

# CPI 260® Coaching Report for Leaders: Strengths and Developmental Opportunities

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The current study compared over 5000 leaders who had strengths and developmental opportunities identified by the CPI260® assessment's Coaching Report for Leaders (CRL). Self, boss, and direct report ratings from the Center for Creative Leadership's Benchmarks® 360 assessment were used as criterion. Results were generally supportive of the CRL categorizations.

The CPI260® assessment is the latest in a series of CPI assessments that are designed to "give a true-to-life description of the respondent, in clear, everyday language (Gough & Bradley, 2005, p. 1)." CPI assessments have a 50-year history, and have been used frequently by organizations to assist in developing leaders, among many other purposes (Gough & Bradley, 1996; Carson & Parker, 1966; Gough, 1969; Gough, 1989; Gough, 1990; Megargee & Carbonell, 1988).

The first report based on the CPI260® assessment, the Coaching Report for Leaders (CRL; Manoogian, Gough, Devine, & Donnay, 2002), was designed to "help managers and executives better understand their preferences, attitudes, and behaviors in key dimensions of management and leadership, allowing them to capitalize on their strengths, target areas for further development, set goals, and plan action steps (Manoogian, 2002, p. 1)." Specifically, the CRL describes a client's skills, behaviors, and competencies in eighteen areas of leadership (called Leadership Characteristics), and includes observations about how the client is likely to be perceived by others with whom he or she works. To evaluate each

Leadership Characteristic, two CPI260® scales are combined to create a rating of strength, developmental opportunity, or area to explore, providing a simple structure to guide the client through his or her results.

The question of how accurately the Leadership Characteristics categorize strengths and developmental opportunities has yet to be fully evaluated in the literature. Accurate categorizations should result in a consistent pattern on other measures of leadership effectiveness, and strong evidence comes from consistent ratings by important others at work, such as bosses and direct reports. Such a pattern would help validate the categorizations of the CRL and provide clients with greater confidence in their CRL results.

In the current study a sample of over 5000 leaders who had strengths and developmental opportunities identified by the CRL were rated by themselves, their bosses, and their direct reports using the Center for Creative Leadership's Benchmarks® 360 assessment, a widely used and well validated tool. Specifically, it was anticipated that those with CRL-identified strengths would have higher scores on

Benchmark's Leadership Skills and Perspectives section than those with CRL-identified developmental opportunities. Likewise, it was anticipated that those with strengths would have lower scores on Benchmark's Problems that can Stall a Career section than those with developmental opportunities.

A similar study examined similar data and found support for the CRL categorizations (Research Department CPP, Inc., 2004). This study replicates and updates the previous study in several ways. First, the current study uses actual CPI260® responses, not rescored responses from a larger inventory. Second, the current study uses the latest version of Benchmarks®. Finally, the current study reports effect sizes, making comparisons easier and reducing the reliance on significance testing.

## METHOD

*Participants and Procedure.* Participants were 5975 (1950 women, 4001 men, 24 unreported) managers and executives who completed the CPI260® and Benchmarks® assessments as part of a leadership development course at the Center for Creative Leadership®. Bosses and direct reports of each participant also responded to Benchmarks® assessments. All assessments were completed over the Internet. A variety of functional areas were represented, with the most frequent being Top Management (1310), Operation (520), Sales (502), and Human Resources/Training (460). Most were Caucasian (4538), with smaller numbers of African Americans (342), American Indian/Alaskan Natives (25), Asian or Pacific Islanders (260), Hispanics (197), Other (244), and Multiracial (75; 294 unreported). Most had origins in the United States (76%), and although the

vast majority resided primarily in the United States (84%), there were 70 other countries represented. Individuals in the sample were well compensated, with 84% making \$100k or more per year.

*Materials.* Two assessments were completed in this study. The CPI260® assessment is comprised of 260 true/false items, from which twenty folk scales, three vector scales, and five special purpose scales are scored. For each of the eighteen Leadership Characteristics on the CRL, two CPI260® scales are combined to categorize results in that area as a strength, developmental opportunity, or area to explore. The area to explore category requires the individual to determine whether his or her performance in that area is generally positive or negative. Scales that are combined to create each Leadership Characteristic, as well as frequencies of each category, are shown in Table 1. Details on how these ratings are derived can be found in Manoogian (2002).

The Benchmarks® assessment is a comprehensive 162-item, 360-degree feedback instrument that helps identify strengths and developmental needs (Dalton, Lombardo, McCauley, McDonald-Mann, Moxley, & Wachholz, 1997). In addition to the Self-assessment, up to five additional raters completed the Benchmarks® instrument for each ratee. These additional ratings included boss assessments, direct report assessments, other assessments, peer assessments and supervisor assessments. Multiple ratings from a particular source (e.g., direct report) were common; where they existed responses are aggregated by source.

Benchmarks® includes two sections of scales: Leadership Skills and Perspectives and Problems that can stall careers. The first section, Leadership

Skills and Perspectives, are three groupings of sixteen scales. These include Meeting Job Challenges (Resourcefulness, Doing Whatever It Take, Being a Quick Study, and Decisiveness), Leading People (Leading Employees, Confronting Problem Employees, Participative Management, and Change Management) and 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, Differences Matter, and Career Management). The second section, Problems that can stall careers, focuses on possible derailment factors and includes five scales (Problems with Interpersonal Relationships, Difficulty Building and Leading a Team, Difficulty Changing or Adapting, Failure to Meet Business Objectives, Too Narrow Functional Orientation).

## RESULTS AND DISCUSSION

The number of strengths, developmental opportunities, and areas to explore for each CRL Leadership Characteristic is shown in Table 1. The proportions of CRL-rated strengths and developmental opportunities vary by Leadership Characteristic, but are consistent with Manoogian (2006). Most individuals receive CRL results with a mix of strengths and developmental opportunities (Manoogian, 2006).

To evaluate the effectiveness of the CRL categorizations, those who had CRL-rated strengths and developmental opportunities were compared on each Benchmarks® scale. Because the area to explore category may indicate either positive or negative behavior, respondents categorized as area to explore were excluded. These comparisons were done for

Benchmarks® self, boss, and direct report ratings, resulting in three sets of CRL/Benchmarks® comparisons. Consistent difference across self, boss, and direct report Benchmarks® ratings would provide strong support of the CRL categorizations.

