	.54	1.98	.59	-15.19	.000
Lack of Follow-Through	1.73	.59	1.86	.64	-7.41	.000
Overdependence	2.07	.65	2.30	.67	-12.02	.000
Strategic Differences with Management	2.07	.72	2.29	.77	-10.13	.000



Table 36.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Peer” Scores Based on Coaching Report for Leaders® Responsibility & Accountability Result*

	Strengths (n=3748-3817)		Opportunities (n=1683-1715)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.68	.40	3.62	.38	5.20	.000
Doing Whatever it Takes	3.81	.40	3.72	.40	7.91	.000
Being a Quick Study	3.93	.46	3.88	.47	3.55	.000
Decisiveness	3.60	.55	3.50	.56	6.69	.000
Leading Employees	3.52	.46	3.46	.45	4.12	.000
Setting a Development Climate	3.63	.46	3.57	.46	4.72	.000
Confronting Problem Employees	3.36	.54	3.30	.56	4.28	.000
Work Team Orientation	3.62	.51	3.53	.53	6.17	.000
Hiring Talented Staff	3.63	.47	3.57	.49	4.39	.000
Building and Mending Relationships	3.57	.53	3.52	.53	3.10	.002
Compassion and Sensitivity	3.51	.55	3.47	.54	2.92	.004
Straightforwardness and Composure	3.91	.47	3.89	.47	1.46	.145
Balance Between Personal Life and Work	3.74	.61	3.70	.63	2.29	.022
Self-Awareness	3.46	.53	3.44	.52	1.16	.247
Putting People at Ease	3.81	.65	3.76	.64	2.82	.005
Acting with Flexibility	3.58	.48	3.54	.47	3.40	.001
Problems with Interpersonal Relationships	1.91	.64	1.91	.63	.00	.998
Difficulty Molding a Staff	2.15	.55	2.19	.55	-2.78	.006
Difficulty Making Strategic Decisions	1.99	.53	2.06	.52	-4.69	.000
Lack of Follow-Through	1.92	.56	1.89	.54	1.77	.077
Overdependence	2.13	.49	2.17	.48	-3.01	.003
Strategic Differences with Management	2.31	.58	2.32	.57	-.40	.693

Table 37.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Subordinate” Scores Based on Coaching Report for Leaders® Responsibility & Accountability Result*

	Strengths (n=3547-3620)		Opportunities (n=1543-1569)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.74	.41	3.68	.40	4.50	.000
Doing Whatever it Takes	3.87	.42	3.77	.45	7.06	.000
Being a Quick Study	3.92	.49	3.86	.49	3.64	.000
Decisiveness	3.58	.56	3.49	.58	5.48	.000
Leading Employees	3.53	.49	3.49	.50	3.00	.003
Setting a Development Climate	3.62	.54	3.57	.56	3.40	.001
Confronting Problem Employees	3.31	.59	3.25	.61	3.69	.000
Work Team Orientation	3.75	.54	3.67	.55	4.79	.000
Hiring Talented Staff	3.81	.46	3.77	.48	3.25	.001
Building and Mending Relationships	3.58	.54	3.54	.55	2.60	.009
Compassion and Sensitivity	3.43	.59	3.40	.60	1.81	.071
Straightforwardness and Composure	3.99	.48	3.95	.50	3.17	.002
Balance Between Personal Life and Work	3.62	.73	3.53	.77	3.76	.000
Self-Awareness	3.39	.57	3.38	.59	.72	.474
Putting People at Ease	3.73	.71	3.68	.71	2.28	.023
Acting with Flexibility	3.57	.53	3.53	.52	2.66	.008
Problems with Interpersonal Relationships	1.91	.67	1.94	.70	-1.35	.178
Difficulty Molding a Staff	2.04	.55	2.08	.59	-2.56	.011
Difficulty Making Strategic Decisions	1.82	.52	1.90	.55	-4.46	.000
Lack of Follow-Through	1.95	.60	1.94	.61	.53	.597
Overdependence	2.08	.51	2.12	.55	-2.80	.005
Strategic Differences with Management	2.12	.55	2.16	.57	-2.27	.023

Table 38.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Superior” Scores Based on Coaching Report for Leaders<sup>®</sup> Responsibility & Accountability Result*

	Strengths (n=3147-3514)		Opportunities (n=1390-1584)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.53	3.61	.53	3.05	.002
Doing Whatever it Takes	3.83	.53	3.72	.57	6.37	.000
Being a Quick Study	4.02	.63	3.99	.62	1.73	.083
Decisiveness	3.64	.77	3.51	.80	5.69	.000
Leading Employees	3.58	.56	3.51	.59	4.24	.000
Setting a Development Climate	3.76	.58	3.69	.60	3.43	.001
Confronting Problem Employees	3.36	.75	3.27	.77	3.71	.000
Work Team Orientation	3.58	.72	3.47	.76	4.55	.000
Hiring Talented Staff	3.69	.67	3.63	.69	2.89	.004
Building and Mending Relationships	3.60	.66	3.58	.67	1.22	.224
Compassion and Sensitivity	3.69	.64	3.66	.63	1.79	.074
Straightforwardness and Composure	4.12	.62	4.10	.64	1.16	.247
Balance Between Personal Life and Work	3.84	.75	3.76	.76	3.53	.000
Self-Awareness	3.54	.72	3.55	.72	-.24	.813
Putting People at Ease	3.84	.78	3.80	.79	1.28	.202
Acting with Flexibility	3.62	.61	3.57	.64	2.61	.009
Problems with Interpersonal Relationships	1.77	.77	1.79	.77	-1.21	.227
Difficulty Molding a Staff	2.00	.74	2.08	.76	-3.16	.002
Difficulty Making Strategic Decisions	1.99	.75	2.08	.77	-3.84	.000
Lack of Follow-Through	1.72	.72	1.70	.70	1.17	.244
Overdependence	1.98	.69	2.04	.70	-2.65	.008
Strategic Differences with Management	2.16	.82	2.23	.84	-2.73	.006

Table 39.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Other Superior” Scores Based on Coaching Report for Leaders<sup>®</sup> Responsibility & Accountability Result*

	Strengths (n=838-988)		Opportunities (n=393-460)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.53	3.62	.49	1.46	.145
Doing Whatever it Takes	3.84	.53	3.76	.54	2.77	.006
Being a Quick Study	4.01	.61	3.97	.59	1.15	.249
Decisiveness	3.67	.73	3.57	.75	2.42	.016
Leading Employees	3.57	.57	3.52	.55	1.56	.120
Setting a Development Climate	3.73	.58	3.70	.52	.64	.520
Confronting Problem Employees	3.34	.71	3.32	.73	.32	.748
Work Team Orientation	3.54	.67	3.47	.70	1.73	.084
Hiring Talented Staff	3.64	.65	3.65	.60	-.31	.759
Building and Mending Relationships	3.65	.66	3.61	.63	1.26	.208
Compassion and Sensitivity	3.67	.64	3.69	.63	-.61	.541
Straightforwardness and Composure	4.07	.58	4.05	.65	.47	.642
Balance Between Personal Life and Work	3.79	.71	3.73	.73	1.51	.131
Self-Awareness	3.60	.68	3.57	.63	.81	.417
Putting People at Ease	3.90	.77	3.87	.75	.66	.509
Acting with Flexibility	3.63	.60	3.59	.58	1.34	.179
Problems with Interpersonal Relationships	1.76	.74	1.81	.77	-1.03	.304
Difficulty Molding a Staff	2.09	.74	2.09	.71	.00	.999
Difficulty Making Strategic Decisions	2.05	.74	2.11	.74	-1.31	.189
Lack of Follow-Through	1.76	.73	1.68	.63	2.09	.037
Overdependence	2.04	.66	2.10	.69	-1.54	.123
Strategic Differences with Management	2.24	.81	2.30	.79	-1.34	.180

*Decisiveness*

The two folk scales used for the Decisiveness leadership characteristic are Dominance and Independence. Decisiveness is a strength when there is a balance between an unwillingness to make decisions, and being willing to make any decision for self and others. On the Self-rating (Table 40), again, all differences were significant, and in the anticipated direction. The strongest differences occurred for Doing Whatever it Takes,

Decisiveness, and Resourcefulness. These differences are conceptually consistent with the leadership characteristic of Decisiveness. The pattern of results that emerges for the remaining raters (Table 41 through Table 44) is consistent, with the largest differences occurring for Doing Whatever it Takes, Decisiveness, and Confronting Problem Employees. Overall, these results suggest that the coaching report strength category for Decisiveness is related to other measures of appropriate decision-making.

Table 40.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Self” Scores Based on Coaching Report for Leaders® Decisiveness Result*

	Strengths (n=3300-3385)		Opportunities (n=1116-1162)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.77	.37	3.56	.37	16.60	.000
Doing Whatever it Takes	3.93	.41	3.58	.43	24.59	.000
Being a Quick Study	3.88	.55	3.65	.60	12.20	.000
Decisiveness	3.80	.59	3.32	.66	22.91	.000
Leading Employees	3.74	.40	3.61	.39	9.97	.000
Setting a Development Climate	3.88	.46	3.71	.47	10.51	.000
Confronting Problem Employees	3.38	.62	3.03	.65	15.95	.000
Work Team Orientation	3.87	.58	3.67	.63	9.69	.000
Hiring Talented Staff	3.91	.58	3.73	.57	8.84	.000
Building and Mending Relationships	3.72	.44	3.58	.44	8.98	.000
Compassion and Sensitivity	3.74	.52	3.64	.54	5.35	.000
Straightforwardness and Composure	4.02	.47	3.93	.48	5.55	.000
Balance Between Personal Life and Work	3.53	.78	3.35	.82	6.70	.000
Self-Awareness	3.74	.50	3.64	.50	6.21	.000
Putting People at Ease	3.77	.64	3.56	.69	9.53	.000
Acting with Flexibility	3.80	.44	3.60	.44	13.64	.000
Problems with Interpersonal Relationships	1.63	.57	1.71	.60	-4.24	.000
Difficulty Molding a Staff	1.76	.53	2.00	.58	-12.83	.000
Difficulty Making Strategic Decisions	1.76	.54	2.04	.61	-14.76	.000
Lack of Follow-Through	1.73	.59	1.86	.64	-6.33	.000
Overdependence	2.09	.65	2.28	.67	-8.41	.000
Strategic Differences with Management	2.10	.73	2.26	.74	-6.44	.000

Table 41.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Peer” Scores Based on Coaching Report for Leaders<sup>®</sup> Decisiveness Result*

	Strengths (n=3217-3278)		Opportunities (n=1109-1127)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.39	3.62	.37	3.59	.000
Doing Whatever it Takes	3.81	.40	3.65	.39	11.53	.000
Being a Quick Study	3.93	.46	3.88	.45	3.19	.001
Decisiveness	3.62	.53	3.35	.55	14.40	.000
Leading Employees	3.50	.46	3.50	.43	.06	.952
Setting a Development Climate	3.62	.47	3.57	.44	2.97	.003
Confronting Problem Employees	3.37	.54	3.23	.56	7.65	.000
Work Team Orientation	3.60	.51	3.54	.52	3.81	.000
Hiring Talented Staff	3.62	.47	3.53	.48	5.46	.000
Building and Mending Relationships	3.55	.54	3.58	.50	-1.79	.074
Compassion and Sensitivity	3.48	.55	3.51	.52	-1.46	.144
Straightforwardness and Composure	3.88	.47	3.98	.43	-6.10	.000
Balance Between Personal Life and Work	3.74	.61	3.75	.62	-.79	.427
Self-Awareness	3.44	.53	3.49	.51	-2.86	.004
Putting People at Ease	3.79	.65	3.76	.65	1.17	.243
Acting with Flexibility	3.56	.49	3.56	.44	.06	.953
Problems with Interpersonal Relationships	1.94	.64	1.80	.59	6.63	.000
Difficulty Molding a Staff	2.16	.55	2.19	.55	-1.59	.111
Difficulty Making Strategic Decisions	2.01	.52	2.05	.51	-2.60	.009
Lack of Follow-Through	1.93	.56	1.82	.49	5.64	.000
Overdependence	2.14	.49	2.13	.46	.69	.489
Strategic Differences with Management	2.33	.58	2.27	.54	3.10	.002

Table 42.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks<sup>®</sup> “Subordinate” Scores Based on Coaching Report for Leaders<sup>®</sup> Decisiveness Result*

	Strengths (n=3028-3085)		Opportunities (n=1023-1039)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.73	.41	3.68	.39	3.71	.000
Doing Whatever it Takes	3.86	.42	3.70	.44	10.55	.000
Being a Quick Study	3.91	.50	3.86	.47	2.76	.006
Decisiveness	3.60	.55	3.33	.58	13.34	.000
Leading Employees	3.52	.50	3.50	.47	1.34	.180
Setting a Development Climate	3.62	.54	3.54	.54	3.83	.000
Confronting Problem Employees	3.33	.59	3.17	.62	7.40	.000
Work Team Orientation	3.74	.54	3.66	.54	3.92	.000
Hiring Talented Staff	3.81	.46	3.74	.47	4.45	.000
Building and Mending Relationships	3.56	.55	3.58	.51	-1.42	.157
Compassion and Sensitivity	3.41	.59	3.43	.58	-1.26	.209
Straightforwardness and Composure	3.98	.49	4.04	.46	-3.68	.000
Balance Between Personal Life and Work	3.59	.74	3.59	.75	.12	.901
Self-Awareness	3.38	.58	3.42	.55	-2.11	.035
Putting People at Ease	3.70	.71	3.70	.70	.07	.943
Acting with Flexibility	3.56	.54	3.55	.49	.84	.404
Problems with Interpersonal Relationships	1.94	.68	1.84	.64	4.27	.000
Difficulty Molding a Staff	2.04	.56	2.09	.56	-2.30	.021
Difficulty Making Strategic Decisions	1.83	.53	1.89	.53	-3.35	.001
Lack of Follow-Through	1.95	.62	1.88	.55	3.48	.001
Overdependence	2.09	.53	2.09	.51	.09	.925
Strategic Differences with Management	2.13	.56	2.13	.52	-.10	.917

Table 43.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Superior” Scores Based on Coaching Report for Leaders® Decisiveness Result*

	Strengths (n=2696-3026)		Opportunities (n=918-1046)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.65	.53	3.63	.51	1.40	.161
Doing Whatever it Takes	3.82	.53	3.65	.55	8.85	.000
Being a Quick Study	4.01	.63	3.98	.61	1.15	.251
Decisiveness	3.67	.77	3.33	.77	12.25	.000
Leading Employees	3.55	.57	3.55	.57	-.03	.974
Setting a Development Climate	3.74	.58	3.69	.60	2.38	.017
Confronting Problem Employees	3.37	.74	3.19	.77	6.27	.000
Work Team Orientation	3.56	.73	3.49	.76	2.57	.010
Hiring Talented Staff	3.66	.67	3.62	.69	1.86	.064
Building and Mending Relationships	3.57	.67	3.67	.63	-4.25	.000
Compassion and Sensitivity	3.67	.64	3.70	.61	-1.36	.175
Straightforwardness and Composure	4.09	.63	4.22	.57	-5.98	.000
Balance Between Personal Life and Work	3.83	.75	3.81	.74	.88	.379
Self-Awareness	3.53	.72	3.60	.68	-2.88	.004
Putting People at Ease	3.79	.79	3.84	.77	-1.67	.094
Acting with Flexibility	3.60	.61	3.60	.62	.14	.886
Problems with Interpersonal Relationships	1.81	.79	1.64	.69	6.21	.000
Difficulty Molding a Staff	2.03	.75	2.07	.75	-1.38	.167
Difficulty Making Strategic Decisions	2.01	.75	2.08	.74	-2.47	.013
Lack of Follow-Through	1.73	.73	1.64	.63	3.58	.000
Overdependence	2.00	.70	1.99	.68	.31	.753
Strategic Differences with Management	2.19	.84	2.15	.76	1.36	.175

Table 44.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Other Superior” Scores Based on Coaching Report for Leaders® Decisiveness Result*

	Strengths (n=725-846)		Opportunities (n=246-286)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.51	3.61	.51	1.45	.148
Doing Whatever it Takes	3.85	.50	3.67	.57	4.87	.000
Being a Quick Study	4.02	.58	3.95	.62	1.73	.084
Decisiveness	3.71	.69	3.35	.73	7.52	.000
Leading Employees	3.55	.57	3.53	.55	.67	.502
Setting a Development Climate	3.72	.56	3.69	.56	.85	.393
Confronting Problem Employees	3.38	.70	3.18	.73	3.88	.000
Work Team Orientation	3.54	.68	3.44	.74	2.02	.044
Hiring Talented Staff	3.67	.64	3.59	.61	1.66	.098
Building and Mending Relationships	3.63	.66	3.66	.63	-.64	.520
Compassion and Sensitivity	3.66	.64	3.71	.62	-1.02	.307
Straightforwardness and Composure	4.05	.61	4.15	.60	-2.54	.011
Balance Between Personal Life and Work	3.80	.70	3.73	.76	1.49	.136
Self-Awareness	3.60	.66	3.58	.65	.30	.765
Putting People at Ease	3.87	.78	3.84	.78	.62	.537
Acting with Flexibility	3.63	.60	3.59	.58	1.10	.273
Problems with Interpersonal Relationships	1.80	.76	1.68	.72	2.29	.022
Difficulty Molding a Staff	2.08	.73	2.09	.71	-.17	.866
Difficulty Making Strategic Decisions	2.07	.74	2.10	.73	-.65	.519
Lack of Follow-Through	1.75	.70	1.61	.64	2.97	.003
Overdependence	2.05	.67	2.05	.66	.06	.949
Strategic Differences with Management	2.27	.82	2.24	.75	.50	.619

*Interpersonal Skill*

This leadership characteristic results from the combination of the Sociability folk scale and the Amicability specialty scale. Strength on this leadership characteristic reflects appropriate attitudes and behaviors towards others, and the establishing of a social climate for working with others. Across all five rating sources (Table 45 through Table 49), the results are consistent. The

strongest differences occurred for the Benchmarks® measures of Building and Mending Relationships, and Problems with Interpersonal Skills. This consistency across raters and the conceptual consistency between the Benchmarks® and Coaching Report results suggest that both instruments are assessing similar interpersonal or social skills, and arriving at similar conclusions.

