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Transforming data into knowledge to identify military leaders and build competencies

How can one of the world's largest military forces use psychometrics to improve its officer training program?

When a division of the military wanted to improve its leadership development program for senior personnel, it asked The Myers-Briggs Company (formerly CPP, Inc.) to help it develop a system for capturing and using aggregate information to create performance benchmarks.

The program provided for the creation of a validated "portrait of a leader" with clearly identified leadership competencies. Our consultants recommended a combination of the CPI 260® assessment with personalized input from our own research team that would provide competency summaries for each individual in the program.

These summaries would enable officers to benchmark their competencies against those of other successful leaders within their military specialty and to grow their leadership skills.

Business Challenges
- Creating accurate, efficient data sets for leadership development

Company Profile
The Army, Marine Corps, Navy, Air Force and Coast Guard make up the United States Armed Forces. It's one of the largest military forces in the world and has around 1.3 million active personnel. The US military budget is nearly US$700 billion and is the highest in the world, accounting for around 3% of US GDP.

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Solution

The military choose the CPI 260 assessment because it's a coaching and leadership development tool. It is built on more than 60 years of research and successful real-life applications that have been empirically derived and research validated.

Two key reports are generated from the CPI 260 assessment: The Client Feedback Report and the Coaching Report for Leaders. These reports give specific feedback to individuals and suggest growth and development areas for them. They equip managers and executives with personalized information that enables them to identify their strengths and blind spots, maximize their strengths, target areas for development, and plan action steps to increase their effectiveness as leaders.

How were the officers assessed and coached?

Officers completed the CPI 260 assessment online prior to reporting to a two-week military course. As part of their two-week training, they received their personalized Client Feedback Reports, Coaching Reports for Leaders, and individual and group competency profiles.

The competency profiles summarized the results of other officers in their training session, officers in previous sessions, and senior leaders within their specialty. They also received individual confidential counseling on information disclosed in their reports and signed up to work with a leadership partner for a year.

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

Solution

- Use CPI 260 to identify development areas for military officers
- Create automated process to handle large training groups accurately and efficiently

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

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

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

Bringing the power of data to life
Almost from the start, the officers wanted even more numerical detail than they received in their personalized Client Feedback Report or Coaching Report for Leaders.

In response, support staff began aggregating results from individual CPI 260 assessments into training group summaries and creating profile summaries comparing group scores against those of successful leaders. Although time-consuming, the process was manageable when training groups were few and numbered only 14 to 25 participants each.

Coping with expansion
However, this soon changed. As the number of training sessions grew, some with larger numbers of students, the class facilitator and trainer needed to find a quick, confidential way to simplify the process. So, they contacted The Myers-Briggs Company.

Results
- Improved data process saves time and cuts training costs
- Research-based approach to training helps to improve future programs

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Our team of research specialists developed an automated process that enabled the military training division to take the next logical step in the use of assessments. This was to move beyond the individual level of interpretation and gain a broader, more comprehensive view of the entire leadership landscape.

By combining data for multiple groups of participants, the commanders and key training professionals gain visibility into areas that may require further development on a large scale.

A snapshot of aggregate results provides a 360-degree view of the group's overall strengths, potential opportunities for further assessment, and areas in which development is needed on key leadership characteristics, such as:

- Self-management
- Organizational capabilities
- Team building
- Problem solving
- Sustaining the vision

Using this new-found insight, they have been able to fine tune the curriculum for subsequent training programs and allocate important strategic resources where they are needed most.

The difference is substantial. Creating organization-specific aggregate reports used to be labor-intensive and potentially prone to errors. Now, it is fully automated and error free.

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Results

The customized analysis and reporting system is now easy to access by the class facilitator, and completely confidential.

It has also turned the data from individual CPI 260 assessment results into powerful learning concepts and concrete ideas for improving both personal and organizational effectiveness. Equipped with these research reports and fresh new insights, the class facilitator continues to enhance learning, improve outcomes, and create new program initiatives that:

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

The CPI 260 assessment has proven to be a powerful tool for creating a precise portrait of an individual's leadership potential. Here, it is helping this military training unit to craft a highly effective learning experience for its future senior leaders.

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Coaching Report for Leaders Core Performance Areas, Leadership Characteristics, and CPI™ Scales Mapping

Core Performance Area	Leadership Characteristic	CPI Scales
Self-management	1. Self-awareness	A. Self-acceptance B. Empathy
	2. Self-control	A. Social Conformity B. Self-control
	3. Resilience	A. Self-acceptance B. Well-being
Organizational Capabilities	1. Use of Power and Authority	A. Dominance B. Self-control
	2. Comfort with Organizational Structures	A. Social Conformity B. Achievement via Conformance
	3. Responsibility and Accountability	A. Responsibility B. Leadership
	4. Decisiveness	A. Dominance B. Independence
Team Building and Teamwork	1. Interpersonal Skill	A. Sociability B. Amicability
	2. Understanding Others	A. Empathy B. Insightfulness
	3. Capacity for Collaboration	A. Tolerance B. Creative Temperament
	4. Working with and Through Others	A. Independence B. Managerial Potential
Problem Solving	1. Creativity	A. Creative Temperament B. Achievement via Independence
	2. Handling Sensitive Problems	A. Dominance B. Empathy
	3. Action Orientation	A. Flexibility B. Sensitivity
Sustaining the Vision	1. Self-confidence	A. Independence B. Leadership
	2. Managing Change	A. Self-control B. Flexibility
	3. Influence	A. Sociability B. Dominance
	4. Comfort with Visibility	A. Capacity for Status B. Social Presence

The Myers-Briggs Company

ABOUT THE MYERS-BRIGGS COMPANY

In our fast-changing world, your edge lies in harnessing 100 percent of your talent – whether you're at work, home, college, or anywhere in between. Your success and sense of fulfilment aren't just about what you know and what you can do, they hinge on your relationships and interactions with others.

The Myers-Briggs Company empowers individuals to be the best versions of themselves by enriching self-awareness and their understanding of others. We help organizations around the world improve teamwork and collaboration, develop inspirational leaders, foster diversity, and solve their most complex people challenges.

As a Certified B Corporation®, The Myers-Briggs Company is a force for good. Our powerfully practical solutions are grounded in a deep understanding of the significant social and technological trends that affect people and organizations.

With over 60 years in assessment development and publishing, and over 30 years of consultancy and training expertise, a global network of offices, partners and certified independent consultants in 115 countries, products in 29 languages, and experience working with 88 of the Fortune 100 companies, we're ready to help you succeed.