Because of the large number of comparisons examined here and to facilitate understanding, effect sizes were computed (Cohen, 1988). Effect sizes of those with CRL-rated strengths and developmental opportunities are shown in Tables 2, 3, and 4 for self, boss, and direct report Benchmarks® ratings, respectively. Means and standard deviations used to compute these effect sizes are shown for each of the CRL Leadership Characteristics in Tables 5 through 22. After surveying the literature, Cohen (1988) provided guidelines of .2 for small effects, .5 for medium effects, and .8 for large effects.

In general, CRL-scored strengths tended to be associated with small, positive effects on Benchmarks® scales, but not for all combinations of Leadership Characteristics, Benchmarks® scales, and raters. Examination of Tables 2, 3, and 4 also reveals that self-ratings on Benchmarks® showed more and larger differences than boss or direct report ratings, results that are consistent with previous research (Research Department CPP Inc., 2004). This may be due to any of several factors, such as same source rating or measurement errors, motivation of the respondent to be consistent, or simply that the ratee may have the best opportunity to note and accurately describe their own behavior.

Consistent differences on Benchmarks® scales for self, peer, and direct reports provide the strongest validity evidence of the CRL's categorizations. With that in mind, differences on the Interpersonal

Skill and Resilience Leadership Characteristics seem particularly noteworthy. Strengths in Interpersonal Skill were associated with broadly positive Benchmarks® ratings from bosses, and to a slightly less extent, direct reports. On average, boss rated Benchmarks® scores for Meeting Job Challenges, Leading People, and Respecting Self and Others scales were higher, and Potential for Derailment lower, when individuals had CRL-rated strengths on Interpersonal Skill as opposed to developmental opportunities. Similarly, strengths on Resilience were associated with broadly positive Benchmarks® ratings from direct reports. On average, direct report rated Benchmarks® scores for Meeting Job Challenges, Leading People, and Respecting Self and Others were higher, and Potential for Derailment were lower, when individuals had CRL-rated strengths on Resilience as opposed to developmental opportunities. Other CRL Leadership Characteristics that seemed to have broad, positive effects on ratings by bosses and direct reports were Comfort with Organizational Structure and Responsibility and Accountability.

Generally, these results show that Interpersonal Skill, Resilience, Comfort with Organizational Structure, and Responsibility and Accountability are associated with positive ratings from both bosses and direct reports, suggesting that individuals and coaches may want to pay particular attention to these areas on the CRL. They also suggest that developmental opportunities in these areas may be more noticeable to others at work, and that continued deficiency in these areas may be particularly harmful.

There were other interesting patterns. Strengths in CRL Use of Power and Authority, Decisiveness, Self-Confidence

and Influence were all associated with higher scores from selves, bosses, and direct reports on Doing Whatever It Takes and Decisiveness. CRL-rated strengths on Self-Awareness, Understanding Others, and Handling Sensitive Problems were all associated with more positive scores from selves, bosses, and direct reports on Putting People at Ease. These findings support the CRL categorizations.

Results also showed that strengths on Action Orientation and Managing Change were generally not associated with positive scores on Benchmarks®. Direct reports actually rated those with strengths on Action Orientation somewhat lower on Resourcefulness, Doing Whatever it Takes, Decisiveness, and Confronting Problem Employees. This suggests that a careful, nuanced approach may be necessary for coaching individuals with strengths on Action Orientation and Managing Change. In particular, these individuals may need to be made aware that strengths in these areas may sometimes create problems with their bosses or direct reports. Further research into these Characteristics could help clarify these relationships and provide more helpful coaching guidance.

Overall, the results here are supportive of the CPI260® assessment and the categorizations underlying the Coaching Report for Leaders. Results showed that strengths identified by the CRL were often associated with more positive ratings from both bosses and direct reports. Interpersonal Skill and Resilience were particularly important to bosses and direct reports, and other CRL Leadership Characteristics play important roles.

Given the nature and simplicity of the CRL categorizations, these findings are

rather impressive. The basic categorizations of the CRL, although based on considerable research and clinical experience of the author, necessarily result in a loss of predictive power and make it more difficult to detect meaningful differences. In general, then, it seems that the CRL provides useful and valid categorizations of a person's strengths and weaknesses, and using continuous CPI260® scale scores or other assessments in addition to the CRL would likely yield more detail and understanding for the client.

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Table 1

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*Summary of Coaching Report for Leaders Leadership Characteristic Categories*

Leadership Characteristic	CPI260® Scales Used	Area to Explore	Developmen tal Opportunity	Strength
Self-Awareness	Sa, Em	89	2092	3794
Self-Control	So, Sc	1852	2098	2025
Resilience	Sa, Wb	760	1252	3963
Use of Power and Authority	Do, Sc	1988	1473	2514
Comfort with Organizational Structures	So, Ac	2153	825	2997
Responsibility and Accountability	Re, Lp	0	1857	4118
Decisiveness	Do, In	917	1473	3585
Interpersonal Skill	Sy, Ami	1008	1314	3653
Understanding Others	Em, Is	1985	734	3256
Capacity for Collaboration	To, Ct	1378	1503	3094
Working With and Through Others	In, Mp	854	1619	3502
Creativity	Ct, Ai	1220	1837	2918
Handling Sensitive Problems	Do, Em	0	2196	3779
Action Orientation	Fx, Sn	2668	1094	2213
Self-Confidence	In, Lp	15	1600	4360
Managing Change	Sc, Fx	1462	2213	2300
Influence	Sy, Do	464	1481	4030
Comfort with Visibility	Cs, Sp	706	1255	4014

Table 2

*Strengths vs. Developmental Opportunities on the CRL: Effect Sizes (Cohen's d) of Differences in Benchmarks® Self Ratings*