Table 45.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Self” Scores Based on Coaching Report for Leaders® Interpersonal Skill Result*

	Strengths (n=3643-3562)		Opportunities (n=1113-1151)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.76	.38	3.69	.39	5.62	.000
Doing Whatever it Takes	3.91	.42	3.90	.46	.88	.376
Being a Quick Study	3.86	.56	3.87	.58	-.07	.946
Decisiveness	3.75	.62	3.82	.65	-3.20	.001
Leading Employees	3.77	.40	3.60	.42	12.09	.000
Setting a Development Climate	3.88	.45	3.79	.48	5.58	.000
Confronting Problem Employees	3.36	.63	3.30	.67	2.76	.006
Work Team Orientation	3.90	.58	3.65	.64	12.26	.000
Hiring Talented Staff	3.91	.57	3.84	.61	3.50	.000
Building and Mending Relationships	3.77	.42	3.52	.47	16.96	.000
Compassion and Sensitivity	3.78	.51	3.62	.56	9.07	.000
Straightforwardness and Composure	4.05	.46	3.78	.50	17.08	.000
Balance Between Personal Life and Work	3.59	.74	3.22	.84	14.29	.000
Self-Awareness	3.75	.49	3.69	.55	3.74	.000
Putting People at Ease	3.87	.62	3.55	.70	14.74	.000
Acting with Flexibility	3.82	.44	3.66	.46	10.33	.000
Problems with Interpersonal Relationships	1.53	.51	1.99	.64	-24.88	.000
Difficulty Molding a Staff	1.74	.53	1.92	.59	-9.76	.000
Difficulty Making Strategic Decisions	1.74	.53	1.95	.61	-11.44	.000
Lack of Follow-Through	1.73	.59	1.87	.65	-7.10	.000
Overdependence	2.04	.63	2.40	.70	-16.32	.000
Strategic Differences with Management	2.04	.69	2.40	.83	-14.49	.000

Table 46.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Peer” Scores Based on Coaching Report for Leaders® Social Skill Result*

	Strengths (n=3455-3531)		Opportunities (n=1103-1120)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.68	.39	3.61	.40	5.00	.000
Doing Whatever it Takes	3.80	.41	3.79	.41	.40	.691
Being a Quick Study	3.91	.47	3.93	.47	-1.04	.297
Decisiveness	3.58	.55	3.67	.55	-5.06	.000
Leading Employees	3.54	.45	3.37	.48	10.76	.000
Setting a Development Climate	3.64	.46	3.53	.49	6.92	.000
Confronting Problem Employees	3.35	.55	3.37	.54	-1.13	.259
Work Team Orientation	3.63	.51	3.49	.53	7.88	.000
Hiring Talented Staff	3.63	.48	3.58	.48	3.18	.001
Building and Mending Relationships	3.60	.51	3.36	.57	13.44	.000
Compassion and Sensitivity	3.55	.52	3.33	.58	11.90	.000
Straightforwardness and Composure	3.93	.46	3.73	.49	12.51	.000
Balance Between Personal Life and Work	3.77	.60	3.59	.66	8.55	.000
Self-Awareness	3.47	.52	3.33	.56	7.94	.000
Putting People at Ease	3.87	.63	3.60	.67	12.53	.000
Acting with Flexibility	3.61	.47	3.44	.52	10.20	.000
Problems with Interpersonal Relationships	1.85	.60	2.20	.70	-16.20	.000
Difficulty Molding a Staff	2.13	.55	2.27	.55	-7.49	.000
Difficulty Making Strategic Decisions	1.98	.52	2.14	.54	-8.64	.000
Lack of Follow-Through	1.90	.55	2.03	.58	-6.37	.000
Overdependence	2.11	.47	2.29	.51	-10.92	.000
Strategic Differences with Management	2.27	.56	2.49	.63	-11.10	.000

Table 47.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Subordinate” Scores Based on Coaching Report for Leaders® Social Skill Result*

	Strengths (n=3259-3320)		Opportunities (n=998-1025)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.74	.41	3.66	.42	5.35	.000
Doing Whatever it Takes	3.86	.43	3.84	.44	1.04	.296
Being a Quick Study	3.90	.49	3.89	.51	.59	.558
Decisiveness	3.56	.56	3.67	.56	-5.31	.000
Leading Employees	3.55	.48	3.40	.52	8.84	.000
Setting a Development Climate	3.63	.54	3.53	.57	5.29	.000
Confronting Problem Employees	3.30	.60	3.32	.58	-.87	.383
Work Team Orientation	3.76	.54	3.64	.56	6.33	.000
Hiring Talented Staff	3.82	.46	3.77	.47	3.01	.003
Building and Mending Relationships	3.62	.53	3.37	.58	12.64	.000
Compassion and Sensitivity	3.46	.58	3.28	.62	8.57	.000
Straightforwardness and Composure	4.01	.47	3.80	.52	11.97	.000
Balance Between Personal Life and Work	3.65	.72	3.41	.79	8.96	.000
Self-Awareness	3.42	.57	3.26	.63	7.71	.000
Putting People at Ease	3.80	.69	3.49	.74	12.31	.000
Acting with Flexibility	3.60	.52	3.43	.57	9.08	.000
Problems with Interpersonal Relationships	1.86	.64	2.20	.75	-14.51	.000
Difficulty Molding a Staff	2.02	.56	2.13	.58	-5.63	.000
Difficulty Making Strategic Decisions	1.81	.52	1.96	.56	-8.04	.000
Lack of Follow-Through	1.94	.60	2.06	.64	-5.77	.000
Overdependence	2.06	.51	2.24	.55	-10.11	.000
Strategic Differences with Management	2.09	.54	2.29	.61	-9.99	.000

Table 48.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Superior” Scores Based on Coaching Report for Leaders<sup>®</sup> Social Skill Result*

	Strengths (n=2918-3269)		Opportunities (n=877-1008)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.53	3.58	.54	4.14	.000
Doing Whatever it Takes	3.81	.54	3.81	.56	.21	.837
Being a Quick Study	4.02	.63	4.00	.64	.49	.622
Decisiveness	3.62	.78	3.71	.77	-3.37	.001
Leading Employees	3.60	.56	3.40	.60	9.59	.000
Setting a Development Climate	3.76	.58	3.66	.61	4.78	.000
Confronting Problem Employees	3.36	.75	3.32	.76	1.43	.152
Work Team Orientation	3.59	.72	3.40	.76	7.24	.000
Hiring Talented Staff	3.69	.66	3.63	.69	2.64	.008
Building and Mending Relationships	3.65	.65	3.36	.70	11.88	.000
Compassion and Sensitivity	3.73	.61	3.50	.71	10.07	.000
Straightforwardness and Composure	4.14	.61	3.92	.67	9.67	.000
Balance Between Personal Life and Work	3.87	.73	3.63	.82	8.60	.000
Self-Awareness	3.57	.70	3.42	.77	5.85	.000
Putting People at Ease	3.89	.77	3.62	.83	9.86	.000
Acting with Flexibility	3.64	.61	3.44	.65	8.98	.000
Problems with Interpersonal Relationships	1.71	.73	2.12	.88	-14.94	.000
Difficulty Molding a Staff	1.99	.73	2.16	.78	-6.33	.000
Difficulty Making Strategic Decisions	1.98	.75	2.18	.80	-7.09	.000
Lack of Follow-Through	1.70	.71	1.84	.77	-5.31	.000
Overdependence	1.96	.68	2.18	.74	-8.46	.000
Strategic Differences with Management	2.13	.81	2.39	.90	-8.78	.000

Table 49.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Other Superior” Scores Based on Coaching Report for Leaders<sup>®</sup> Social Skill Result*

	Strengths (n=755-892)		Opportunities (n=294-342)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.53	3.62	.51	1.26	.209
Doing Whatever it Takes	3.83	.53	3.85	.53	-.71	.478
Being a Quick Study	4.00	.60	4.01	.60	-.40	.691
Decisiveness	3.65	.71	3.77	.74	-2.55	.011
Leading Employees	3.60	.56	3.42	.56	4.74	.000
Setting a Development Climate	3.74	.57	3.65	.55	2.53	.012
Confronting Problem Employees	3.34	.71	3.37	.71	-.62	.538
Work Team Orientation	3.55	.66	3.44	.70	2.69	.007
Hiring Talented Staff	3.66	.63	3.64	.65	.49	.623
Building and Mending Relationships	3.69	.65	3.46	.67	5.38	.000
Compassion and Sensitivity	3.71	.63	3.54	.66	4.05	.000
Straightforwardness and Composure	4.09	.59	3.90	.63	4.79	.000
Balance Between Personal Life and Work	3.82	.68	3.62	.75	4.46	.000
Self-Awareness	3.61	.68	3.53	.66	1.82	.069
Putting People at Ease	3.96	.74	3.73	.80	4.90	.000
Acting with Flexibility	3.65	.59	3.54	.62	2.69	.007
Problems with Interpersonal Relationships	1.70	.72	2.06	.82	-7.65	.000
Difficulty Molding a Staff	2.05	.72	2.20	.76	-3.05	.002
Difficulty Making Strategic Decisions	2.03	.72	2.17	.78	-2.84	.005
Lack of Follow-Through	1.74	.71	1.81	.69	-1.48	.140
Overdependence	2.02	.67	2.20	.68	-4.17	.000
Strategic Differences with Management	2.21	.81	2.42	.82	-4.06	.000



*Understanding Others*

The Understanding Others Leadership Characteristic is based on the conjunction of the Empathy and Insightfulness folk scales.

Understanding Others is a strength when the leader understands human dynamics and is in tune with others feelings and experiences, and how the leader communicates their interests and understanding to others. The results for this leadership characteristic are summarized in Table 50 through Table 54. For all raters, Doing Whatever it Takes is one of the strongest differences. Other large differences based on Self-ratings (Table 50) also occurred for the Benchmarks® measures of Resourcefulness, Being a Quick Study, and Difficulty Making Strategic Decisions.

Peers (Table 51) similarly report higher scores for Being a Quick Study, and Setting a Development Climate. Subordinates (Table 52) report differences for Leading Employees, and Putting People at Ease. These results are conceptually consistent, since both of these activities are enhanced by understanding other people. Superiors (Table 53) rated Leading Employees and Work Team Orientation higher for leaders in the strength category. Other Superiors (Table 54) provided higher scores for leaders in the strength category for Decisiveness and Leading Employees. Conceptually, these are related to understanding others, especially Leading Employees.

Table 50.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Self” Scores Based on Coaching Report for Leaders® Understanding Others Result*

	Strengths (n=2973-3043)		Opportunities (n=451-467)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.78	.38	3.57	.42	11.09	.000
Doing Whatever it Takes	3.94	.43	3.67	.49	12.29	.000
Being a Quick Study	3.90	.56	3.62	.60	10.16	.000
Decisiveness	3.78	.63	3.51	.71	8.53	.000
Leading Employees	3.77	.40	3.57	.44	9.84	.000
Setting a Development Climate	3.90	.45	3.71	.50	8.02	.000
Confronting Problem Employees	3.36	.65	3.18	.68	5.62	.000
Work Team Orientation	3.88	.58	3.62	.65	8.85	.000
Hiring Talented Staff	3.92	.57	3.75	.61	5.74	.000
Building and Mending Relationships	3.75	.43	3.54	.48	9.60	.000
Compassion and Sensitivity	3.77	.51	3.65	.55	4.97	.000
Straightforwardness and Composure	4.03	.46	3.83	.54	8.75	.000
Balance Between Personal Life and Work	3.55	.77	3.26	.85	7.41	.000
Self-Awareness	3.76	.50	3.63	.55	5.07	.000
Putting People at Ease	3.84	.62	3.56	.73	8.58	.000
Acting with Flexibility	3.81	.45	3.61	.48	9.01	.000
Problems with Interpersonal Relationships	1.60	.56	1.83	.64	-8.13	.000
Difficulty Molding a Staff	1.76	.55	1.99	.61	-7.97	.000
Difficulty Making Strategic Decisions	1.75	.55	2.04	.62	-10.13	.000
Lack of Follow-Through	1.74	.60	1.82	.66	-2.54	.011
Overdependence	2.09	.66	2.32	.72	-6.87	.000
Strategic Differences with Management	2.10	.74	2.26	.78	-4.45	.000

Table 51.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Peer” Scores Based on Coaching Report for Leaders® Understanding Others Result*

	Strengths (n=2897-2956)		Opportunities (n=448-453)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.39	3.58	.38	4.65	.000
Doing Whatever it Takes	3.81	.41	3.67	.41	6.80	.000
Being a Quick Study	3.94	.46	3.79	.51	6.49	.000
Decisiveness	3.60	.55	3.46	.55	5.12	.000
Leading Employees	3.52	.46	3.39	.44	5.51	.000
Setting a Development Climate	3.63	.47	3.49	.47	5.57	.000
Confronting Problem Employees	3.34	.56	3.27	.56	2.32	.020
Work Team Orientation	3.61	.51	3.50	.50	4.29	.000
Hiring Talented Staff	3.62	.47	3.51	.49	4.79	.000
Building and Mending Relationships	3.57	.53	3.47	.53	3.77	.000
Compassion and Sensitivity	3.51	.54	3.42	.55	3.60	.000
Straightforwardness and Composure	3.90	.47	3.84	.49	2.26	.024
Balance Between Personal Life and Work	3.74	.62	3.66	.66	2.37	.018
Self-Awareness	3.45	.53	3.39	.52	2.17	.030
Putting People at Ease	3.83	.63	3.68	.66	4.70	.000
Acting with Flexibility	3.58	.49	3.49	.46	3.55	.000
Problems with Interpersonal Relationships	1.91	.63	1.97	.67	-2.02	.044
Difficulty Molding a Staff	2.16	.56	2.24	.53	-3.17	.002
Difficulty Making Strategic Decisions	2.00	.53	2.10	.52	-3.85	.000
Lack of Follow-Through	1.92	.56	1.89	.55	1.08	.280
Overdependence	2.14	.49	2.21	.48	-2.69	.007
Strategic Differences with Management	2.32	.58	2.34	.57	-.62	.537

Table 52.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Subordinate” Scores Based on Coaching Report for Leaders® Understanding Others Result*

	Strengths (n=2727-2780)		Opportunities (n=405-410)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.75	.41	3.63	.41	5.39	.000
Doing Whatever it Takes	3.87	.42	3.72	.46	6.56	.000
Being a Quick Study	3.93	.49	3.81	.52	4.79	.000
Decisiveness	3.59	.57	3.44	.59	5.25	.000
Leading Employees	3.54	.48	3.40	.50	5.77	.000
Setting a Development Climate	3.63	.53	3.49	.57	5.15	.000
Confronting Problem Employees	3.30	.60	3.26	.62	1.31	.189
Work Team Orientation	3.75	.54	3.65	.55	3.59	.000
Hiring Talented Staff	3.83	.46	3.70	.49	5.14	.000
Building and Mending Relationships	3.59	.54	3.44	.56	5.23	.000
Compassion and Sensitivity	3.44	.58	3.30	.61	4.45	.000
Straightforwardness and Composure	3.98	.48	3.87	.53	4.35	.000
Balance Between Personal Life and Work	3.62	.72	3.44	.78	4.48	.000
Self-Awareness	3.40	.57	3.29	.60	3.56	.000
Putting People at Ease	3.76	.68	3.55	.74	5.83	.000
Acting with Flexibility	3.58	.52	3.45	.55	4.74	.000
Problems with Interpersonal Relationships	1.91	.67	2.06	.74	-4.27	.000
Difficulty Molding a Staff	2.03	.56	2.15	.62	-4.00	.000
Difficulty Making Strategic Decisions	1.82	.52	1.97	.57	-5.20	.000
Lack of Follow-Through	1.95	.61	1.99	.62	-1.15	.249
Overdependence	2.08	.52	2.18	.56	-3.74	.000
Strategic Differences with Management	2.12	.55	2.18	.55	-1.91	.056

Table 53.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Superior” Scores Based on Coaching Report for Leaders® Understanding Others Result*

	Strengths (n=2433-2726)		Opportunities (n=366-419)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.53	3.59	.53	2.65	.008
Doing Whatever it Takes	3.82	.55	3.70	.54	4.34	.000
Being a Quick Study	4.04	.62	3.90	.64	4.14	.000
Decisiveness	3.64	.79	3.47	.81	4.03	.000
Leading Employees	3.58	.57	3.45	.62	4.32	.000
Setting a Development Climate	3.75	.59	3.67	.60	2.66	.008
Confronting Problem Employees	3.33	.77	3.32	.73	.26	.791
Work Team Orientation	3.57	.72	3.37	.77	5.20	.000
Hiring Talented Staff	3.69	.68	3.61	.72	2.19	.029
Building and Mending Relationships	3.61	.66	3.55	.69	1.78	.076
Compassion and Sensitivity	3.71	.63	3.64	.66	2.08	.038
Straightforwardness and Composure	4.10	.62	4.13	.63	-.94	.348
Balance Between Personal Life and Work	3.83	.75	3.70	.80	3.15	.002
Self-Awareness	3.55	.72	3.54	.70	.13	.893
Putting People at Ease	3.85	.78	3.75	.80	2.33	.020
Acting with Flexibility	3.62	.62	3.55	.65	2.15	.032
Problems with Interpersonal Relationships	1.78	.77	1.84	.80	-1.61	.107
Difficulty Molding a Staff	2.01	.75	2.15	.80	-3.35	.001
Difficulty Making Strategic Decisions	2.01	.77	2.12	.74	-2.84	.005
Lack of Follow-Through	1.74	.73	1.71	.65	.78	.434
Overdependence	2.00	.69	2.08	.72	-2.11	.035
Strategic Differences with Management	2.17	.83	2.21	.78	-.78	.437

Table 54.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Other Superior” Scores Based on Coaching Report for Leaders® Understanding Others Result*

	Strengths (n=669-778)		Opportunities (n=100-117)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.51	3.61	.53	1.23	.220
Doing Whatever it Takes	3.85	.52	3.71	.59	2.68	.008
Being a Quick Study	4.03	.57	3.99	.60	.61	.542
Decisiveness	3.66	.72	3.48	.74	2.56	.011
Leading Employees	3.58	.55	3.44	.59	2.35	.019
Setting a Development Climate	3.74	.55	3.65	.55	1.56	.119
Confronting Problem Employees	3.34	.72	3.22	.82	1.48	.139
Work Team Orientation	3.56	.65	3.47	.78	1.30	.195
Hiring Talented Staff	3.64	.64	3.59	.62	.84	.401
Building and Mending Relationships	3.64	.65	3.59	.68	.81	.416
Compassion and Sensitivity	3.68	.62	3.68	.67	-.11	.913
Straightforwardness and Composure	4.06	.59	4.05	.61	.31	.755
Balance Between Personal Life and Work	3.80	.70	3.75	.76	.69	.490
Self-Awareness	3.61	.66	3.56	.68	.76	.447
Putting People at Ease	3.92	.75	3.88	.73	.48	.633
Acting with Flexibility	3.62	.60	3.60	.60	.40	.689
Problems with Interpersonal Relationships	1.75	.72	1.87	.83	-1.64	.102
Difficulty Molding a Staff	2.06	.75	2.21	.72	-1.93	.054
Difficulty Making Strategic Decisions	2.05	.75	2.15	.76	-1.33	.183
Lack of Follow-Through	1.74	.71	1.71	.64	.39	.694
Overdependence	2.02	.66	2.07	.67	-.83	.406
Strategic Differences with Management	2.25	.83	2.23	.71	.22	.823

### *Capacity for Collaboration*

The coaching reports indicator of Capacity for Collaboration is based on the Tolerance folk scale and the specialty measure of Creative Temperament. Leaders with strength for Capacity for Collaboration are able to obtain the interest and commitment of people with differing points of view to work together to achieve organizational goals. The strongest differences for the Self-ratings (Table 55) occurred on the Benchmarks<sup>®</sup> measures of Being a Quick Study, Straightforwardness and Composure, and Problems with Interpersonal Relationships. A somewhat similar pattern of results was found for the Peer (Table 54) and Subordinate (Table 57) raters, where Doing Whatever it Takes and Leading Employees were each among the strongest differences. Peers also

had a strong difference on Setting a Development Climate.

For Subordinates differences existed for Resourcefulness and Difficulty Making Strategic Decisions. Ratings by Superiors resulted in differences on Leading Employees, Difficulty Making Strategic Decisions, and Difficulty Molding a Staff. The only significant difference based on ratings by Other Superiors, summarized in Table 59, was for the Benchmarks<sup>®</sup> measure of Problems with Interpersonal Relationships. Once again, these differences make conceptual sense, as many of the Benchmarks<sup>®</sup> measures where the differences between Strength and Opportunity categories of leaders occurred are related to dealing with and working with people.

Table 55.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks<sup>®</sup> “Self” Scores Based on Coaching Report for Leaders<sup>®</sup> Capacity for Collaboration Result*

	Strengths (n=3487-3579)		Opportunities (n=751-770)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.75	.38	3.67	.42	4.82	.000
Doing Whatever it Takes	3.90	.43	3.82	.48	4.30	.000
Being a Quick Study	3.88	.56	3.73	.59	6.86	.000
Decisiveness	3.75	.63	3.66	.68	3.52	.000
Leading Employees	3.74	.39	3.67	.43	4.45	.000
Setting a Development Climate	3.87	.45	3.80	.50	3.67	.000
Confronting Problem Employees	3.32	.64	3.32	.67	.24	.811
Work Team Orientation	3.87	.59	3.72	.63	6.23	.000
Hiring Talented Staff	3.91	.57	3.81	.62	4.14	.000
Building and Mending Relationships	3.72	.43	3.62	.47	5.42	.000
Compassion and Sensitivity	3.74	.51	3.72	.57	.76	.450
Straightforwardness and Composure	4.03	.46	3.87	.51	8.33	.000
Balance Between Personal Life and Work	3.55	.77	3.34	.80	6.56	.000
Self-Awareness	3.73	.49	3.72	.52	.80	.421
Putting People at Ease	3.79	.64	3.68	.69	4.42	.000
Acting with Flexibility	3.78	.44	3.73	.46	2.93	.003
Problems with Interpersonal Relationships	1.61	.56	1.77	.61	-7.08	.000
Difficulty Molding a Staff	1.77	.55	1.88	.58	-5.05	.000
Difficulty Making Strategic Decisions	1.77	.55	1.89	.60	-5.55	.000
Lack of Follow-Through	1.77	.60	1.77	.61	.05	.959
Overdependence	2.09	.65	2.24	.69	-5.67	.000
Strategic Differences with Management	2.10	.73	2.22	.77	-3.97	.000

Table 56.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Peer” Scores Based on Coaching Report for Leaders® Openness to Ideas and Participation Result*

	Strengths (n=3396-3469)		Opportunities (n=735-746)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.68	.39	3.61	.39	3.99	.000
Doing Whatever it Takes	3.81	.40	3.73	.41	4.91	.000
Being a Quick Study	3.94	.45	3.86	.49	3.99	.000
Decisiveness	3.60	.55	3.53	.57	3.20	.001
Leading Employees	3.53	.45	3.44	.47	4.74	.000
Setting a Development Climate	3.63	.46	3.55	.47	4.51	.000
Confronting Problem Employees	3.34	.55	3.35	.54	-.20	.838
Work Team Orientation	3.62	.51	3.54	.52	4.00	.000
Hiring Talented Staff	3.63	.47	3.56	.50	3.69	.000
Building and Mending Relationships	3.57	.53	3.48	.54	4.24	.000
Compassion and Sensitivity	3.52	.54	3.45	.56	3.47	.001
Straightforwardness and Composure	3.91	.46	3.86	.48	2.62	.009
Balance Between Personal Life and Work	3.75	.61	3.67	.63	3.48	.001
Self-Awareness	3.46	.52	3.42	.53	1.86	.062
Putting People at Ease	3.83	.64	3.72	.67	4.25	.000
Acting with Flexibility	3.59	.48	3.52	.49	3.72	.000
Problems with Interpersonal Relationships	1.90	.63	1.97	.66	-2.90	.004
Difficulty Molding a Staff	2.15	.55	2.22	.55	-3.25	.001
Difficulty Making Strategic Decisions	2.00	.52	2.08	.53	-3.83	.000
Lack of Follow-Through	1.92	.56	1.89	.53	1.30	.193
Overdependence	2.14	.49	2.18	.49	-2.00	.046
Strategic Differences with Management	2.31	.57	2.35	.60	-1.82	.068

Table 57.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Subordinate” Scores Based on Coaching Report for Leaders® Openness to Ideas and Participation Result*

	Strengths (n=3217-3282)		Opportunities (n=678-682)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.74	.40	3.66	.42	4.77	.000
Doing Whatever it Takes	3.86	.43	3.76	.45	5.57	.000
Being a Quick Study	3.92	.49	3.83	.51	4.37	.000
Decisiveness	3.58	.57	3.49	.58	3.70	.000
Leading Employees	3.54	.48	3.44	.51	4.73	.000
Setting a Development Climate	3.63	.53	3.53	.57	4.30	.000
Confronting Problem Employees	3.28	.60	3.29	.62	-.23	.820
Work Team Orientation	3.76	.54	3.69	.55	3.22	.001
Hiring Talented Staff	3.82	.46	3.73	.48	4.85	.000
Building and Mending Relationships	3.59	.54	3.49	.57	4.27	.000
Compassion and Sensitivity	3.44	.59	3.37	.61	2.79	.005
Straightforwardness and Composure	3.99	.48	3.91	.55	3.67	.000
Balance Between Personal Life and Work	3.63	.74	3.51	.75	3.82	.000
Self-Awareness	3.40	.56	3.32	.61	3.28	.001
Putting People at Ease	3.75	.70	3.62	.74	4.47	.000
Acting with Flexibility	3.58	.52	3.51	.55	3.04	.002
Problems with Interpersonal Relationships	1.90	.66	2.01	.73	-3.84	.000
Difficulty Molding a Staff	2.03	.55	2.13	.60	-4.23	.000
Difficulty Making Strategic Decisions	1.82	.52	1.93	.57	-4.79	.000
Lack of Follow-Through	1.96	.61	1.97	.62	-.51	.609
Overdependence	2.08	.51	2.14	.56	-2.48	.013
Strategic Differences with Management	2.12	.55	2.19	.59	-3.17	.002

Table 58.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Superior” Scores Based on Coaching Report for Leaders<sup>®</sup> Openness to Ideas and Participation Result*

	Strengths (n=2852-3205 )		Opportunities (n=605-685 )		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.52	3.58	.54	3.98	.000
Doing Whatever it Takes	3.82	.53	3.74	.56	3.67	.000
Being a Quick Study	4.04	.61	3.92	.65	4.36	.000
Decisiveness	3.64	.77	3.52	.80	3.69	.000
Leading Employees	3.59	.56	3.47	.61	5.04	.000
Setting a Development Climate	3.76	.58	3.68	.61	3.25	.001
Confronting Problem Employees	3.36	.75	3.32	.78	.96	.338
Work Team Orientation	3.59	.72	3.45	.77	4.41	.000
Hiring Talented Staff	3.69	.67	3.64	.69	1.68	.094
Building and Mending Relationships	3.61	.66	3.51	.68	3.61	.000
Compassion and Sensitivity	3.71	.63	3.63	.67	2.93	.003
Straightforwardness and Composure	4.12	.61	4.06	.65	2.21	.027
Balance Between Personal Life and Work	3.84	.74	3.73	.80	3.35	.001
Self-Awareness	3.56	.72	3.50	.74	2.05	.040
Putting People at Ease	3.86	.78	3.75	.79	3.26	.001
Acting with Flexibility	3.63	.61	3.53	.63	3.86	.000
Problems with Interpersonal Relationships	1.76	.76	1.87	.80	-3.66	.000
Difficulty Molding a Staff	2.00	.74	2.15	.79	-4.70	.000
Difficulty Making Strategic Decisions	1.99	.74	2.14	.76	-4.84	.000
Lack of Follow-Through	1.72	.70	1.71	.68	.25	.801
Overdependence	1.99	.68	2.07	.71	-2.82	.005
Strategic Differences with Management	2.15	.81	2.26	.87	-3.21	.001

Table 59.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Other Superior” Scores Based on Coaching Report for Leaders<sup>®</sup> Openness to Ideas and Participation Result*

	Strengths (n=756-901)		Opportunities (n=181-202)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.65	.52	3.64	.50	.35	.729
Doing Whatever it Takes	3.83	.52	3.83	.54	.18	.858
Being a Quick Study	4.02	.59	4.02	.60	-.07	.947
Decisiveness	3.67	.71	3.64	.76	.59	.557
Leading Employees	3.58	.57	3.52	.57	1.25	.212
Setting a Development Climate	3.73	.57	3.72	.55	.26	.799
Confronting Problem Employees	3.36	.71	3.34	.73	.24	.807
Work Team Orientation	3.55	.68	3.50	.72	.89	.372
Hiring Talented Staff	3.66	.64	3.60	.61	1.14	.257
Building and Mending Relationships	3.65	.65	3.60	.68	.85	.394
Compassion and Sensitivity	3.67	.64	3.70	.67	-.61	.541
Straightforwardness and Composure	4.06	.61	4.05	.60	.33	.742
Balance Between Personal Life and Work	3.78	.71	3.83	.69	-.93	.352
Self-Awareness	3.61	.67	3.52	.70	1.77	.077
Putting People at Ease	3.93	.76	3.88	.80	.71	.480
Acting with Flexibility	3.62	.60	3.60	.62	.31	.753
Problems with Interpersonal Relationships	1.76	.75	1.90	.83	-2.30	.022
Difficulty Molding a Staff	2.08	.73	2.16	.73	-1.23	.218
Difficulty Making Strategic Decisions	2.06	.74	2.12	.76	-1.10	.272
Lack of Follow-Through	1.75	.72	1.70	.57	1.00	.320
Overdependence	2.05	.68	2.07	.71	-.32	.746
Strategic Differences with Management	2.26	.83	2.29	.77	-.55	.579

*Working with and Through Others*

This Leadership Characteristic is based upon the Independence Folk Scale, and the Managerial Potential specialty scale from the CPI 260™ instrument. Leaders that exhibit a strength on this characteristic are able to collaborate with others in varying ways, ranging from independent action to complete collaboration. The analysis results for this characteristic are summarized in Table 60 through Table 64. There is a generally consistent pattern of results, with Work Team Orientation being one of the major differences, except for

ratings from Other Superiors. Resourcefulness and Work Team Orientation is higher for leaders in the strength category for the Self-, Peer, and Subordinate rating. Superior ratings also show a larger difference for the Benchmarks® measure of Confronting Problem Employees. Other Superior ratings (**Table 64**) show the strongest differences for Decisiveness, Balance Between Personal Life and Work, Doing Whatever it Takes, and Setting a Development Climate. Overall, these results are conceptually consistent with Working with and Through Others.