Benchmarks® Scale	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Resourcefulness	.34	.11	.34	.49	.31	.42	.48	.21	.35	.08	.32	.11	.37	-.19	.50	-.11	.50	.28
Doing Whatever It Takes	.40	.01	.30	.60	.19	.43	.58	.02	.34	.09	.29	.21	.43	-.09	.59	-.03	.60	.36
Being a Quick Study	.19	.00	.17	.31	.22	.28	.30	-.02	.28	.09	.16	.18	.23	-.09	.36	-.03	.32	.26
Decisiveness	.31	.03	.37	.51	.18	.35	.53	.09	.28	.08	.33	.13	.35	-.15	.57	-.10	.55	.33
Leading Employees	.28	.14	.29	.38	.29	.37	.39	.22	.28	.05	.31	.03	.30	-.10	.41	-.10	.40	.21
Confronting Problem Employees	.30	.18	.40	.50	.31	.38	.49	.25	.26	.08	.38	.02	.31	-.20	.50	-.12	.49	.24
Participative Management	.21	.18	.23	.16	.34	.26	.17	.33	.26	.02	.22	-.05	.21	-.02	.17	-.09	.19	.08
Change Management	.29	.15	.34	.37	.30	.35	.37	.26	.31	.06	.30	.06	.31	-.07	.40	-.07	.39	.21
Building and Mending Relationships	.31	.21	.36	.33	.37	.34	.32	.42	.35	.11	.33	.04	.33	-.03	.30	-.06	.34	.15
Compassion and Sensitivity	.18	.06	.12	.11	.15	.26	.14	.25	.20	.03	.16	-.01	.19	.07	.11	-.01	.16	.04
Straightforwardness and Composure	.21	.27	.50	.26	.42	.37	.25	.45	.38	.19	.39	.10	.22	-.03	.33	-.02	.25	.14
Balance Between Work and Personal Life	.24	.15	.36	.19	.21	.25	.20	.34	.25	.15	.25	.14	.20	-.02	.28	.01	.23	.30
Self-Awareness	.14	.07	.12	.13	.18	.18	.14	.19	.08	-.04	.10	-.03	.13	-.11	.14	-.08	.16	.06
Putting People at Ease	.39	.13	.28	.31	.27	.27	.29	.38	.30	.11	.19	.08	.39	.05	.18	.05	.37	.23
Differences Matter	.22	.10	.19	.25	.22	.31	.24	.21	.23	.08	.22	.08	.25	.00	.23	.00	.26	.14
Career Management	.43	.10	.31	.45	.29	.36	.45	.26	.30	.04	.24	.08	.41	-.12	.38	-.05	.50	.31
Problems with Interpersonal Relationships	-.17	-.29	-.36	-.08	-.40	-.26	-.08	-.52	-.29	-.18	-.30	-.04	-.17	-.09	-.14	.01	-.09	-.04
Difficulty Building and Leading a Team	-.31	-.19	-.36	-.32	-.37	-.33	-.34	-.33	-.35	-.12	-.35	-.11	-.31	.03	-.40	.05	-.35	-.20
Difficulty Changing or Adapting	-.23	-.27	-.43	-.28	-.42	-.32	-.27	-.42	-.32	-.13	-.32	-.07	-.25	.07	-.33	.04	-.27	-.16
Failure to Meet Business Objectives	-.20	-.25	-.35	-.28	-.40	-.33	-.28	-.28	-.35	-.15	-.33	-.10	-.20	.07	-.36	.06	-.27	-.15
Too Narrow a Functional Orientation	-.29	-.11	-.30	-.39	-.28	-.32	-.40	-.17	-.26	-.12	-.27	-.14	-.31	.11	-.45	.05	-.40	-.24

*Note.* CRL Leadership Characteristics: 1=Self-Awareness, 2=Self-Control, 3=Resilience, 4=Use of Power and Authority, 5=Comfort with Organizational Structure, 6=Responsibility and Accountability, 7=Decisiveness, 8=Interpersonal Skill, 9=Understanding Others,

10=Capacity for Collaboration, 11=Working With and Through Others, 12=Creativity, 13=Handling Sensitive Problems, 14=Action Orientation, 15=Self-Confidence, 16=Managing Change, 17=Influence, 18=Comfort with Visibility.



Table 3

*Strengths vs. Developmental Opportunities on the CRL: Effect Sizes (Cohen's d) of Differences in Benchmarks® Boss Ratings*

Benchmarks® Scale	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Resourcefulness	.04	.09	.14	.06	.14	.16	.08	.17	.11	.05	.13	.01	.06	-.05	.12	-.03	.03	-.02
Doing Whatever It Takes	.13	.00	.11	.21	.08	.22	.22	.06	.17	.06	.13	.07	.16	-.09	.23	-.06	.20	.09
Being a Quick Study	-.02	.05	.04	.04	.13	.13	.06	.05	.15	.05	.05	.06	.02	-.03	.13	-.03	.03	-.03
Decisiveness	.09	-.05	.10	.17	.01	.16	.20	.02	.13	-.01	.11	.00	.10	-.16	.22	-.13	.18	.07
Leading Employees	.07	.09	.15	.09	.15	.19	.11	.22	.15	.06	.16	.02	.09	-.02	.12	-.02	.08	-.01
Confronting Problem Employees	.06	.05	.13	.13	.13	.19	.16	.14	.09	-.01	.14	-.07	.07	-.14	.17	-.07	.12	-.02
Participative Management	.02	.12	.13	-.05	.17	.15	-.02	.29	.11	.08	.13	.00	.02	.02	-.01	.00	-.06	-.09
Change Management	.07	.10	.15	.06	.17	.18	.08	.24	.16	.06	.14	.03	.08	-.03	.10	-.02	.05	-.02
Building and Mending Relationships	.05	.15	.18	-.05	.17	.11	-.04	.32	.13	.08	.13	-.03	.05	.00	-.03	.00	-.07	-.07
Compassion and Sensitivity	.08	.10	.11	-.01	.13	.17	.01	.26	.15	.11	.15	.06	.09	.06	.02	.03	.00	-.01
Straightforwardness and Composure	-.02	.14	.19	-.06	.19	.14	-.04	.31	.08	.07	.15	-.04	-.02	-.03	-.01	-.04	-.07	-.07
Balance Between Work and Personal Life	.10	.09	.19	-.02	.15	.12	.02	.23	.12	.11	.12	.06	.09	-.01	.07	.03	.02	.10
Self-Awareness	-.03	.08	.08	-.11	.06	.05	-.09	.19	.04	.01	.05	-.08	-.03	-.03	-.07	-.01	-.12	-.14
Putting People at Ease	.22	.10	.17	.05	.11	.13	.03	.32	.21	.14	.15	.10	.20	.09	.02	.10	.06	.09
Differences Matter	.04	.07	.08	-.04	.12	.13	-.02	.21	.11	.13	.09	.08	.04	.10	-.01	.04	-.04	-.03
Career Management	.13	.04	.09	.09	.10	.19	.12	.20	.13	.08	.11	.03	.14	-.04	.11	-.01	.11	.01
Problems with Interpersonal Relationships	.00	-.19	-.16	.12	-.18	-.08	.14	-.33	-.08	-.07	-.11	.06	.01	-.03	.11	-.02	.15	.10
Difficulty Building and Leading a Team	-.07	-.12	-.16	-.07	-.16	-.17	-.06	-.23	-.14	-.07	-.15	-.01	-.08	.04	-.08	.00	-.04	.03
Difficulty Changing or Adapting Failure to Meet Business Objectives	-.03	-.16	-.21	-.03	-.20	-.14	-.01	-.28	-.09	-.05	-.14	.04	-.04	.04	-.04	.00	.02	.06
Too Narrow a Functional Orientation	.06	-.14	-.15	.05	-.21	-.13	.04	-.20	-.08	.01	-.11	.10	.05	.12	-.02	.09	.08	.11
	-.04	-.10	-.16	-.07	-.15	-.15	-.07	-.18	-.08	-.04	-.10	.00	-.06	.11	-.09	.04	-.04	-.01

*Note.* CRL Leadership Characteristics: 1=Self-Awareness, 2=Self-Control, 3=Resilience, 4=Use of Power and Authority, 5=Comfort with Organizational Structure, 6=Responsibility and Accountability, 7=Decisiveness, 8=Interpersonal Skill, 9=Understanding Others,

10=Capacity for Collaboration, 11=Working With and Through Others, 12=Creativity, 13=Handling Sensitive Problems, 14=Action Orientation, 15=Self-Confidence, 16=Managing Change, 17=Influence, 18=Comfort with Visibility.

Table 4

*Strengths vs. Developmental Opportunities on the CRL: Effect Sizes (Cohen's d) of Differences in Benchmarks® Direct Report Ratings*

Benchmarks® Scale	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Resourcefulness	.08	.06	.22	.07	.13	.17	.10	.10	.12	.05	.11	-.02	.08	-.21	.13	-.11	.08	.00
Doing Whatever It Takes	.14	-.01	.20	.19	.09	.21	.22	.02	.13	.06	.09	.04	.15	-.19	.23	-.07	.21	.07
Being a Quick Study	.01	.02	.14	.01	.12	.14	.07	.02	.12	.06	.04	.03	.02	-.12	.11	-.06	.03	.00
Decisiveness	.11	.00	.20	.18	.08	.17	.19	.02	.12	.05	.10	.02	.12	-.19	.23	-.07	.18	.07
Leading Employees	.07	.05	.19	.06	.12	.15	.10	.11	.11	.04	.07	-.03	.09	-.15	.09	-.11	.09	.00
Confronting Problem Employees	.09	.10	.20	.16	.17	.17	.19	.10	.10	-.01	.14	-.09	.10	-.26	.17	-.15	.17	.02
Participative Management	.03	.09	.19	-.03	.17	.11	.01	.16	.10	.05	.07	-.06	.05	-.08	.02	-.10	.01	-.05
Change Management	.08	.08	.22	.07	.17	.17	.10	.15	.13	.05	.09	-.04	.10	-.15	.12	-.10	.10	.00
Building and Mending Relationships	.06	.13	.24	-.01	.18	.13	.01	.21	.13	.08	.09	-.04	.07	-.08	.03	-.08	.01	-.05
Compassion and Sensitivity	.06	.08	.18	.00	.13	.17	.03	.18	.13	.08	.09	-.02	.08	-.07	.03	-.05	.04	-.03
Straightforwardness and Composure	.03	.15	.30	-.02	.23	.13	.00	.26	.12	.12	.15	-.02	.03	-.11	.05	-.09	-.02	-.06
Balance Between Work and Personal Life	.07	.03	.21	.01	.03	.12	.02	.16	.08	.07	.11	.00	.07	-.10	.08	-.03	.03	.06
Self-Awareness	-.01	.07	.17	-.06	.11	.08	-.02	.15	.06	.03	.06	-.07	.00	-.13	-.01	-.11	-.02	-.08
Putting People at Ease	.14	.09	.23	.03	.12	.13	.02	.22	.15	.11	.09	.05	.14	.00	.02	-.01	.06	.04
Differences Matter	.05	.10	.18	.00	.17	.14	.03	.15	.11	.09	.07	.01	.07	-.02	.03	-.03	.03	-.02
Career Management	.11	.09	.21	.11	.17	.17	.13	.15	.12	.05	.08	-.01	.12	-.13	.11	-.07	.13	.04
Problems with Interpersonal Relationships	-.01	-.12	-.23	.10	-.17	-.08	.08	-.24	-.09	-.10	-.09	.05	.00	.05	.05	.07	.08	.07
Difficulty Building and Leading a Team	-.08	-.06	-.22	-.03	-.13	-.13	-.06	-.14	-.09	-.07	-.11	.03	-.07	.16	-.07	.09	-.06	.00
Difficulty Changing or Adapting Failure to Meet Business Objectives	-.06	-.13	-.30	-.01	-.20	-.14	-.04	-.21	-.10	-.10	-.14	.04	-.05	.14	-.07	.07	-.02	.01
Too Narrow a Functional Orientation	.02	-.08	-.25	.06	-.16	-.11	.01	-.15	-.08	-.07	-.12	.07	.02	.15	-.04	.12	.05	.07
	-.03	-.04	-.26	-.02	-.13	-.15	-.07	-.11	-.08	-.08	-.13	.02	-.03	.17	-.12	.09	-.03	.00

*Note.* CRL Leadership Characteristics: 1=Self-Awareness, 2=Self-Control, 3=Resilience, 4=Use of Power and Authority, 5=Comfort with Organizational Structure, 6=Responsibility and Accountability, 7=Decisiveness, 8=Interpersonal Skill, 9=Understanding Others,

10=Capacity for Collaboration, 11=Working With and Through Others, 12=Creativity, 13=Handling Sensitive Problems, 14=Action Orientation, 15=Self-Confidence, 16=Managing Change, 17=Influence, 18=Comfort with Visibility.