Table 60.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Self” Scores Based on Coaching Report for Leaders® Working With and Through Others Result*

	Strengths (n=3239-3319)		Opportunities (n=1131-1173)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.78	.38	3.61	.39	13.59	.000
Doing Whatever it Takes	3.92	.42	3.75	.47	11.95	.000
Being a Quick Study	3.89	.56	3.73	.59	8.25	.000
Decisiveness	3.78	.61	3.56	.69	9.95	.000
Leading Employees	3.76	.40	3.61	.41	10.91	.000
Setting a Development Climate	3.88	.46	3.76	.48	7.57	.000
Confronting Problem Employees	3.39	.61	3.16	.68	10.50	.000
Work Team Orientation	3.89	.58	3.63	.63	13.29	.000
Hiring Talented Staff	3.92	.57	3.76	.60	7.61	.000
Building and Mending Relationships	3.75	.43	3.57	.46	11.47	.000
Compassion and Sensitivity	3.74	.52	3.69	.54	2.93	.003
Straightforwardness and Composure	4.06	.45	3.82	.50	14.95	.000
Balance Between Personal Life and Work	3.55	.77	3.31	.81	8.93	.000
Self-Awareness	3.74	.50	3.69	.52	2.87	.004
Putting People at Ease	3.79	.64	3.66	.70	5.60	.000
Acting with Flexibility	3.81	.44	3.65	.45	10.43	.000
Problems with Interpersonal Relationships	1.58	.55	1.82	.61	-12.14	.000
Difficulty Molding a Staff	1.75	.53	1.97	.60	-11.74	.000
Difficulty Making Strategic Decisions	1.73	.53	2.00	.60	-14.37	.000
Lack of Follow-Through	1.70	.58	1.89	.66	-9.33	.000
Overdependence	2.05	.64	2.34	.68	-13.19	.000
Strategic Differences with Management	2.05	.70	2.33	.79	-11.05	.000

Table 61.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Peer” Scores Based on Coaching Report for Leaders<sup>®</sup> Working With and Through Others Result*

	Strengths (n=3161-3222)		Opportunities (n=1117-1136)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.68	.39	3.59	.39	6.70	.000
Doing Whatever it Takes	3.81	.40	3.71	.42	7.52	.000
Being a Quick Study	3.93	.45	3.87	.48	3.87	.000
Decisiveness	3.61	.54	3.49	.56	6.29	.000
Leading Employees	3.52	.46	3.43	.45	5.35	.000
Setting a Development Climate	3.63	.46	3.54	.46	5.40	.000
Confronting Problem Employees	3.37	.54	3.29	.55	4.45	.000
Work Team Orientation	3.62	.51	3.50	.52	6.82	.000
Hiring Talented Staff	3.63	.47	3.54	.49	5.07	.000
Building and Mending Relationships	3.57	.53	3.48	.54	4.77	.000
Compassion and Sensitivity	3.50	.55	3.45	.53	2.96	.003
Straightforwardness and Composure	3.91	.47	3.84	.48	4.14	.000
Balance Between Personal Life and Work	3.75	.60	3.69	.65	2.82	.005
Self-Awareness	3.45	.52	3.42	.52	1.79	.074
Putting People at Ease	3.80	.65	3.72	.65	3.33	.001
Acting with Flexibility	3.58	.48	3.50	.47	4.73	.000
Problems with Interpersonal Relationships	1.91	.64	1.95	.64	-1.88	.060
Difficulty Molding a Staff	2.15	.55	2.22	.56	-3.61	.000
Difficulty Making Strategic Decisions	1.99	.52	2.10	.54	-6.44	.000
Lack of Follow-Through	1.91	.56	1.93	.55	-1.10	.270
Overdependence	2.13	.49	2.19	.49	-3.46	.001
Strategic Differences with Management	2.31	.57	2.36	.59	-2.91	.004

Table 62.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks<sup>®</sup> “Subordinate” Scores Based on Coaching Report for Leaders<sup>®</sup> Working With and Through Others Result*

	Strengths (n=2998-3054)		Opportunities (n=1004-1024)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.74	.40	3.67	.42	5.32	.000
Doing Whatever it Takes	3.87	.42	3.77	.46	6.34	.000
Being a Quick Study	3.91	.49	3.86	.51	3.13	.002
Decisiveness	3.58	.56	3.48	.58	4.86	.000
Leading Employees	3.53	.48	3.47	.52	3.68	.000
Setting a Development Climate	3.63	.53	3.54	.59	4.21	.000
Confronting Problem Employees	3.32	.59	3.24	.62	3.74	.000
Work Team Orientation	3.76	.53	3.65	.58	5.47	.000
Hiring Talented Staff	3.82	.45	3.74	.50	4.60	.000
Building and Mending Relationships	3.58	.54	3.51	.57	3.66	.000
Compassion and Sensitivity	3.42	.58	3.40	.62	.82	.412
Straightforwardness and Composure	4.00	.47	3.91	.53	4.92	.000
Balance Between Personal Life and Work	3.61	.74	3.51	.78	3.79	.000
Self-Awareness	3.39	.56	3.36	.63	1.53	.127
Putting People at Ease	3.72	.70	3.65	.73	2.72	.007
Acting with Flexibility	3.57	.52	3.51	.55	3.38	.001
Problems with Interpersonal Relationships	1.91	.66	1.98	.72	-2.93	.003
Difficulty Molding a Staff	2.04	.55	2.12	.61	-3.90	.000
Difficulty Making Strategic Decisions	1.82	.51	1.93	.58	-5.73	.000
Lack of Follow-Through	1.94	.60	1.98	.62	-1.85	.065
Overdependence	2.08	.51	2.14	.56	-3.20	.001
Strategic Differences with Management	2.11	.55	2.18	.58	-3.66	.000



Table 63.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Superior” Scores Based on Coaching Report for Leaders® Working With and Through Others Result*

	Strengths (n=2713-2982)		Opportunities (n=893-1025)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.53	3.59	.53	4.08	.000
Doing Whatever it Takes	3.82	.54	3.74	.56	4.21	.000
Being a Quick Study	4.02	.63	3.98	.64	1.65	.100
Decisiveness	3.65	.78	3.53	.78	4.31	.000
Leading Employees	3.58	.57	3.47	.59	5.20	.000
Setting a Development Climate	3.76	.58	3.66	.60	4.61	.000
Confronting Problem Employees	3.38	.75	3.25	.76	4.34	.000
Work Team Orientation	3.59	.72	3.42	.76	6.19	.000
Hiring Talented Staff	3.68	.67	3.62	.68	2.35	.019
Building and Mending Relationships	3.61	.66	3.52	.68	3.54	.000
Compassion and Sensitivity	3.69	.63	3.62	.67	3.17	.002
Straightforwardness and Composure	4.12	.61	4.07	.66	2.21	.027
Balance Between Personal Life and Work	3.84	.74	3.72	.81	4.30	.000
Self-Awareness	3.56	.71	3.51	.73	1.75	.080
Putting People at Ease	3.82	.78	3.77	.80	1.97	.048
Acting with Flexibility	3.63	.61	3.53	.63	4.16	.000
Problems with Interpersonal Relationships	1.77	.77	1.86	.80	-3.13	.002
Difficulty Molding a Staff	2.01	.75	2.11	.77	-3.25	.001
Difficulty Making Strategic Decisions	1.99	.75	2.11	.76	-4.33	.000
Lack of Follow-Through	1.71	.72	1.75	.71	-1.40	.162
Overdependence	1.98	.69	2.08	.71	-3.84	.000
Strategic Differences with Management	2.15	.81	2.25	.85	-3.47	.001

Table 64.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Other Superior” Scores Based on Coaching Report for Leaders® Working With and Through Others Result*

	Strengths (n=693-809)		Opportunities (n=268-322)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.52	3.62	.51	1.19	.233
Doing Whatever it Takes	3.84	.50	3.76	.59	2.29	.022
Being a Quick Study	4.02	.59	3.99	.61	.61	.541
Decisiveness	3.71	.70	3.53	.77	3.59	.000
Leading Employees	3.57	.58	3.48	.54	2.25	.025
Setting a Development Climate	3.73	.58	3.65	.54	2.29	.022
Confronting Problem Employees	3.37	.71	3.27	.73	1.95	.051
Work Team Orientation	3.54	.69	3.45	.70	1.90	.058
Hiring Talented Staff	3.65	.64	3.60	.61	1.23	.220
Building and Mending Relationships	3.65	.65	3.59	.65	1.35	.178
Compassion and Sensitivity	3.65	.65	3.66	.62	-.08	.938
Straightforwardness and Composure	4.07	.59	4.01	.63	1.54	.123
Balance Between Personal Life and Work	3.81	.72	3.69	.72	2.30	.022
Self-Awareness	3.60	.66	3.56	.67	.84	.400
Putting People at Ease	3.87	.77	3.86	.77	.33	.744
Acting with Flexibility	3.63	.61	3.57	.60	1.49	.136
Problems with Interpersonal Relationships	1.78	.75	1.84	.80	-1.36	.174
Difficulty Molding a Staff	2.09	.75	2.14	.72	-1.10	.270
Difficulty Making Strategic Decisions	2.05	.74	2.10	.74	-1.10	.269
Lack of Follow-Through	1.75	.69	1.74	.70	.13	.900
Overdependence	2.04	.67	2.13	.71	-2.07	.038
Strategic Differences with Management	2.25	.83	2.30	.78	-.94	.349

### *Creativity*

The Leadership Characteristic of Creativity defines one's problem-solving approach across a range of activities, from doing what has always been done to being innovative and imaginative. This characteristic is based on the Creative Temperament specialty scale, and the Achievement via Independence folk scale. The results for this analysis are summarized in Table 65 through Table 69. Across all the raters, the pattern of results is consistent. Generally, some

of the strongest differences occur for the Benchmarks® measures of Doing Whatever it Takes, Being a Quick Study, and Decisiveness. The only exception to this is for Other Superiors (Table 69) ratings, where instead of Being a Quick Study, Difficulty in Making Strategic Decisions was found to be significant. Each of these Benchmarks® measures are related to problem solving and decision-making, and are therefore conceptually consistent with the differences expected based on Creativity.

Table 65.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® "Self" Scores Based on Coaching Report for Leaders® Creativity Result*

	Strengths (n=3106-3193)		Opportunities (n=1469-1508)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.75	.38	3.68	.41	5.89	.000
Doing Whatever it Takes	3.91	.43	3.77	.47	9.84	.000
Being a Quick Study	3.89	.57	3.71	.58	10.14	.000
Decisiveness	3.76	.63	3.58	.67	9.08	.000
Leading Employees	3.73	.39	3.68	.42	4.25	.000
Setting a Development Climate	3.86	.45	3.79	.48	4.93	.000
Confronting Problem Employees	3.31	.64	3.28	.66	1.61	.107
Work Team Orientation	3.85	.60	3.75	.61	5.08	.000
Hiring Talented Staff	3.90	.59	3.81	.58	4.70	.000
Building and Mending Relationships	3.70	.44	3.67	.45	2.80	.005
Compassion and Sensitivity	3.73	.52	3.70	.55	2.19	.029
Straightforwardness and Composure	4.00	.47	3.97	.50	2.33	.020
Balance Between Personal Life and Work	3.53	.78	3.38	.79	5.93	.000
Self-Awareness	3.72	.51	3.70	.51	1.74	.081
Putting People at Ease	3.78	.64	3.66	.68	6.06	.000
Acting with Flexibility	3.78	.45	3.72	.46	4.22	.000
Problems with Interpersonal Relationships	1.64	.56	1.68	.60	-2.52	.012
Difficulty Molding a Staff	1.78	.55	1.87	.57	-5.06	.000
Difficulty Making Strategic Decisions	1.78	.54	1.89	.59	-6.28	.000
Lack of Follow-Through	1.80	.62	1.71	.58	4.37	.000
Overdependence	2.13	.66	2.17	.67	-2.34	.019
Strategic Differences with Management	2.13	.74	2.15	.73	-.90	.367

Table 66.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Peer” Scores Based on Coaching Report for Leaders® Creativity Result*

	Strengths (n=3041-3100)		Opportunities (n=1449-1468)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.39	3.64	.39	2.92	.004
Doing Whatever it Takes	3.81	.40	3.72	.41	7.21	.000
Being a Quick Study	3.94	.45	3.87	.49	5.23	.000
Decisiveness	3.61	.54	3.49	.56	6.91	.000
Leading Employees	3.51	.46	3.47	.46	2.98	.003
Setting a Development Climate	3.63	.47	3.57	.46	3.90	.000
Confronting Problem Employees	3.34	.55	3.33	.55	.67	.504
Work Team Orientation	3.61	.52	3.55	.52	3.72	.000
Hiring Talented Staff	3.62	.47	3.56	.48	3.99	.000
Building and Mending Relationships	3.56	.53	3.54	.53	1.33	.183
Compassion and Sensitivity	3.51	.54	3.47	.55	2.65	.008
Straightforwardness and Composure	3.89	.46	3.93	.47	-2.17	.030
Balance Between Personal Life and Work	3.75	.60	3.71	.62	2.00	.045
Self-Awareness	3.45	.53	3.45	.53	-.15	.880
Putting People at Ease	3.82	.64	3.73	.67	4.12	.000
Acting with Flexibility	3.58	.48	3.54	.48	2.39	.017
Problems with Interpersonal Relationships	1.92	.64	1.90	.64	1.07	.285
Difficulty Molding a Staff	2.15	.55	2.19	.56	-2.55	.011
Difficulty Making Strategic Decisions	2.00	.52	2.04	.53	-2.47	.014
Lack of Follow-Through	1.93	.56	1.85	.53	4.71	.000
Overdependence	2.15	.49	2.14	.48	.30	.762
Strategic Differences with Management	2.33	.58	2.29	.57	2.08	.037

Table 67.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Subordinate” Scores Based on Coaching Report for Leaders® Creativity Result*

	Strengths (n=2833-2892)		Opportunities (n=1349-1370)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.74	.40	3.70	.40	3.07	.002
Doing Whatever it Takes	3.87	.43	3.78	.44	6.18	.000
Being a Quick Study	3.93	.48	3.85	.50	4.59	.000
Decisiveness	3.60	.57	3.47	.57	6.97	.000
Leading Employees	3.53	.49	3.49	.49	2.78	.005
Setting a Development Climate	3.63	.53	3.56	.55	3.77	.000
Confronting Problem Employees	3.28	.60	3.30	.59	-.77	.440
Work Team Orientation	3.74	.54	3.68	.54	3.51	.000
Hiring Talented Staff	3.83	.46	3.75	.47	5.14	.000
Building and Mending Relationships	3.57	.54	3.55	.54	1.16	.245
Compassion and Sensitivity	3.43	.59	3.39	.60	2.10	.035
Straightforwardness and Composure	3.98	.48	4.01	.49	-1.75	.081
Balance Between Personal Life and Work	3.61	.74	3.54	.73	2.96	.003
Self-Awareness	3.39	.57	3.37	.58	1.34	.180
Putting People at Ease	3.74	.69	3.65	.72	4.20	.000
Acting with Flexibility	3.57	.53	3.54	.52	1.56	.118
Problems with Interpersonal Relationships	1.92	.67	1.91	.68	.22	.827
Difficulty Molding a Staff	2.04	.56	2.08	.57	-2.21	.027
Difficulty Making Strategic Decisions	1.83	.52	1.88	.54	-3.06	.002
Lack of Follow-Through	1.97	.61	1.89	.59	4.04	.000
Overdependence	2.09	.52	2.08	.52	.68	.496
Strategic Differences with Management	2.13	.55	2.13	.56	.13	.895

Table 68.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Superior” Scores Based on Coaching Report for Leaders® Creativity Result*

	Strengths (n=2530-2850)		Opportunities (n=1212-1353)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.52	3.63	.53	2.13	.033
Doing Whatever it Takes	3.83	.54	3.74	.56	5.15	.000
Being a Quick Study	4.05	.62	3.95	.66	4.50	.000
Decisiveness	3.66	.77	3.48	.79	6.94	.000
Leading Employees	3.58	.56	3.52	.58	3.05	.002
Setting a Development Climate	3.76	.58	3.71	.59	2.57	.010
Confronting Problem Employees	3.35	.75	3.31	.75	1.67	.096
Work Team Orientation	3.57	.72	3.50	.75	3.11	.002
Hiring Talented Staff	3.69	.67	3.64	.68	2.18	.029
Building and Mending Relationships	3.60	.67	3.61	.64	-.40	.690
Compassion and Sensitivity	3.69	.64	3.66	.63	1.48	.140
Straightforwardness and Composure	4.10	.63	4.16	.61	-2.84	.005
Balance Between Personal Life and Work	3.83	.74	3.80	.75	.91	.363
Self-Awareness	3.55	.72	3.56	.69	-.43	.670
Putting People at Ease	3.85	.78	3.79	.78	2.25	.025
Acting with Flexibility	3.61	.62	3.59	.62	1.32	.189
Problems with Interpersonal Relationships	1.78	.77	1.74	.74	1.67	.095
Difficulty Molding a Staff	2.01	.75	2.07	.76	-2.34	.019
Difficulty Making Strategic Decisions	2.00	.75	2.06	.76	-2.63	.009
Lack of Follow-Through	1.73	.72	1.65	.67	3.56	.000
Overdependence	1.99	.68	2.00	.71	-.13	.896
Strategic Differences with Management	2.17	.82	2.17	.83	.03	.979

Table 69.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Other Superior” Scores Based on Coaching Report for Leaders® Creativity Result*

	Strengths (n=682-820)		Opportunities (n=329-375)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.65	.52	3.66	.51	-.22	.827
Doing Whatever it Takes	3.85	.52	3.76	.55	2.84	.005
Being a Quick Study	4.02	.59	3.97	.63	1.41	.158
Decisiveness	3.70	.71	3.51	.76	4.06	.000
Leading Employees	3.57	.57	3.53	.55	1.12	.265
Setting a Development Climate	3.74	.56	3.70	.56	.94	.346
Confronting Problem Employees	3.37	.71	3.27	.73	1.97	.050
Work Team Orientation	3.53	.68	3.50	.68	.72	.471
Hiring Talented Staff	3.66	.63	3.62	.63	1.13	.257
Building and Mending Relationships	3.63	.66	3.64	.65	-.26	.795
Compassion and Sensitivity	3.67	.64	3.69	.63	-.57	.569
Straightforwardness and Composure	4.05	.61	4.11	.58	-1.59	.112
Balance Between Personal Life and Work	3.76	.71	3.79	.70	-.58	.561
Self-Awareness	3.60	.65	3.56	.69	1.09	.277
Putting People at Ease	3.91	.77	3.83	.76	1.78	.075
Acting with Flexibility	3.61	.60	3.64	.58	-.75	.456
Problems with Interpersonal Relationships	1.79	.76	1.77	.74	.31	.759
Difficulty Molding a Staff	2.09	.74	2.08	.71	.15	.880
Difficulty Making Strategic Decisions	2.07	.73	2.08	.75	-.34	.731
Lack of Follow-Through	1.76	.73	1.64	.60	2.73	.006
Overdependence	2.06	.68	2.04	.66	.43	.669
Strategic Differences with Management	2.29	.84	2.22	.76	1.29	.197

*Handling Sensitive Problems*

The leadership characteristic of Handling Sensitive Problems is defined by the combination of the Dominance and Empathy folk scales. This leadership characteristic deals with how a leader reads situations and people, and is able to modify their problem solving approach based on their read. The pattern of results for Self- (Table 70), Peer (Table 71), and Subordinate (Table 72) ratings is the same, with

the Benchmarks® measures of Decisiveness, Doing Whatever it Takes, and Putting People at Ease showing the largest differences. The Superior (Table 73) and Other Superior (Table 74) ratings were also the same, and were similar to the other raters. The main difference is that Confronting Problem Employees was one of the largest differences for these two sources of ratings, in addition to Doing Whatever it Takes and Decisiveness.

Table 70.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Self” Scores Based on Coaching Report for Leaders® Handling Sensitive Problems Result*

	Strengths (n=3791-3880)		Opportunities (n=1758-1816)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.78	.38	3.61	.38	15.55	.000
Doing Whatever it Takes	3.95	.42	3.69	.45	20.88	.000
Being a Quick Study	3.89	.56	3.72	.59	10.66	.000
Decisiveness	3.81	.60	3.49	.68	18.02	.000
Leading Employees	3.76	.40	3.61	.39	13.08	.000
Setting a Development Climate	3.89	.45	3.74	.47	11.73	.000
Confronting Problem Employees	3.38	.63	3.16	.66	12.09	.000
Work Team Orientation	3.88	.59	3.70	.62	10.62	.000
Hiring Talented Staff	3.92	.58	3.78	.58	8.31	.000
Building and Mending Relationships	3.74	.44	3.59	.43	12.78	.000
Compassion and Sensitivity	3.77	.52	3.63	.53	9.76	.000
Straightforwardness and Composure	4.01	.47	3.95	.49	4.27	.000
Balance Between Personal Life and Work	3.54	.77	3.37	.81	7.85	.000
Self-Awareness	3.75	.50	3.65	.50	6.97	.000
Putting People at Ease	3.84	.62	3.55	.69	15.95	.000
Acting with Flexibility	3.82	.44	3.64	.45	13.73	.000
Problems with Interpersonal Relationships	1.60	.55	1.74	.61	-8.29	.000
Difficulty Molding a Staff	1.75	.54	1.94	.57	-12.39	.000
Difficulty Making Strategic Decisions	1.74	.54	1.97	.60	-14.04	.000
Lack of Follow-Through	1.76	.61	1.79	.62	-2.02	.043
Overdependence	2.09	.66	2.24	.67	-7.84	.000
Strategic Differences with Management	2.10	.74	2.23	.74	-6.22	.000

Table 71.  
*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Peer” Scores Based on Coaching Report for Leaders<sup>®</sup> Handling Sensitive Problems Result*

	Strengths (n=3692-3766)		Opportunities (n=1739-1765)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.68	.40	3.62	.38	4.89	.000
Doing Whatever it Takes	3.82	.40	3.70	.39	10.42	.000
Being a Quick Study	3.94	.46	3.88	.47	4.38	.000
Decisiveness	3.63	.54	3.45	.56	11.61	.000
Leading Employees	3.52	.46	3.46	.45	4.51	.000
Setting a Development Climate	3.64	.47	3.56	.45	5.55	.000
Confronting Problem Employees	3.37	.55	3.29	.55	4.57	.000
Work Team Orientation	3.62	.51	3.54	.52	5.36	.000
Hiring Talented Staff	3.64	.47	3.55	.48	6.53	.000
Building and Mending Relationships	3.57	.53	3.53	.53	2.72	.007
Compassion and Sensitivity	3.52	.54	3.46	.55	3.72	.000
Straightforwardness and Composure	3.89	.47	3.93	.46	-2.74	.006
Balance Between Personal Life and Work	3.74	.61	3.72	.63	.84	.401
Self-Awareness	3.45	.53	3.45	.52	.41	.682
Putting People at Ease	3.83	.64	3.71	.66	6.78	.000
Acting with Flexibility	3.59	.48	3.53	.47	3.90	.000
Problems with Interpersonal Relationships	1.92	.63	1.90	.64	.74	.461
Difficulty Molding a Staff	2.14	.55	2.21	.55	-3.81	.000
Difficulty Making Strategic Decisions	1.99	.53	2.06	.52	-4.50	.000
Lack of Follow-Through	1.93	.56	1.86	.52	4.36	.000
Overdependence	2.14	.49	2.16	.48	-1.26	.207
Strategic Differences with Management	2.32	.58	2.31	.56	.82	.411

Table 72.  
*Descriptive Statistics and T-Tests Comparing CCL Benchmarks<sup>®</sup> “Subordinate” Scores Based on Coaching Report for Leaders<sup>®</sup> Handling Sensitive Problems Result*

	Strengths (n=3479-3548)		Opportunities (n=1611-1641)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.74	.41	3.68	.39	5.05	.000
Doing Whatever it Takes	3.88	.42	3.75	.44	10.04	.000
Being a Quick Study	3.92	.49	3.86	.49	4.05	.000
Decisiveness	3.61	.55	3.43	.59	11.07	.000
Leading Employees	3.54	.49	3.47	.49	5.14	.000
Setting a Development Climate	3.63	.54	3.54	.55	5.68	.000
Confronting Problem Employees	3.32	.59	3.23	.60	5.02	.000
Work Team Orientation	3.76	.54	3.66	.55	5.91	.000
Hiring Talented Staff	3.83	.46	3.75	.47	5.79	.000
Building and Mending Relationships	3.58	.55	3.53	.53	2.98	.003
Compassion and Sensitivity	3.44	.59	3.38	.60	3.34	.001
Straightforwardness and Composure	3.98	.49	3.99	.48	-.45	.650
Balance Between Personal Life and Work	3.62	.73	3.53	.77	3.79	.000
Self-Awareness	3.40	.58	3.37	.57	1.69	.090
Putting People at Ease	3.75	.70	3.63	.73	6.02	.000
Acting with Flexibility	3.58	.53	3.52	.51	3.80	.000
Problems with Interpersonal Relationships	1.92	.67	1.93	.69	-.63	.531
Difficulty Molding a Staff	2.03	.56	2.10	.57	-4.16	.000
Difficulty Making Strategic Decisions	1.82	.52	1.90	.54	-5.50	.000
Lack of Follow-Through	1.96	.61	1.91	.58	2.78	.005
Overdependence	2.08	.52	2.12	.52	-2.42	.016
Strategic Differences with Management	2.12	.56	2.15	.54	-2.06	.039

Table 73.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Superior” Scores Based on Coaching Report for Leaders® Handling Sensitive Problems Result*

	Strengths (n=3090-3461)		Opportunities (n=1447-1637)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.53	3.62	.52	2.61	.009
Doing Whatever it Takes	3.84	.54	3.71	.54	8.18	.000
Being a Quick Study	4.03	.63	3.98	.63	2.42	.016
Decisiveness	3.67	.76	3.45	.80	9.41	.000
Leading Employees	3.58	.57	3.51	.58	3.62	.000
Setting a Development Climate	3.76	.58	3.69	.59	3.81	.000
Confronting Problem Employees	3.36	.75	3.27	.75	3.76	.000
Work Team Orientation	3.58	.72	3.47	.76	4.82	.000
Hiring Talented Staff	3.69	.68	3.63	.67	2.84	.005
Building and Mending Relationships	3.60	.66	3.59	.66	.51	.611
Compassion and Sensitivity	3.70	.64	3.64	.63	3.17	.002
Straightforwardness and Composure	4.09	.62	4.16	.62	-3.32	.001
Balance Between Personal Life and Work	3.83	.75	3.78	.76	2.30	.022
Self-Awareness	3.54	.72	3.55	.70	-.58	.562
Putting People at Ease	3.85	.78	3.77	.79	3.63	.000
Acting with Flexibility	3.62	.62	3.58	.62	2.08	.037
Problems with Interpersonal Relationships	1.78	.78	1.76	.76	1.12	.265
Difficulty Molding a Staff	2.00	.75	2.09	.75	-3.76	.000
Difficulty Making Strategic Decisions	2.00	.76	2.08	.75	-3.52	.000
Lack of Follow-Through	1.73	.73	1.67	.66	3.22	.001
Overdependence	1.99	.70	2.02	.70	-1.27	.204
Strategic Differences with Management	2.17	.84	2.20	.80	-1.17	.244

Table 74.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Other Superior” Scores Based on Coaching Report for Leaders® Handling Sensitive Problems Result*

	Strengths (n=831-992)		Opportunities (n=400-457)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.52	3.62	.51	1.75	.080
Doing Whatever it Takes	3.86	.52	3.74	.55	4.00	.000
Being a Quick Study	4.01	.60	3.98	.61	1.05	.292
Decisiveness	3.71	.72	3.49	.75	5.27	.000
Leading Employees	3.57	.56	3.51	.57	1.84	.067
Setting a Development Climate	3.73	.56	3.69	.56	1.31	.189
Confronting Problem Employees	3.36	.71	3.27	.73	2.18	.030
Work Team Orientation	3.55	.65	3.45	.74	2.68	.008
Hiring Talented Staff	3.66	.64	3.61	.62	1.41	.160
Building and Mending Relationships	3.64	.66	3.64	.64	-.15	.880
Compassion and Sensitivity	3.67	.62	3.68	.65	-.12	.907
Straightforwardness and Composure	4.04	.61	4.10	.60	-1.57	.116
Balance Between Personal Life and Work	3.78	.70	3.75	.75	.82	.411
Self-Awareness	3.60	.66	3.58	.67	.41	.683
Putting People at Ease	3.92	.76	3.83	.78	2.06	.040
Acting with Flexibility	3.63	.60	3.60	.58	.96	.338
Problems with Interpersonal Relationships	1.78	.74	1.76	.76	.44	.663
Difficulty Molding a Staff	2.07	.74	2.13	.71	-1.44	.151
Difficulty Making Strategic Decisions	2.05	.75	2.11	.72	-1.45	.146
Lack of Follow-Through	1.77	.72	1.67	.64	2.58	.010
Overdependence	2.05	.67	2.07	.67	-.50	.620
Strategic Differences with Management	2.26	.83	2.26	.75	.09	.928

*Action Orientation*

The Flexibility and Sensitivity folk scales combine to form the Action Orientation leadership characteristic. This characteristic reflects a balance between consideration and taking action, and a leaders comfort with pressing for results when there is potential or actual criticism from others. The Action Orientation results vary for each of the rating sources. The Self-rating results, presented in Table 75, show that the largest difference occurred on Lack of Follow-Through, where the ratees in the strength category rated themselves as higher on Lack of Follow-Through compared to ratees in the opportunities category. This could occur because they are acknowledging a preference for starting new projects, and solving new problems, which means old decisions or projects may receive less attention. Likewise, it

appears that they may be perceived by others in a similar way.

Peers (Table 76) reported the highest differences for Putting People at Ease, Leading Employees, and Work Team Orientation. Subordinates (Table 77) reported the largest differences for Putting People at Ease, Compassion and Sensitivity, and Leading Employees. Superiors (Table 78) reported the largest differences for Leading Employees, Being a Quick Study, and Doing Whatever it Takes. The only difference for the Other Superiors ratings (Table 79) was on the Benchmarks® measure of Putting People at Ease. Overall, a strength on the Action Orientation leadership characteristic appears to capture a perception of ease and fairness among coworkers as well as a likelihood to move quickly into new projects and opportunities.

Table 75.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Self” Scores Based on Coaching Report for Leaders® Action-Oriented Result*

	Strengths (n=2337-2399)		Opportunities (n=580-600)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.72	.38	3.74	.42	-1.01	.314
Doing Whatever it Takes	3.87	.44	3.87	.47	.01	.994
Being a Quick Study	3.84	.58	3.81	.58	.93	.352
Decisiveness	3.71	.64	3.69	.67	.96	.339
Leading Employees	3.71	.41	3.71	.41	.15	.880
Setting a Development Climate	3.85	.46	3.84	.46	.24	.812
Confronting Problem Employees	3.29	.64	3.35	.64	-2.26	.024
Work Team Orientation	3.84	.61	3.78	.58	2.08	.038
Hiring Talented Staff	3.87	.59	3.85	.58	.91	.362
Building and Mending Relationships	3.69	.44	3.70	.44	-.57	.567
Compassion and Sensitivity	3.73	.52	3.72	.55	.37	.710
Straightforwardness and Composure	4.00	.47	4.01	.49	-.40	.691
Balance Between Personal Life and Work	3.50	.78	3.42	.79	2.12	.034
Self-Awareness	3.71	.51	3.72	.51	-.23	.820
Putting People at Ease	3.77	.64	3.65	.69	4.24	.000
Acting with Flexibility	3.75	.45	3.76	.46	-.24	.811
Problems with Interpersonal Relationships	1.63	.57	1.69	.61	-2.36	.018
Difficulty Molding a Staff	1.80	.56	1.82	.56	-.45	.655
Difficulty Making Strategic Decisions	1.80	.57	1.81	.57	-.50	.618
Lack of Follow-Through	1.79	.62	1.66	.58	4.85	.000
Overdependence	2.14	.66	2.13	.68	.57	.571
Strategic Differences with Management	2.13	.74	2.15	.73	-.58	.562



Table 76.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Peer” Scores Based on Coaching Report for Leaders® Action-Oriented Result*

	Strengths (n=2281-2328)		Opportunities (n=577-583)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.39	3.65	.38	1.09	.275
Doing Whatever it Takes	3.80	.40	3.77	.39	1.64	.101
Being a Quick Study	3.92	.45	3.91	.48	.89	.371
Decisiveness	3.58	.55	3.56	.54	.84	.398
Leading Employees	3.52	.45	3.47	.45	2.29	.022
Setting a Development Climate	3.63	.46	3.59	.44	1.81	.070
Confronting Problem Employees	3.33	.55	3.35	.53	-.95	.340
Work Team Orientation	3.61	.52	3.56	.51	2.09	.036
Hiring Talented Staff	3.62	.47	3.61	.47	.57	.566
Building and Mending Relationships	3.56	.53	3.55	.52	.63	.529
Compassion and Sensitivity	3.51	.54	3.47	.54	1.82	.068
Straightforwardness and Composure	3.90	.46	3.90	.49	-.27	.786
Balance Between Personal Life and Work	3.74	.61	3.68	.63	2.02	.044
Self-Awareness	3.45	.52	3.46	.51	-.48	.634
Putting People at Ease	3.81	.63	3.73	.66	2.68	.007
Acting with Flexibility	3.58	.48	3.55	.45	1.57	.116
Problems with Interpersonal Relationships	1.90	.63	1.92	.64	-.64	.524
Difficulty Molding a Staff	2.15	.55	2.18	.53	-1.20	.229
Difficulty Making Strategic Decisions	2.01	.52	2.02	.52	-.43	.668
Lack of Follow-Through	1.92	.56	1.87	.54	1.98	.048
Overdependence	2.14	.49	2.14	.47	.07	.943
Strategic Differences with Management	2.32	.57	2.31	.58	.22	.825

Table 77.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Subordinate” Scores Based on Coaching Report for Leaders® Action-Oriented Result*