Table 5

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Self-Awareness)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	3215	4.06	.39	2950	4.01	.54	2982	4.16	.42
	Dev Op	1802	3.92	.42	1590	3.98	.55	1665	4.12	.43
Doing Whatever It Takes	Strength	3215	4.08	.43	2948	4.04	.56	2982	4.11	.46
	Dev Op	1802	3.90	.47	1589	3.96	.57	1665	4.05	.46
Being a Quick Study	Strength	3214	4.00	.54	2949	4.16	.58	2982	4.16	.48
	Dev Op	1802	3.89	.59	1587	4.18	.61	1665	4.15	.47
Decisiveness	Strength	3214	3.94	.54	2950	3.99	.63	2982	4.05	.49
	Dev Op	1802	3.76	.59	1588	3.94	.66	1665	4.00	.49
Leading Employees	Strength	3210	3.89	.43	2940	3.81	.56	2982	3.87	.52
	Dev Op	1798	3.77	.43	1579	3.77	.58	1665	3.83	.53
Confronting Problem Employees	Strength	3201	3.67	.53	2919	3.65	.67	2977	3.75	.53
	Dev Op	1792	3.51	.57	1566	3.61	.68	1662	3.70	.54
Participative Management	Strength	3214	3.93	.44	2948	3.87	.58	2982	3.91	.51
	Dev Op	1801	3.84	.44	1583	3.86	.60	1665	3.89	.52
Change Management	Strength	3210	3.93	.40	2941	3.88	.55	2982	3.95	.47
	Dev Op	1801	3.81	.42	1582	3.84	.57	1664	3.92	.47
Building and Mending Relationships	Strength	3214	3.93	.42	2951	3.86	.63	2982	3.92	.54
	Dev Op	1802	3.80	.44	1589	3.83	.64	1665	3.89	.55
Compassion and Sensitivity	Strength	3210	3.94	.47	2927	3.99	.54	2982	3.94	.51
	Dev Op	1801	3.85	.48	1570	3.95	.56	1664	3.91	.54
Straightforwardness and Composure	Strength	3215	3.96	.50	2950	3.95	.68	2982	3.97	.55
	Dev Op	1802	3.85	.52	1590	3.96	.69	1665	3.95	.56
Balance Between Work and Personal Life	Strength	3212	3.77	.70	2928	4.02	.65	2982	3.86	.60
	Dev Op	1801	3.60	.75	1579	3.96	.67	1665	3.82	.63
Self-Awareness	Strength	3215	3.97	.49	2949	3.85	.71	2982	3.81	.57
	Dev Op	1802	3.90	.49	1589	3.87	.71	1665	3.81	.59
Putting People at Ease	Strength	3215	4.02	.61	2952	4.15	.71	2982	4.08	.66
	Dev Op	1801	3.77	.67	1590	3.99	.77	1665	3.99	.70
Differences Matter	Strength	3212	4.28	.47	2939	4.24	.56	2982	4.18	.48

	Dev Op	1798	4.17	.48	1582	4.22	.56	1664	4.16	.48
Career Management	Strength	3210	3.72	.50	2936	3.82	.62	2982	3.89	.50
	Dev Op	1802	3.50	.52	1582	3.74	.64	1664	3.84	.52
Problems with Interpersonal Relationships	Strength	3211	1.56	.51	2949	1.73	.71	2982	1.78	.63
	Dev Op	1799	1.65	.55	1587	1.73	.74	1664	1.79	.65
Difficulty Building and Leading a Team	Strength	3207	1.59	.50	2938	1.78	.66	2982	1.78	.54
	Dev Op	1798	1.75	.54	1582	1.83	.68	1664	1.82	.56
Difficulty Changing or Adapting	Strength	3212	1.52	.46	2950	1.66	.61	2982	1.63	.48
	Dev Op	1800	1.63	.48	1587	1.68	.62	1664	1.66	.49
Failure to Meet Business Objectives	Strength	3211	1.49	.47	2947	1.60	.62	2982	1.67	.54
	Dev Op	1799	1.59	.49	1588	1.57	.59	1664	1.66	.52
Too Narrow a Functional Orientation	Strength	3212	1.56	.54	2950	1.91	.80	2982	1.71	.58
	Dev Op	1800	1.73	.61	1587	1.94	.80	1664	1.73	.58

Table 6

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Self-Control)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	1707	4.02	.40	1560	4.00	.53	1582	4.14	.41
	Dev Op	1780	3.97	.42	1559	3.95	.56	1633	4.12	.43
Doing Whatever It Takes	Strength	1707	4.02	.44	1558	4.01	.55	1582	4.08	.45
	Dev Op	1780	4.02	.45	1559	4.01	.57	1633	4.09	.46
Being a Quick Study	Strength	1707	3.97	.54	1556	4.17	.59	1582	4.15	.46
	Dev Op	1780	3.97	.59	1560	4.14	.61	1633	4.14	.49
Decisiveness	Strength	1707	3.88	.55	1559	3.95	.65	1582	4.03	.48
	Dev Op	1780	3.87	.58	1560	3.98	.62	1633	4.03	.49
Leading Employees	Strength	1705	3.86	.42	1553	3.81	.55	1582	3.85	.50
	Dev Op	1776	3.80	.44	1553	3.75	.58	1633	3.83	.52
Confronting Problem Employees	Strength	1701	3.65	.53	1536	3.64	.66	1576	3.74	.52
	Dev Op	1770	3.55	.55	1544	3.61	.67	1632	3.69	.53
Participative Management	Strength	1707	3.91	.43	1555	3.87	.58	1582	3.90	.50
	Dev Op	1780	3.83	.45	1557	3.80	.60	1633	3.85	.52
Change Management	Strength	1706	3.90	.41	1553	3.87	.54	1582	3.94	.46
	Dev Op	1777	3.84	.41	1555	3.81	.56	1632	3.90	.47
Building and Mending Relationships	Strength	1707	3.89	.41	1559	3.85	.62	1582	3.91	.52
	Dev Op	1780	3.80	.45	1559	3.75	.66	1633	3.84	.56
Compassion and Sensitivity	Strength	1706	3.89	.47	1540	3.98	.55	1582	3.92	.51
	Dev Op	1778	3.86	.48	1545	3.92	.56	1632	3.89	.53
Straightforwardness and Composure	Strength	1707	3.93	.48	1560	3.94	.66	1582	3.96	.53
	Dev Op	1780	3.80	.53	1559	3.85	.72	1633	3.88	.58
Balance Between Work and Personal Life	Strength	1704	3.73	.69	1545	4.01	.66	1582	3.84	.61
	Dev Op	1780	3.62	.75	1550	3.95	.66	1633	3.82	.61
Self-Awareness	Strength	1707	3.94	.48	1559	3.85	.69	1582	3.81	.55
	Dev Op	1780	3.91	.49	1557	3.80	.74	1633	3.77	.60
Putting People at Ease	Strength	1707	3.94	.62	1560	4.10	.74	1582	4.05	.66
	Dev Op	1779	3.86	.67	1560	4.03	.74	1633	3.99	.68
Differences Matter	Strength	1706	4.25	.47	1550	4.23	.57	1582	4.18	.46