	Strengths (n=2160-2200)		Opportunities (n=536-551)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.73	.41	3.70	.40	1.45	.147
Doing Whatever it Takes	3.85	.44	3.80	.42	2.41	.016
Being a Quick Study	3.91	.49	3.87	.51	1.70	.090
Decisiveness	3.56	.58	3.54	.58	.55	.580
Leading Employees	3.54	.50	3.46	.48	3.31	.001
Setting a Development Climate	3.63	.55	3.55	.54	3.03	.002
Confronting Problem Employees	3.28	.61	3.30	.58	-.53	.597
Work Team Orientation	3.74	.55	3.67	.54	2.82	.005
Hiring Talented Staff	3.81	.45	3.74	.50	3.28	.001
Building and Mending Relationships	3.58	.56	3.53	.51	1.69	.090
Compassion and Sensitivity	3.45	.59	3.35	.59	3.62	.000
Straightforwardness and Composure	3.99	.49	3.94	.49	2.07	.039
Balance Between Personal Life and Work	3.62	.75	3.51	.75	2.96	.003
Self-Awareness	3.40	.58	3.35	.56	2.03	.043
Putting People at Ease	3.75	.70	3.62	.68	4.00	.000
Acting with Flexibility	3.57	.53	3.51	.50	2.38	.017
Problems with Interpersonal Relationships	1.90	.68	1.97	.66	-2.19	.028
Difficulty Molding a Staff	2.03	.56	2.09	.56	-2.19	.029
Difficulty Making Strategic Decisions	1.83	.53	1.87	.51	-1.89	.059
Lack of Follow-Through	1.95	.61	1.92	.59	.76	.447
Overdependence	2.07	.53	2.10	.51	-1.12	.265
Strategic Differences with Management	2.11	.55	2.13	.55	-.56	.575

Table 78.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Superior” Scores Based on Coaching Report for Leaders<sup>®</sup> Action-Oriented Result*

	Strengths (n=1913-2149)		Opportunities (n=476-544)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.53	3.61	.51	2.04	.041
Doing Whatever it Takes	3.82	.55	3.73	.54	3.14	.002
Being a Quick Study	4.05	.62	3.94	.67	3.55	.000
Decisiveness	3.62	.78	3.54	.81	2.09	.037
Leading Employees	3.58	.57	3.48	.57	3.57	.000
Setting a Development Climate	3.74	.59	3.68	.57	2.34	.019
Confronting Problem Employees	3.33	.75	3.30	.75	.69	.491
Work Team Orientation	3.56	.73	3.46	.76	2.83	.005
Hiring Talented Staff	3.69	.68	3.65	.69	1.19	.233
Building and Mending Relationships	3.61	.67	3.55	.68	1.81	.070
Compassion and Sensitivity	3.71	.64	3.63	.61	2.49	.013
Straightforwardness and Composure	4.12	.63	4.10	.67	.70	.481
Balance Between Personal Life and Work	3.83	.75	3.76	.78	1.82	.070
Self-Awareness	3.55	.72	3.50	.69	1.61	.107
Putting People at Ease	3.85	.79	3.75	.77	2.82	.005
Acting with Flexibility	3.61	.63	3.56	.60	1.72	.086
Problems with Interpersonal Relationships	1.76	.77	1.81	.77	-1.26	.207
Difficulty Molding a Staff	2.00	.74	2.11	.77	-2.88	.004
Difficulty Making Strategic Decisions	2.01	.76	2.09	.77	-2.39	.017
Lack of Follow-Through	1.73	.74	1.65	.65	2.26	.024
Overdependence	1.99	.70	2.04	.71	-1.37	.170
Strategic Differences with Management	2.14	.81	2.22	.87	-1.98	.048

Table 79.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks<sup>®</sup> “Other Superior” Scores Based on Coaching Report for Leaders<sup>®</sup> Action-Oriented Result*

	Strengths (n=527-625)		Opportunities (n=136-157)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.62	.51	3.61	.53	.21	.837
Doing Whatever it Takes	3.81	.52	3.75	.57	1.24	.214
Being a Quick Study	3.99	.58	3.94	.63	.84	.401
Decisiveness	3.63	.73	3.62	.77	.15	.883
Leading Employees	3.55	.57	3.45	.59	1.95	.052
Setting a Development Climate	3.70	.57	3.63	.56	1.24	.215
Confronting Problem Employees	3.26	.69	3.36	.75	-1.37	.172
Work Team Orientation	3.49	.69	3.48	.75	.29	.771
Hiring Talented Staff	3.63	.64	3.58	.62	.70	.486
Building and Mending Relationships	3.61	.66	3.58	.66	.49	.623
Compassion and Sensitivity	3.67	.65	3.57	.67	1.64	.102
Straightforwardness and Composure	4.05	.61	4.01	.64	.71	.481
Balance Between Personal Life and Work	3.81	.71	3.74	.71	1.04	.299
Self-Awareness	3.59	.66	3.56	.67	.44	.659
Putting People at Ease	3.87	.77	3.74	.80	2.00	.046
Acting with Flexibility	3.60	.61	3.55	.61	.91	.363
Problems with Interpersonal Relationships	1.78	.78	1.87	.81	-1.32	.189
Difficulty Molding a Staff	2.09	.75	2.16	.78	-1.03	.304
Difficulty Making Strategic Decisions	2.09	.72	2.14	.78	-.86	.391
Lack of Follow-Through	1.76	.71	1.67	.57	1.43	.154
Overdependence	2.09	.68	2.07	.64	.22	.824
Strategic Differences with Management	2.29	.82	2.23	.83	.82	.413

*Self-Confidence*

The Self-confidence leadership characteristic is comprised of the Independence folk scale and the Leadership Potential specialty scale from the CPI 260™ instrument. As a strength, Self-confidence reflects the inner resolve, poise, and ability to handle stress and the degree to which others perceive these characteristics in a leader. The Self-ratings, summarized in Table 80, indicate that the largest differences occurred on the Benchmarks®

measures of Doing Whatever it Takes, Decisiveness, and Resourcefulness. The Pattern of results from the other raters differed slightly from the Self-rating results, but was the same across these other rating sources. For those raters (Table 81 through Table 84), Doing Whatever it Takes, Decisiveness, and Confronting Problem Employees were the largest differences.

Table 80.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Self” Scores Based on Coaching Report for Leaders® Self-Confidence Result*

	Strengths (n=4026-4122)		Opportunities (n=1494-1545)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.78	.37	3.57	.39	19.00	.000
Doing Whatever it Takes	3.95	.41	3.64	.44	25.27	.000
Being a Quick Study	3.90	.55	3.64	.60	15.42	.000
Decisiveness	3.83	.60	3.40	.66	23.48	.000
Leading Employees	3.75	.40	3.62	.40	11.42	.000
Setting a Development Climate	3.89	.45	3.74	.47	10.94	.000
Confronting Problem Employees	3.39	.62	3.09	.66	15.76	.000
Work Team Orientation	3.88	.58	3.68	.62	11.03	.000
Hiring Talented Staff	3.92	.57	3.75	.59	9.43	.000
Building and Mending Relationships	3.73	.44	3.59	.43	10.44	.000
Compassion and Sensitivity	3.74	.53	3.69	.52	2.88	.004
Straightforwardness and Composure	4.04	.46	3.87	.49	12.21	.000
Balance Between Personal Life and Work	3.54	.77	3.34	.81	8.82	.000
Self-Awareness	3.75	.50	3.66	.51	6.07	.000
Putting People at Ease	3.79	.64	3.64	.69	7.62	.000
Acting with Flexibility	3.82	.44	3.62	.45	15.02	.000
Problems with Interpersonal Relationships	1.62	.57	1.73	.59	-6.30	.000
Difficulty Molding a Staff	1.74	.54	1.98	.58	-14.53	.000
Difficulty Making Strategic Decisions	1.73	.53	2.03	.61	-18.36	.000
Lack of Follow-Through	1.73	.59	1.87	.64	-7.62	.000
Overdependence	2.07	.65	2.32	.68	-12.51	.000
Strategic Differences with Management	2.08	.73	2.29	.76	-9.22	.000

Table 81.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Peer” Scores Based on Coaching Report for Leaders® Self-Confidence Result*

	Strengths (n=3915-3994)		Opportunities (n=1488-1510)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.68	.39	3.61	.37	6.14	.000
Doing Whatever it Takes	3.83	.40	3.67	.40	13.30	.000
Being a Quick Study	3.94	.46	3.86	.47	5.08	.000
Decisiveness	3.64	.54	3.39	.55	15.35	.000
Leading Employees	3.51	.47	3.48	.44	1.80	.071
Setting a Development Climate	3.63	.47	3.57	.45	4.29	.000
Confronting Problem Employees	3.38	.54	3.24	.55	8.41	.000
Work Team Orientation	3.61	.52	3.54	.51	4.75	.000
Hiring Talented Staff	3.63	.47	3.54	.47	6.24	.000
Building and Mending Relationships	3.56	.54	3.55	.52	.69	.489
Compassion and Sensitivity	3.49	.55	3.51	.52	-.84	.400
Straightforwardness and Composure	3.89	.47	3.93	.46	-2.90	.004
Balance Between Personal Life and Work	3.73	.62	3.72	.62	.49	.621
Self-Awareness	3.45	.53	3.46	.52	-.82	.411
Putting People at Ease	3.80	.65	3.77	.64	1.37	.172
Acting with Flexibility	3.58	.49	3.55	.46	2.17	.030
Problems with Interpersonal Relationships	1.94	.64	1.85	.61	4.60	.000
Difficulty Molding a Staff	2.15	.55	2.20	.55	-3.10	.002
Difficulty Making Strategic Decisions	1.99	.52	2.08	.53	-5.54	.000
Lack of Follow-Through	1.93	.56	1.86	.52	3.74	.000
Overdependence	2.14	.49	2.17	.48	-2.00	.046
Strategic Differences with Management	2.32	.58	2.31	.56	.56	.575

Table 82.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Subordinate” Scores Based on Coaching Report for Leaders® Self-Confidence Result*

	Strengths (n=3691-3768)		Opportunities (n=1378-1395)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.74	.41	3.67	.40	5.91	.000
Doing Whatever it Takes	3.88	.42	3.72	.45	12.00	.000
Being a Quick Study	3.92	.49	3.84	.49	5.37	.000
Decisiveness	3.62	.56	3.38	.57	13.36	.000
Leading Employees	3.53	.49	3.49	.49	2.11	.035
Setting a Development Climate	3.63	.54	3.55	.55	4.21	.000
Confronting Problem Employees	3.33	.59	3.19	.61	7.23	.000
Work Team Orientation	3.75	.54	3.67	.55	4.89	.000
Hiring Talented Staff	3.82	.45	3.74	.48	5.80	.000
Building and Mending Relationships	3.57	.55	3.57	.53	-.04	.968
Compassion and Sensitivity	3.41	.59	3.43	.60	-1.23	.218
Straightforwardness and Composure	3.97	.48	3.99	.49	-1.33	.185
Balance Between Personal Life and Work	3.60	.74	3.57	.74	1.04	.298
Self-Awareness	3.38	.57	3.40	.58	-.76	.446
Putting People at Ease	3.71	.71	3.71	.71	-.02	.985
Acting with Flexibility	3.57	.53	3.54	.51	1.57	.116
Problems with Interpersonal Relationships	1.94	.68	1.87	.67	2.99	.003
Difficulty Molding a Staff	2.04	.55	2.09	.59	-2.75	.006
Difficulty Making Strategic Decisions	1.82	.52	1.91	.55	-5.39	.000
Lack of Follow-Through	1.96	.60	1.92	.60	2.05	.040
Overdependence	2.09	.51	2.11	.54	-1.19	.236
Strategic Differences with Management	2.13	.56	2.14	.55	-.70	.486

Table 83.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Superior” Scores Based on Coaching Report for Leaders® Self-Confidence Result*

	Strengths (n=3278-3677)		Opportunities (n=1232-1389)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.53	3.61	.52	3.24	.001
Doing Whatever it Takes	3.84	.53	3.67	.56	9.98	.000
Being a Quick Study	4.02	.63	3.98	.62	2.05	.040
Decisiveness	3.69	.76	3.38	.79	12.74	.000
Leading Employees	3.56	.57	3.54	.58	1.46	.143
Setting a Development Climate	3.75	.58	3.70	.60	2.41	.016
Confronting Problem Employees	3.38	.75	3.22	.76	6.31	.000
Work Team Orientation	3.57	.72	3.49	.76	3.47	.001
Hiring Talented Staff	3.68	.67	3.64	.69	2.13	.033
Building and Mending Relationships	3.58	.67	3.63	.65	-2.26	.024
Compassion and Sensitivity	3.67	.64	3.71	.63	-1.77	.077
Straightforwardness and Composure	4.10	.63	4.16	.60	-3.13	.002
Balance Between Personal Life and Work	3.82	.75	3.79	.75	1.27	.203
Self-Awareness	3.54	.72	3.57	.70	-1.57	.116
Putting People at Ease	3.82	.78	3.85	.78	-1.48	.140
Acting with Flexibility	3.61	.61	3.58	.62	1.56	.118
Problems with Interpersonal Relationships	1.80	.78	1.69	.72	4.55	.000
Difficulty Molding a Staff	2.02	.75	2.05	.75	-1.34	.181
Difficulty Making Strategic Decisions	1.99	.75	2.10	.75	-4.72	.000
Lack of Follow-Through	1.73	.72	1.67	.67	2.41	.016
Overdependence	2.00	.70	2.01	.69	-.52	.603
Strategic Differences with Management	2.17	.83	2.20	.81	-.97	.333

Table 84.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Other Superior” Scores Based on Coaching Report for Leaders® Self-Confidence Result*

	Strengths (n=886-1043)		Opportunities (n=339-396)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.52	3.61	.52	1.73	.084
Doing Whatever it Takes	3.87	.51	3.69	.58	5.73	.000
Being a Quick Study	4.02	.59	3.95	.63	1.84	.066
Decisiveness	3.74	.69	3.38	.77	8.51	.000
Leading Employees	3.56	.57	3.53	.55	1.04	.300
Setting a Development Climate	3.73	.57	3.69	.55	1.35	.178
Confronting Problem Employees	3.39	.70	3.18	.75	4.64	.000
Work Team Orientation	3.55	.68	3.46	.69	2.27	.024
Hiring Talented Staff	3.67	.64	3.58	.63	2.06	.039
Building and Mending Relationships	3.64	.65	3.64	.64	-.14	.888
Compassion and Sensitivity	3.65	.63	3.73	.62	-2.02	.043
Straightforwardness and Composure	4.04	.60	4.10	.61	-1.68	.093
Balance Between Personal Life and Work	3.79	.71	3.72	.74	1.61	.108
Self-Awareness	3.60	.67	3.58	.66	.46	.644
Putting People at Ease	3.89	.77	3.89	.75	-.02	.985
Acting with Flexibility	3.63	.59	3.59	.60	1.23	.221
Problems with Interpersonal Relationships	1.79	.75	1.72	.75	1.61	.107
Difficulty Molding a Staff	2.08	.73	2.12	.73	-.76	.447
Difficulty Making Strategic Decisions	2.04	.73	2.16	.76	-2.65	.008
Lack of Follow-Through	1.76	.70	1.67	.68	2.17	.030
Overdependence	2.04	.66	2.09	.69	-1.23	.218
Strategic Differences with Management	2.25	.81	2.29	.79	-.83	.405

*Managing Change*

This leadership characteristic makes use of the Self-control and Flexibility folk scales. It examines the degree to which a person seeks change, and has a flexible and adaptable orientation. In addition, it examines the degree of sensitivity to and awareness of how well change is being managed. The Self-report (Table 85) results indicate the strongest differences occur for Lack of Follow-through, Confronting Problem Employees, and Putting People at Ease. Consistent results occur for ratings by Peers (Table 86), Subordinates (Table

87), and Superiors (Table 88), with the largest differences occurring for Compassion and Sensitivity, Leading Employees, and Putting People at Ease. The other superior ratings (Table 89) are similar, except that in addition to a larger difference for Leading Employees and Putting People at Ease, the other difference occurs for Doing Whatever it Takes. One might extrapolate that a strength on the Managing Change leadership characteristic is observed by others as an ability to maintain calm in others while being personally open to or even pushing for change.