	Dev Op	1778	4.20	.49	1554	4.19	.56	1632	4.13	.49
Career Management	Strength	1704	3.65	.51	1548	3.79	.62	1582	3.88	.49
	Dev Op	1779	3.60	.53	1555	3.76	.63	1632	3.84	.51
Problems with Interpersonal Relationships	Strength	1705	1.57	.51	1556	1.70	.69	1582	1.78	.62
	Dev Op	1777	1.73	.58	1558	1.84	.76	1632	1.86	.66
Difficulty Building and Leading a Team	Strength	1702	1.63	.50	1551	1.78	.65	1582	1.79	.53
	Dev Op	1777	1.72	.54	1552	1.86	.68	1632	1.82	.55
Difficulty Changing or Adapting	Strength	1706	1.53	.44	1556	1.65	.59	1582	1.63	.47
	Dev Op	1778	1.65	.50	1559	1.75	.64	1632	1.70	.50
Failure to Meet Business Objectives	Strength	1704	1.50	.45	1556	1.58	.58	1582	1.67	.52
	Dev Op	1778	1.62	.51	1558	1.66	.66	1632	1.72	.55
Too Narrow a Functional Orientation	Strength	1706	1.60	.56	1556	1.91	.78	1582	1.73	.58
	Dev Op	1778	1.66	.59	1559	1.99	.82	1632	1.75	.60



Table 7

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Resilience)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	3347	4.07	.39	3075	4.01	.54	3123	4.17	.42
	Dev Op	1063	3.93	.44	905	3.94	.56	949	4.07	.45
Doing Whatever It Takes	Strength	3347	4.08	.43	3073	4.04	.55	3123	4.12	.45
	Dev Op	1063	3.94	.48	904	3.97	.58	949	4.02	.49
Being a Quick Study	Strength	3346	4.01	.54	3073	4.17	.59	3123	4.17	.47
	Dev Op	1063	3.91	.60	903	4.14	.62	949	4.10	.50
Decisiveness	Strength	3346	3.95	.54	3075	4.00	.63	3123	4.06	.48
	Dev Op	1063	3.74	.62	904	3.93	.65	949	3.96	.50
Leading Employees	Strength	3343	3.89	.42	3066	3.82	.56	3123	3.88	.51
	Dev Op	1060	3.77	.44	897	3.73	.58	949	3.78	.54
Confronting Problem Employees	Strength	3332	3.69	.54	3043	3.66	.67	3117	3.76	.53
	Dev Op	1059	3.48	.56	889	3.58	.68	949	3.66	.54
Participative Management	Strength	3345	3.93	.44	3071	3.88	.58	3123	3.92	.51
	Dev Op	1063	3.83	.45	903	3.80	.61	949	3.82	.54
Change Management	Strength	3342	3.94	.40	3065	3.88	.55	3123	3.96	.46
	Dev Op	1062	3.80	.43	902	3.80	.57	948	3.86	.49
Building and Mending Relationships	Strength	3346	3.93	.42	3076	3.86	.63	3123	3.93	.53
	Dev Op	1063	3.77	.45	904	3.74	.66	949	3.80	.59
Compassion and Sensitivity	Strength	3343	3.93	.48	3049	3.98	.54	3123	3.95	.51
	Dev Op	1061	3.87	.48	895	3.93	.56	948	3.85	.54
Straightforwardness and Composure	Strength	3347	3.98	.49	3076	3.97	.68	3123	3.99	.53
	Dev Op	1063	3.72	.53	904	3.83	.72	949	3.82	.60
Balance Between Work and Personal Life	Strength	3344	3.79	.69	3055	4.02	.65	3123	3.88	.60
	Dev Op	1063	3.52	.76	895	3.89	.70	949	3.75	.64
Self-Awareness	Strength	3347	3.97	.49	3074	3.86	.71	3123	3.83	.57
	Dev Op	1063	3.91	.51	904	3.80	.75	949	3.73	.61
Putting People at Ease	Strength	3347	3.99	.61	3077	4.13	.73	3123	4.08	.65
	Dev Op	1063	3.81	.68	905	4.00	.74	949	3.92	.71
Differences Matter	Strength	3342	4.27	.47	3063	4.24	.56	3123	4.19	.47

	Dev Op	1062	4.18	.50	901	4.20	.57	948	4.10	.50
Career Management	Strength	3342	3.71	.50	3062	3.81	.62	3123	3.90	.49
	Dev Op	1063	3.55	.54	900	3.76	.65	948	3.79	.53
Problems with Interpersonal Relationships	Strength	3340	1.55	.51	3073	1.72	.72	3123	1.76	.61
	Dev Op	1063	1.75	.60	905	1.84	.76	948	1.92	.69
Difficulty Building and Leading a Team	Strength	3336	1.59	.50	3066	1.77	.66	3123	1.76	.53
	Dev Op	1062	1.78	.55	897	1.88	.69	948	1.89	.57
Difficulty Changing or Adapting	Strength	3342	1.50	.45	3074	1.65	.60	3123	1.61	.46
	Dev Op	1063	1.71	.52	905	1.78	.65	948	1.76	.53
Failure to Meet Business Objectives	Strength	3340	1.48	.46	3072	1.58	.61	3123	1.64	.52
	Dev Op	1063	1.65	.52	904	1.68	.66	948	1.78	.58
Too Narrow a Functional Orientation	Strength	3343	1.55	.54	3074	1.90	.80	3123	1.68	.56
	Dev Op	1062	1.73	.64	905	2.02	.80	948	1.84	.65