Table 85.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Self” Scores Based on Coaching Report for Leaders® Managing Change Result*

	Strengths (n=2209-2265)		Opportunities (n=1585-1625)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.73	.38	3.76	.40	-1.96	.050
Doing Whatever it Takes	3.87	.43	3.88	.46	-.78	.433
Being a Quick Study	3.85	.57	3.83	.56	1.08	.281
Decisiveness	3.69	.65	3.70	.65	-.25	.805
Leading Employees	3.73	.40	3.73	.41	-.34	.737
Setting a Development Climate	3.86	.45	3.86	.46	-.57	.570
Confronting Problem Employees	3.28	.65	3.38	.64	-4.73	.000
Work Team Orientation	3.85	.60	3.81	.59	2.25	.024
Hiring Talented Staff	3.88	.58	3.88	.57	.00	.997
Building and Mending Relationships	3.71	.42	3.72	.44	-.85	.395
Compassion and Sensitivity	3.73	.51	3.72	.54	.82	.414
Straightforwardness and Composure	4.01	.45	4.03	.48	-1.06	.291
Balance Between Personal Life and Work	3.51	.77	3.44	.79	2.80	.005
Self-Awareness	3.73	.50	3.73	.51	-.32	.746
Putting People at Ease	3.77	.64	3.68	.67	4.25	.000
Acting with Flexibility	3.77	.44	3.79	.45	-1.52	.128
Problems with Interpersonal Relationships	1.61	.54	1.64	.59	-1.72	.085
Difficulty Molding a Staff	1.81	.56	1.77	.53	2.53	.012
Difficulty Making Strategic Decisions	1.81	.56	1.78	.55	1.92	.055
Lack of Follow-Through	1.79	.60	1.65	.55	7.03	.000
Overdependence	2.13	.66	2.08	.66	1.99	.047
Strategic Differences with Management	2.13	.72	2.10	.73	1.19	.234

Table 86.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Peer” Scores Based on Coaching Report for Leaders® Managing Change Result*

	Strengths (n=2195-2214)		Opportunities (n=1555-1572)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.68	.39	3.65	.40	2.57	.010
Doing Whatever it Takes	3.80	.41	3.77	.40	2.36	.018
Being a Quick Study	3.94	.46	3.90	.48	2.43	.015
Decisiveness	3.56	.55	3.56	.55	.39	.697
Leading Employees	3.54	.45	3.48	.47	3.84	.000
Setting a Development Climate	3.64	.46	3.59	.47	2.91	.004
Confronting Problem Employees	3.34	.56	3.36	.55	-1.18	.240
Work Team Orientation	3.61	.52	3.58	.52	1.80	.073
Hiring Talented Staff	3.62	.49	3.60	.47	1.34	.179
Building and Mending Relationships	3.59	.52	3.54	.55	3.30	.001
Compassion and Sensitivity	3.54	.53	3.47	.57	3.89	.000
Straightforwardness and Composure	3.93	.45	3.91	.49	1.41	.160
Balance Between Personal Life and Work	3.75	.60	3.72	.63	1.62	.104
Self-Awareness	3.48	.52	3.44	.54	2.05	.041
Putting People at Ease	3.84	.64	3.73	.68	4.87	.000
Acting with Flexibility	3.60	.47	3.54	.49	3.55	.000
Problems with Interpersonal Relationships	1.86	.60	1.94	.67	-3.63	.000
Difficulty Molding a Staff	2.13	.56	2.18	.55	-2.63	.009
Difficulty Making Strategic Decisions	1.99	.51	2.02	.54	-1.61	.108
Lack of Follow-Through	1.89	.56	1.88	.54	.85	.397
Overdependence	2.12	.47	2.14	.48	-1.48	.139
Strategic Differences with Management	2.29	.56	2.30	.58	-.84	.404

Table 87.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Subordinate” Scores Based on Coaching Report for Leaders® Managing Change Result*

	Strengths (n=2024-2059)		Opportunities (n=1445-1479)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.74	.42	3.72	.40	1.34	.182
Doing Whatever it Takes	3.85	.45	3.82	.42	1.91	.056
Being a Quick Study	3.91	.49	3.89	.50	1.14	.255
Decisiveness	3.55	.57	3.53	.57	1.24	.213
Leading Employees	3.55	.50	3.49	.49	3.68	.000
Setting a Development Climate	3.63	.55	3.57	.54	3.38	.001
Confronting Problem Employees	3.28	.60	3.32	.59	-2.02	.044
Work Team Orientation	3.75	.55	3.70	.55	3.01	.003
Hiring Talented Staff	3.82	.46	3.77	.48	3.57	.000
Building and Mending Relationships	3.59	.54	3.54	.54	2.90	.004
Compassion and Sensitivity	3.45	.59	3.36	.60	4.43	.000
Straightforwardness and Composure	4.01	.47	3.97	.48	2.32	.021
Balance Between Personal Life and Work	3.62	.73	3.56	.75	2.56	.011
Self-Awareness	3.41	.58	3.36	.58	2.93	.003
Putting People at Ease	3.75	.70	3.63	.72	4.91	.000
Acting with Flexibility	3.58	.53	3.54	.53	2.54	.011
Problems with Interpersonal Relationships	1.88	.67	1.95	.68	-3.01	.003
Difficulty Molding a Staff	2.03	.57	2.07	.56	-2.31	.021
Difficulty Making Strategic Decisions	1.83	.53	1.86	.53	-1.52	.129
Lack of Follow-Through	1.94	.61	1.91	.57	1.64	.101
Overdependence	2.08	.52	2.10	.51	-1.19	.232
Strategic Differences with Management	2.11	.56	2.14	.55	-1.33	.183

Table 88.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Superior” Scores Based on Coaching Report for Leaders® Managing Change Result*

	Strengths (n=1798-2028)		Opportunities (n=1296-1454)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.52	3.64	.52	1.92	.055
Doing Whatever it Takes	3.81	.54	3.77	.55	1.96	.050
Being a Quick Study	4.04	.61	3.97	.65	3.06	.002
Decisiveness	3.59	.77	3.58	.80	.62	.534
Leading Employees	3.59	.56	3.52	.58	3.70	.000
Setting a Development Climate	3.76	.58	3.71	.59	2.36	.018
Confronting Problem Employees	3.33	.76	3.36	.76	-1.00	.318
Work Team Orientation	3.58	.73	3.50	.75	2.99	.003
Hiring Talented Staff	3.68	.67	3.67	.68	.12	.902
Building and Mending Relationships	3.63	.64	3.58	.69	2.21	.027
Compassion and Sensitivity	3.73	.62	3.64	.63	4.03	.000
Straightforwardness and Composure	4.14	.59	4.12	.63	.64	.524
Balance Between Personal Life and Work	3.84	.74	3.81	.75	1.28	.200
Self-Awareness	3.57	.71	3.53	.71	1.30	.194
Putting People at Ease	3.86	.78	3.76	.78	3.73	.000
Acting with Flexibility	3.62	.61	3.59	.62	1.31	.189
Problems with Interpersonal Relationships	1.73	.74	1.79	.79	-2.42	.016
Difficulty Molding a Staff	1.99	.73	2.06	.77	-2.63	.009
Difficulty Making Strategic Decisions	1.98	.73	2.04	.77	-2.08	.038
Lack of Follow-Through	1.70	.70	1.66	.66	1.68	.092
Overdependence	1.98	.68	2.00	.71	-.99	.321
Strategic Differences with Management	2.14	.80	2.19	.84	-2.08	.038

Table 89.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Other Superior” Scores Based on Coaching Report for Leaders® Managing Change Result*

	Strengths (n=482-581)		Opportunities (n=344-388)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.68	.51	3.64	.54	.98	.326
Doing Whatever it Takes	3.85	.50	3.77	.57	2.31	.021
Being a Quick Study	4.03	.60	3.97	.62	1.47	.142
Decisiveness	3.64	.74	3.62	.76	.35	.730
Leading Employees	3.60	.56	3.51	.60	2.34	.019
Setting a Development Climate	3.75	.52	3.67	.61	2.10	.036
Confronting Problem Employees	3.31	.70	3.36	.75	-1.01	.313
Work Team Orientation	3.54	.69	3.51	.71	.58	.559
Hiring Talented Staff	3.68	.62	3.61	.64	1.55	.121
Building and Mending Relationships	3.70	.61	3.63	.68	1.76	.079
Compassion and Sensitivity	3.73	.63	3.63	.64	2.12	.034
Straightforwardness and Composure	4.10	.60	4.05	.63	1.28	.202
Balance Between Personal Life and Work	3.80	.70	3.80	.71	.07	.943
Self-Awareness	3.64	.65	3.56	.72	1.75	.080
Putting People at Ease	3.98	.73	3.81	.80	3.53	.000
Acting with Flexibility	3.66	.58	3.61	.62	1.40	.161
Problems with Interpersonal Relationships	1.71	.69	1.81	.79	-2.11	.035
Difficulty Molding a Staff	2.07	.71	2.11	.76	-.80	.421
Difficulty Making Strategic Decisions	2.03	.71	2.09	.78	-1.35	.178
Lack of Follow-Through	1.72	.72	1.70	.65	.56	.575
Overdependence	2.02	.64	2.04	.69	-.33	.741
Strategic Differences with Management	2.25	.80	2.23	.82	.38	.708



### *Influence*

The coaching report's Influence leadership characteristic is a combination of the Sociability and Dominance folk scales. This leadership characteristic indicates how well one motivates and communicates their vision while maintaining effective relationships with people. The analyses based on Influence are summarized in Table 90 through Table 94. The results in Table 90 show that for the Self-rating, the largest differences between strengths and opportunities for development occur for the Benchmarks® measures of Doing Whatever it Takes, Decisiveness, and Resourcefulness. This

suggests that higher ratings on influence distinguish between Self-ratings of these scales. A similar pattern of differences is found for Peer ratings (Table 91), Subordinate ratings (Table 92), and superior ratings (Table 93). Superiors also provided lower ratings on Straightforwardness and Composure for rates who were categorized as having a strength on Influence. This observation by supervisors may mean that the outgoing, assertive style of influence measured by this leadership characteristic may not always sit well with those higher in the organization.

Table 90.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® "Self" Scores Based on Coaching Report for Leaders® Influence Result*

	Strengths (n=4025-4114)		Opportunities (n=1107-1153)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.77	.38	3.55	.37	17.32	.000
Doing Whatever it Takes	3.95	.42	3.58	.43	26.39	.000
Being a Quick Study	3.89	.56	3.64	.60	12.98	.000
Decisiveness	3.81	.60	3.32	.66	23.89	.000
Leading Employees	3.75	.40	3.60	.39	11.11	.000
Setting a Development Climate	3.88	.46	3.71	.47	11.53	.000
Confronting Problem Employees	3.38	.62	3.03	.65	16.65	.000
Work Team Orientation	3.87	.58	3.67	.63	10.12	.000
Hiring Talented Staff	3.92	.58	3.73	.58	9.64	.000
Building and Mending Relationships	3.74	.44	3.58	.44	10.66	.000
Compassion and Sensitivity	3.76	.52	3.64	.54	7.05	.000
Straightforwardness and Composure	4.01	.47	3.93	.48	5.10	.000
Balance Between Personal Life and Work	3.53	.77	3.35	.82	7.12	.000
Self-Awareness	3.75	.50	3.63	.49	7.15	.000
Putting People at Ease	3.83	.63	3.56	.69	12.72	.000
Acting with Flexibility	3.81	.44	3.60	.44	14.69	.000
Problems with Interpersonal Relationships	1.61	.57	1.72	.60	-5.27	.000
Difficulty Molding a Staff	1.75	.54	2.01	.58	-14.02	.000
Difficulty Making Strategic Decisions	1.75	.54	2.04	.60	-15.97	.000
Lack of Follow-Through	1.75	.61	1.86	.64	-5.69	.000
Overdependence	2.09	.66	2.28	.67	-8.59	.000
Strategic Differences with Management	2.10	.74	2.26	.74	-6.44	.000

Table 91.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Peer” Scores Based on Coaching Report for Leaders® Influence Result*

	Strengths (n=3912-3991)		Opportunities (n=1100-1118)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.39	3.62	.37	3.48	.001
Doing Whatever it Takes	3.82	.40	3.65	.39	12.27	.000
Being a Quick Study	3.92	.47	3.88	.45	2.66	.008
Decisiveness	3.63	.54	3.35	.55	15.40	.000
Leading Employees	3.50	.46	3.50	.43	.23	.817
Setting a Development Climate	3.62	.47	3.57	.44	3.25	.001
Confronting Problem Employees	3.37	.54	3.23	.56	7.47	.000
Work Team Orientation	3.61	.51	3.54	.52	3.87	.000
Hiring Talented Staff	3.63	.47	3.53	.48	6.01	.000
Building and Mending Relationships	3.55	.53	3.58	.50	-1.49	.137
Compassion and Sensitivity	3.50	.55	3.51	.51	-.61	.540
Straightforwardness and Composure	3.88	.48	3.98	.43	-6.18	.000
Balance Between Personal Life and Work	3.73	.61	3.76	.61	-1.35	.177
Self-Awareness	3.44	.53	3.49	.50	-2.87	.004
Putting People at Ease	3.82	.64	3.76	.65	2.82	.005
Acting with Flexibility	3.57	.49	3.56	.44	.61	.544
Problems with Interpersonal Relationships	1.93	.64	1.80	.59	6.25	.000
Difficulty Molding a Staff	2.16	.55	2.19	.55	-1.95	.051
Difficulty Making Strategic Decisions	2.00	.53	2.05	.51	-2.67	.008
Lack of Follow-Through	1.94	.57	1.82	.49	6.45	.000
Overdependence	2.15	.49	2.13	.46	1.03	.301
Strategic Differences with Management	2.32	.58	2.27	.54	2.89	.004

Table 92.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Subordinate” Scores Based on Coaching Report for Leaders® Influence Result*

	Strengths (n=3671-3747)		Opportunities (n=1017-1033)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.73	.41	3.68	.39	3.88	.000
Doing Whatever it Takes	3.87	.43	3.70	.44	11.34	.000
Being a Quick Study	3.91	.50	3.86	.47	2.61	.009
Decisiveness	3.61	.56	3.33	.58	14.32	.000
Leading Employees	3.53	.49	3.50	.47	1.78	.075
Setting a Development Climate	3.62	.54	3.54	.54	4.28	.000
Confronting Problem Employees	3.32	.59	3.16	.62	7.47	.000
Work Team Orientation	3.75	.54	3.67	.54	4.14	.000
Hiring Talented Staff	3.82	.46	3.74	.47	5.02	.000
Building and Mending Relationships	3.57	.55	3.58	.51	-.78	.436
Compassion and Sensitivity	3.43	.59	3.43	.58	-.22	.825
Straightforwardness and Composure	3.97	.49	4.04	.46	-4.39	.000
Balance Between Personal Life and Work	3.60	.74	3.59	.75	.25	.799
Self-Awareness	3.38	.58	3.42	.55	-1.93	.054
Putting People at Ease	3.74	.70	3.70	.70	1.84	.066
Acting with Flexibility	3.57	.54	3.55	.49	1.26	.208
Problems with Interpersonal Relationships	1.93	.68	1.84	.64	3.95	.000
Difficulty Molding a Staff	2.04	.56	2.09	.57	-2.64	.008
Difficulty Making Strategic Decisions	1.83	.53	1.89	.53	-3.39	.001
Lack of Follow-Through	1.97	.61	1.88	.55	4.10	.000
Overdependence	2.09	.52	2.09	.51	-.07	.948
Strategic Differences with Management	2.12	.56	2.13	.52	-.56	.576

Table 93.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Superior” Scores Based on Coaching Report for Leaders® Influence Result*

	Strengths (n=3270-3672)		Opportunities (n=913-1038)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.65	.54	3.62	.51	1.56	.119
Doing Whatever it Takes	3.84	.54	3.65	.55	9.82	.000
Being a Quick Study	4.02	.63	3.98	.61	1.63	.102
Decisiveness	3.68	.76	3.33	.77	12.94	.000
Leading Employees	3.56	.57	3.55	.57	.63	.526
Setting a Development Climate	3.75	.58	3.69	.60	3.15	.002
Confronting Problem Employees	3.37	.75	3.19	.77	6.46	.000
Work Team Orientation	3.56	.73	3.49	.76	2.72	.007
Hiring Talented Staff	3.69	.67	3.62	.69	2.84	.004
Building and Mending Relationships	3.58	.67	3.67	.63	-3.56	.000
Compassion and Sensitivity	3.69	.64	3.70	.61	-.57	.570
Straightforwardness and Composure	4.08	.63	4.22	.57	-6.53	.000
Balance Between Personal Life and Work	3.83	.75	3.81	.74	.68	.497
Self-Awareness	3.53	.73	3.60	.68	-2.81	.005
Putting People at Ease	3.84	.79	3.84	.77	.06	.953
Acting with Flexibility	3.61	.62	3.60	.62	.38	.705
Problems with Interpersonal Relationships	1.81	.79	1.64	.69	6.00	.000
Difficulty Molding a Staff	2.01	.75	2.07	.75	-2.11	.035
Difficulty Making Strategic Decisions	2.01	.76	2.07	.74	-2.33	.020
Lack of Follow-Through	1.74	.73	1.64	.63	4.11	.000
Overdependence	2.00	.70	1.99	.68	.51	.613
Strategic Differences with Management	2.18	.85	2.14	.75	1.33	.185

Table 94.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Other Superior” Scores Based on Coaching Report for Leaders® Influence Result*

	Strengths (n=898-1054)		Opportunities (n=244-284)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.53	3.61	.50	1.39	.166
Doing Whatever it Takes	3.86	.52	3.67	.57	5.26	.000
Being a Quick Study	4.01	.60	3.95	.61	1.50	.135
Decisiveness	3.73	.70	3.35	.73	8.01	.000
Leading Employees	3.56	.57	3.52	.55	.95	.345
Setting a Development Climate	3.73	.56	3.69	.56	1.06	.291
Confronting Problem Employees	3.38	.71	3.17	.73	4.04	.000
Work Team Orientation	3.54	.66	3.44	.74	2.13	.034
Hiring Talented Staff	3.66	.64	3.59	.61	1.66	.097
Building and Mending Relationships	3.63	.66	3.66	.63	-.65	.519
Compassion and Sensitivity	3.66	.64	3.70	.62	-.92	.356
Straightforwardness and Composure	4.03	.61	4.15	.60	-3.03	.003
Balance Between Personal Life and Work	3.78	.70	3.72	.76	1.21	.227
Self-Awareness	3.59	.67	3.58	.65	.23	.816
Putting People at Ease	3.91	.76	3.83	.77	1.64	.101
Acting with Flexibility	3.63	.60	3.58	.58	1.06	.288
Problems with Interpersonal Relationships	1.80	.76	1.68	.72	2.35	.019
Difficulty Molding a Staff	2.09	.73	2.09	.71	-.10	.920
Difficulty Making Strategic Decisions	2.07	.74	2.10	.73	-.75	.453
Lack of Follow-Through	1.78	.72	1.61	.64	3.54	.000
Overdependence	2.06	.67	2.05	.66	.24	.811
Strategic Differences with Management	2.26	.83	2.25	.74	.26	.798

### *Comfort with Visibility*

The combination of the Capacity for Status and Social Presence folk scales determine the Comfort with Visibility leadership characteristic. When a strength, this leadership characteristic indicates ones ability and interest in being involved with projects and people that are likely to be widely visible within the organization. Table 95 through Table 99 summarizes the comparisons based upon this leadership characteristic. Across all the rating sources, a

consistent pattern of results emerges. Ratees categorized as having a comfort with visibility strength have higher scores on Benchmarks<sup>®</sup> measures of Doing Whatever it Takes, Decisiveness, and Putting People at Ease. Subordinate raters indicate a difference on the Work Team Orientation measure, with Comfort with Visibility strength higher than opportunities for development.