Table 8

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Use of Power and Authority)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	2118	4.06	.38	1930	4.01	.54	1976	4.14	.42
	Dev Op	1271	3.86	.43	1106	3.98	.53	1155	4.12	.42
Doing Whatever It Takes	Strength	2118	4.08	.41	1929	4.04	.55	1976	4.10	.46
	Dev Op	1271	3.81	.48	1105	3.92	.55	1155	4.01	.45
Being a Quick Study	Strength	2118	4.01	.54	1928	4.17	.59	1976	4.14	.47
	Dev Op	1271	3.83	.58	1104	4.15	.60	1155	4.14	.47
Decisiveness	Strength	2118	3.94	.53	1930	4.00	.64	1976	4.04	.48
	Dev Op	1271	3.65	.59	1104	3.88	.65	1155	3.96	.49
Leading Employees	Strength	2117	3.89	.41	1927	3.81	.55	1976	3.85	.52
	Dev Op	1267	3.73	.43	1099	3.76	.56	1155	3.82	.50
Confronting Problem Employees	Strength	2111	3.69	.52	1913	3.66	.66	1969	3.74	.53
	Dev Op	1263	3.42	.55	1089	3.57	.67	1154	3.66	.52
Participative Management	Strength	2118	3.91	.43	1927	3.86	.59	1976	3.88	.51
	Dev Op	1271	3.85	.43	1102	3.89	.57	1155	3.90	.50
Change Management	Strength	2117	3.93	.40	1924	3.87	.54	1976	3.94	.47
	Dev Op	1271	3.78	.42	1101	3.84	.55	1154	3.90	.45
Building and Mending Relationships	Strength	2118	3.92	.41	1930	3.84	.63	1976	3.90	.54
	Dev Op	1271	3.78	.44	1105	3.87	.61	1155	3.90	.53
Compassion and Sensitivity	Strength	2117	3.91	.47	1918	3.97	.55	1976	3.92	.51
	Dev Op	1271	3.86	.48	1092	3.97	.53	1154	3.91	.52
Straightforwardness and Composure	Strength	2118	3.96	.49	1930	3.94	.67	1976	3.95	.54
	Dev Op	1271	3.82	.51	1106	3.98	.66	1155	3.97	.54
Balance Between Work and Personal Life	Strength	2116	3.74	.70	1914	3.98	.66	1976	3.84	.62
	Dev Op	1270	3.60	.75	1098	3.99	.64	1155	3.83	.60
Self-Awareness	Strength	2118	3.96	.48	1930	3.84	.71	1976	3.79	.57
	Dev Op	1271	3.89	.50	1105	3.91	.68	1155	3.82	.57
Putting People at Ease	Strength	2118	3.97	.62	1930	4.11	.74	1976	4.04	.67
	Dev Op	1271	3.77	.67	1106	4.07	.73	1155	4.02	.68
Differences Matter	Strength	2117	4.27	.47	1923	4.23	.57	1976	4.16	.47

	Dev Op	1269	4.15	.49	1100	4.25	.53	1154	4.16	.46
Career Management	Strength	2115	3.70	.50	1920	3.80	.62	1976	3.88	.50
	Dev Op	1271	3.46	.52	1100	3.74	.62	1154	3.82	.51
Problems with Interpersonal Relationships	Strength	2115	1.58	.51	1927	1.74	.70	1976	1.81	.63
	Dev Op	1270	1.62	.52	1104	1.65	.68	1154	1.75	.62
Difficulty Building and Leading a Team	Strength	2113	1.61	.49	1923	1.78	.65	1976	1.80	.54
	Dev Op	1269	1.78	.54	1101	1.82	.67	1154	1.82	.54
Difficulty Changing or Adapting	Strength	2116	1.52	.45	1927	1.65	.60	1976	1.65	.48
	Dev Op	1270	1.65	.48	1104	1.67	.59	1154	1.65	.48
Failure to Meet Business Objectives	Strength	2114	1.48	.45	1926	1.59	.60	1976	1.69	.53
	Dev Op	1270	1.62	.49	1105	1.56	.57	1154	1.65	.52
Too Narrow a Functional Orientation	Strength	2115	1.56	.53	1927	1.91	.78	1976	1.73	.58
	Dev Op	1270	1.79	.63	1104	1.96	.78	1154	1.74	.58