Table 95.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks<sup>®</sup> “Self” Scores Based on Coaching Report for Leaders<sup>®</sup> Comfort with Visibility Result*

	Strengths (n=3674-3762)		Opportunities (n=1428-1471)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.76	.38	3.65	.40	8.94	.000
Doing Whatever it Takes	3.93	.43	3.74	.46	13.87	.000
Being a Quick Study	3.89	.56	3.72	.60	9.31	.000
Decisiveness	3.79	.62	3.54	.67	13.00	.000
Leading Employees	3.74	.40	3.66	.41	6.36	.000
Setting a Development Climate	3.88	.45	3.79	.48	6.44	.000
Confronting Problem Employees	3.35	.64	3.22	.67	6.80	.000
Work Team Orientation	3.86	.60	3.75	.61	6.18	.000
Hiring Talented Staff	3.91	.58	3.80	.58	6.06	.000
Building and Mending Relationships	3.72	.44	3.64	.44	5.90	.000
Compassion and Sensitivity	3.75	.52	3.69	.53	3.43	.001
Straightforwardness and Composure	4.00	.47	3.99	.49	.94	.348
Balance Between Personal Life and Work	3.55	.77	3.32	.82	9.46	.000
Self-Awareness	3.75	.50	3.67	.52	4.65	.000
Putting People at Ease	3.83	.64	3.57	.68	13.04	.000
Acting with Flexibility	3.79	.45	3.69	.45	7.92	.000
Problems with Interpersonal Relationships	1.63	.57	1.69	.58	-3.51	.000
Difficulty Molding a Staff	1.77	.55	1.88	.56	-6.06	.000
Difficulty Making Strategic Decisions	1.77	.55	1.92	.59	-8.80	.000
Lack of Follow-Through	1.77	.62	1.77	.60	.17	.869
Overdependence	2.11	.66	2.21	.68	-4.59	.000
Strategic Differences with Management	2.12	.74	2.19	.76	-3.02	.003

Table 96.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Peer” Scores Based on Coaching Report for Leaders® Comfort with Visibility Result*

	Strengths (n=3570-3645)		Opportunities (n=1421-1438)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.67	.39	3.63	.38	3.99	.000
Doing Whatever it Takes	3.82	.40	3.71	.40	8.84	.000
Being a Quick Study	3.93	.46	3.89	.47	2.95	.003
Decisiveness	3.62	.54	3.47	.55	8.59	.000
Leading Employees	3.52	.46	3.47	.44	3.50	.000
Setting a Development Climate	3.63	.47	3.57	.44	4.12	.000
Confronting Problem Employees	3.36	.55	3.31	.55	3.16	.002
Work Team Orientation	3.62	.51	3.52	.53	6.05	.000
Hiring Talented Staff	3.63	.48	3.55	.47	5.46	.000
Building and Mending Relationships	3.57	.54	3.52	.53	2.73	.006
Compassion and Sensitivity	3.51	.55	3.46	.54	2.78	.005
Straightforwardness and Composure	3.89	.47	3.91	.47	-1.67	.095
Balance Between Personal Life and Work	3.75	.61	3.67	.64	4.20	.000
Self-Awareness	3.45	.53	3.44	.51	.74	.461
Putting People at Ease	3.84	.64	3.69	.65	7.06	.000
Acting with Flexibility	3.58	.49	3.53	.46	3.21	.001
Problems with Interpersonal Relationships	1.92	.64	1.91	.63	.52	.606
Difficulty Molding a Staff	2.15	.55	2.21	.54	-3.36	.001
Difficulty Making Strategic Decisions	2.00	.52	2.06	.53	-3.46	.001
Lack of Follow-Through	1.93	.56	1.88	.55	2.79	.005
Overdependence	2.14	.49	2.18	.48	-2.49	.013
Strategic Differences with Management	2.32	.59	2.33	.57	-.90	.367

Table 97.

*Descriptive Statistics and T-Tests Comparing CCL Benchmarks® “Subordinate” Scores Based on Coaching Report for Leaders® Comfort with Visibility Result*

	Strengths (n=3339-3415)		Opportunities (n=1336-1352)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.73	.42	3.70	.39	2.72	.007
Doing Whatever it Takes	3.87	.43	3.78	.43	6.52	.000
Being a Quick Study	3.91	.50	3.89	.48	.99	.321
Decisiveness	3.60	.56	3.45	.58	8.17	.000
Leading Employees	3.53	.50	3.49	.48	2.77	.006
Setting a Development Climate	3.62	.55	3.57	.54	2.86	.004
Confronting Problem Employees	3.31	.60	3.26	.60	2.72	.007
Work Team Orientation	3.76	.54	3.66	.56	5.68	.000
Hiring Talented Staff	3.83	.46	3.75	.47	5.42	.000
Building and Mending Relationships	3.57	.55	3.54	.53	1.71	.087
Compassion and Sensitivity	3.43	.60	3.40	.58	1.63	.104
Straightforwardness and Composure	3.97	.49	4.01	.48	-2.85	.004
Balance Between Personal Life and Work	3.63	.73	3.50	.77	5.10	.000
Self-Awareness	3.39	.59	3.39	.57	-.33	.744
Putting People at Ease	3.75	.70	3.63	.71	5.53	.000
Acting with Flexibility	3.57	.54	3.55	.51	1.32	.187
Problems with Interpersonal Relationships	1.93	.69	1.91	.67	.71	.478
Difficulty Molding a Staff	2.04	.56	2.09	.57	-2.93	.003
Difficulty Making Strategic Decisions	1.83	.53	1.88	.54	-2.86	.004
Lack of Follow-Through	1.97	.61	1.92	.59	2.66	.008
Overdependence	2.09	.52	2.12	.53	-2.01	.044
Strategic Differences with Management	2.13	.57	2.16	.54	-1.73	.083

Table 98.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Superior” Scores Based on Coaching Report for Leaders® Comfort with Visibility Result*

	Strengths (n=3246-3356)		Opportunities (n=1205-1331)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.54	3.63	.51	2.11	.035
Doing Whatever it Takes	3.84	.54	3.72	.55	6.57	.000
Being a Quick Study	4.03	.63	3.98	.63	2.38	.017
Decisiveness	3.67	.77	3.47	.78	8.06	.000
Leading Employees	3.57	.58	3.53	.56	2.29	.022
Setting a Development Climate	3.75	.58	3.70	.58	2.59	.010
Confronting Problem Employees	3.36	.75	3.29	.77	2.80	.005
Work Team Orientation	3.57	.73	3.48	.76	3.88	.000
Hiring Talented Staff	3.70	.68	3.62	.67	3.54	.000
Building and Mending Relationships	3.59	.67	3.59	.65	-.02	.985
Compassion and Sensitivity	3.70	.64	3.66	.62	1.78	.075
Straightforwardness and Composure	4.09	.63	4.14	.61	-2.05	.040
Balance Between Personal Life and Work	3.84	.75	3.74	.77	4.05	.000
Self-Awareness	3.55	.73	3.56	.69	-.43	.664
Putting People at Ease	3.86	.78	3.75	.78	4.31	.000
Acting with Flexibility	3.61	.63	3.59	.61	1.13	.258
Problems with Interpersonal Relationships	1.79	.79	1.75	.72	1.85	.065
Difficulty Molding a Staff	2.01	.75	2.07	.75	-2.65	.008
Difficulty Making Strategic Decisions	2.00	.75	2.09	.76	-3.78	.000
Lack of Follow-Through	1.74	.73	1.68	.67	2.43	.015
Overdependence	1.99	.70	2.03	.70	-1.38	.168
Strategic Differences with Management	2.18	.84	2.20	.81	-1.02	.306

Table 99.

*Descriptive Statistics and T-Tests comparing CCL Benchmarks® “Other Superior” Scores Based on Coaching Report for Leaders® Comfort with Visibility Result*

	Strengths (n=825-972)		Opportunities (n=305-363)		t-value	p value
	Mean	SD	Mean	SD		
Resourcefulness	3.66	.53	3.64	.51	.59	.552
Doing Whatever it Takes	3.85	.52	3.76	.55	2.96	.003
Being a Quick Study	4.01	.60	3.99	.61	.51	.611
Decisiveness	3.73	.71	3.47	.75	5.67	.000
Leading Employees	3.56	.56	3.54	.56	.61	.542
Setting a Development Climate	3.73	.56	3.71	.56	.65	.516
Confronting Problem Employees	3.36	.71	3.27	.75	1.95	.052
Work Team Orientation	3.54	.66	3.49	.73	1.16	.246
Hiring Talented Staff	3.66	.64	3.60	.64	1.40	.163
Building and Mending Relationships	3.64	.66	3.64	.64	.00	.997
Compassion and Sensitivity	3.67	.63	3.67	.65	-.04	.971
Straightforwardness and Composure	4.03	.60	4.12	.61	-2.38	.017
Balance Between Personal Life and Work	3.80	.70	3.69	.77	2.43	.015
Self-Awareness	3.60	.67	3.59	.65	.23	.817
Putting People at Ease	3.92	.77	3.78	.77	2.94	.003
Acting with Flexibility	3.64	.59	3.60	.59	1.15	.251
Problems with Interpersonal Relationships	1.79	.75	1.76	.74	.64	.524
Difficulty Molding a Staff	2.08	.73	2.10	.74	-.46	.647
Difficulty Making Strategic Decisions	2.06	.73	2.11	.77	-1.25	.211
Lack of Follow-Through	1.77	.71	1.67	.66	2.26	.024
Overdependence	2.06	.67	2.03	.67	.58	.561
Strategic Differences with Management	2.27	.82	2.25	.78	.38	.704

The analyses presented in Table 9 through Table 99 provide a great deal of information. The pattern of results is more important than each specific comparison presented for each of the rating sources and Benchmarks® measures. These analyses have a very large number of comparisons, and so any one difference should not be focused on, due to concerns about the studywise error rate. Overall, for each Coaching Report Leadership Characteristic the results are either consistent across raters or when there are inconsistencies, they generally make sense when considering the rating source.

The pattern of differences between the strength and development groups illustrate that the Coaching Reports ratings are consistent with the ratings from the Benchmarks® Instrument. The differences are typically larger when the constructs being examined are more closely conceptually related. These results, like the correlation results in the earlier tables, suggest that when using the Benchmarks® scales as the criterion, the Coaching Report for Leaders® does provide valid assessments of the leadership skills and abilities based on Self-ratings.

Taken together, the full complement of analyses in this report suggest that the two instruments are complimentary, and that the Coaching Report for Leaders adds additional information compared to the results of the Benchmarks® instrument alone. The two instruments and the report are likely to provide the ratee with useful information regarding a host of leadership domains where they are successful, and where they may wish to focus efforts for improvement.

Future research should explore subsets of measures from the CPI 260™ instrument as they relate to other measures of leadership efficacy. Similarly, specific leadership characteristics from the The Coaching Report for Leaders® can be examined to more fully appreciate how accurately the characteristics describe the developmental needs of leaders. This study provides a strong starting point and direction for such future investigations.

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## APPENDIX

### Executive Summary

This report provides an initial study of the validity of the CPI 260™ instrument (referred to hereafter as the instrument) and the Coaching Report for Leaders® (Manoogian, Gough, Devine, & Donnay, 2002) with respect to leadership measures, using the Benchmarks® (Dalton et al., 1997) 360-degree assessment as the criterion. Two sets of comparative analyses were completed. First, correlations among the scales on both instruments were computed. The correlations provide an indication of the concurrent validity of the two assessments. Second, mean differences on the Benchmarks® measures were computed for ratees whose Coaching Report for Leaders® results indicated leadership strengths versus developmental opportunities. The comparisons provide an indication of the validity of conclusions drawn from the Coaching Report for Leaders. For both sets on analyses, ratings from all Benchmarks® sources are included in this report.

The correlation analyses suggest that many measures of the CPI 260™ instrument are related to leadership attributes as measured by the Benchmarks® scales. Importantly, measures of similar conceptual domains from the two instruments tend to be modestly correlated, and measures from dissimilar conceptual domains tend to be unrelated. This pattern holds across the different sources of ratings, although the size of the correlations and the number of significant correlations differ across the sources. Generally, the correlations are larger and there are more significant correlations for Benchmarks® Self-ratings. For Benchmarks® Peer, Subordinate, and Superior ratings, there are smaller correlations, and fewer are significant.

The smallest and fewest significant correlations occur for the Other Superior ratings. Across all of the five types of raters, the pattern of correlations between the two instruments appears both consistent and meaningful. The results show the instrument's measures of interpersonal attributes relate with Meeting Job Challenges measures. Also, many of the instrument's specialty measures have been designed to assess leadership and management relevant issues, and these generally relate most strongly to the Benchmarks® Leading People Category. The instrument's measures of Values and Expectations are related to Benchmarks® measures in the Respecting Self and Others category. This makes sense since a leader's values for self and others are reflected in behavior towards others.

Finally, Benchmarks® measures in the Problems that can Stall a Career section are generally negatively related to the instruments measures of Values and Expectations, and the specialty scales from the instrument. Again, the specialty measures were often designed to assess management and leadership. The negative correlations suggest that these measures of leadership are related to fewer ratee problems being observed. It is also interesting that the cognitive style scales seem to be less related to observable behaviors as rated by others. This could be because the Benchmarks® measures do not focus on cognition. The absence of significant correlations is a further indication of the validity of the CPI 260™ instrument.

The analyses of the leadership characteristics from the Coaching Report for Leaders® provide evidence of the validity of the ratings provided in the report. Again, across all the raters, the general pattern of results indicates that leaders who are categorized as having a leadership strength tend to receive higher ratings on the Benchmarks® scales compared to those rated in the opportunity for development category. As was found for the correlations, the differences are stronger, and there are more significant differences on the Self-ratings, fewer significant and more modest differences for the Peer, Subordinate, and Superior ratings, and the fewest and smallest differences for ratings from Other Superiors. In addition, differences tend to be found more often for Benchmarks® measures that



are conceptually related to the leadership characteristic being examined. In addition, differences are typically not found for leadership characteristics that are conceptually not related to the Benchmarks® scales.

Overall, the results reported show initial validity evidence for measures in the CPI 260™ instrument and the categorizations derived in the Coaching Report for Leaders®. Since the analyses conducted were exploratory, and no specific hypotheses tested, it is necessary to be cautious when drawing specific conclusions from specific analyses. However, the overall pattern and consistency of the results for all the analyses, and across the various rating sources suggest that the instrument measures that should be related to specific leadership attributes are indeed related, and that the Coaching Report for Leaders® does categorize leaders appropriately. In addition, the size of the relationships suggests that the measures are not redundant, and the Coaching Report for Leaders® provides unique insights over what is found in the Benchmarks® rating scales.

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