Table 9

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Comfort with Organizational Structure)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	2539	4.05	.40	2325	4.02	.54	2357	4.16	.42
	Dev Op	695	3.92	.43	578	3.94	.56	628	4.10	.44
Doing Whatever It Takes	Strength	2539	4.05	.44	2322	4.03	.55	2357	4.10	.46
	Dev Op	695	3.96	.47	578	3.98	.58	628	4.06	.47
Being a Quick Study	Strength	2539	4.00	.54	2321	4.19	.59	2357	4.17	.47
	Dev Op	695	3.88	.59	578	4.12	.62	628	4.11	.49
Decisiveness	Strength	2539	3.91	.56	2323	3.97	.65	2357	4.04	.49
	Dev Op	695	3.80	.60	578	3.97	.62	628	4.00	.49
Leading Employees	Strength	2535	3.88	.43	2313	3.82	.56	2357	3.87	.52
	Dev Op	692	3.76	.43	577	3.73	.57	628	3.81	.52
Confronting Problem Employees	Strength	2528	3.66	.55	2298	3.66	.67	2351	3.75	.53
	Dev Op	692	3.49	.56	573	3.58	.66	628	3.66	.53
Participative Management	Strength	2538	3.94	.43	2320	3.89	.59	2357	3.92	.51
	Dev Op	695	3.80	.42	577	3.79	.59	628	3.83	.53
Change Management	Strength	2536	3.93	.41	2314	3.88	.56	2357	3.96	.47
	Dev Op	694	3.81	.41	576	3.79	.56	627	3.88	.47
Building and Mending Relationships	Strength	2539	3.92	.42	2326	3.87	.63	2357	3.93	.54
	Dev Op	695	3.76	.45	578	3.76	.65	628	3.83	.56
Compassion and Sensitivity	Strength	2536	3.93	.47	2300	3.99	.54	2357	3.95	.52
	Dev Op	694	3.86	.48	574	3.92	.56	627	3.88	.54
Straightforwardness and Composure	Strength	2539	3.98	.50	2325	3.98	.67	2357	3.99	.54
	Dev Op	695	3.76	.54	578	3.84	.73	628	3.86	.60
Balance Between Work and Personal Life	Strength	2537	3.75	.70	2305	4.02	.65	2357	3.85	.61
	Dev Op	695	3.60	.79	575	3.92	.67	628	3.83	.61
Self-Awareness	Strength	2539	3.97	.49	2324	3.87	.71	2357	3.83	.57
	Dev Op	695	3.89	.48	578	3.82	.74	628	3.77	.60
Putting People at Ease	Strength	2539	3.97	.63	2326	4.10	.74	2357	4.06	.67
	Dev Op	695	3.79	.69	578	4.02	.76	628	3.98	.69
Differences Matter	Strength	2536	4.28	.47	2311	4.25	.56	2357	4.19	.47

	Dev Op	694	4.18	.50	576	4.18	.56	627	4.11	.47
Career Management	Strength	2537	3.69	.51	2310	3.80	.62	2357	3.90	.50
	Dev Op	695	3.53	.53	577	3.74	.63	627	3.81	.53
Problems with Interpersonal Relationships	Strength	2535	1.53	.50	2322	1.71	.72	2357	1.77	.62
	Dev Op	694	1.76	.60	577	1.84	.79	627	1.88	.68
Difficulty Building and Leading a Team	Strength	2531	1.60	.50	2316	1.78	.66	2357	1.78	.54
	Dev Op	694	1.79	.57	575	1.88	.71	627	1.85	.56
Difficulty Changing or Adapting	Strength	2536	1.50	.44	2322	1.64	.60	2357	1.62	.47
	Dev Op	695	1.70	.53	577	1.77	.66	627	1.72	.51
Failure to Meet Business Objectives	Strength	2534	1.47	.45	2321	1.56	.59	2357	1.65	.53
	Dev Op	695	1.67	.54	577	1.70	.70	627	1.73	.57
Too Narrow a Functional Orientation	Strength	2537	1.57	.55	2322	1.90	.79	2357	1.70	.58
	Dev Op	695	1.74	.63	577	2.02	.83	627	1.78	.60

Table 10

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Self-Awareness)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	3492	4.07	.39	3209	4.02	.55	3269	4.17	.42
	Dev Op	1595	3.89	.42	1394	3.94	.53	1446	4.10	.44
Doing Whatever It Takes	Strength	3492	4.07	.43	3207	4.05	.56	3269	4.12	.46
	Dev Op	1595	3.88	.48	1393	3.93	.56	1446	4.02	.47
Being a Quick Study	Strength	3491	4.02	.54	3208	4.19	.59	3269	4.18	.47
	Dev Op	1595	3.86	.58	1391	4.11	.60	1446	4.11	.48
Decisiveness	Strength	3491	3.94	.54	3209	4.01	.63	3269	4.06	.49
	Dev Op	1595	3.74	.60	1392	3.90	.65	1446	3.97	.49
Leading Employees	Strength	3487	3.90	.42	3196	3.83	.57	3269	3.88	.52
	Dev Op	1591	3.74	.43	1386	3.72	.56	1446	3.80	.51
Confronting Problem Employees	Strength	3477	3.68	.54	3173	3.68	.67	3264	3.76	.53
	Dev Op	1586	3.47	.56	1375	3.55	.67	1443	3.67	.53
Participative Management	Strength	3490	3.93	.44	3206	3.89	.59	3269	3.92	.52
	Dev Op	1595	3.82	.43	1388	3.81	.58	1446	3.86	.52
Change Management	Strength	3488	3.94	.41	3198	3.90	.56	3269	3.96	.47
	Dev Op	1593	3.79	.42	1388	3.80	.56	1445	3.89	.47
Building and Mending Relationships	Strength	3491	3.92	.42	3210	3.87	.63	3269	3.93	.54
	Dev Op	1595	3.78	.44	1393	3.80	.63	1446	3.86	.55
Compassion and Sensitivity	Strength	3489	3.95	.47	3181	4.00	.54	3269	3.95	.52
	Dev Op	1592	3.82	.48	1379	3.91	.56	1445	3.87	.53
Straightforwardness and Composure	Strength	3492	3.98	.49	3209	3.98	.68	3269	3.98	.55
	Dev Op	1595	3.79	.53	1394	3.88	.69	1446	3.91	.56
Balance Between Work and Personal Life	Strength	3489	3.76	.71	3189	4.02	.65	3269	3.87	.61
	Dev Op	1594	3.59	.74	1379	3.94	.66	1446	3.79	.61
Self-Awareness	Strength	3492	3.97	.48	3208	3.87	.71	3269	3.83	.58
	Dev Op	1595	3.88	.50	1393	3.83	.72	1446	3.78	.58
Putting People at Ease	Strength	3491	3.98	.62	3211	4.12	.73	3269	4.07	.67
	Dev Op	1595	3.81	.67	1394	4.02	.75	1446	3.98	.69
Differences Matter	Strength	3487	4.29	.47	3197	4.25	.56	3269	4.19	.47

	Dev Op	1593	4.14	.48	1386	4.18	.55	1445	4.12	.47
Career Management	Strength	3487	3.70	.50	3194	3.83	.63	3269	3.90	.51
	Dev Op	1595	3.51	.53	1387	3.71	.62	1445	3.81	.51
Problems with Interpersonal Relationships	Strength	3486	1.55	.50	3207	1.72	.72	3269	1.77	.63
	Dev Op	1593	1.69	.57	1392	1.77	.73	1445	1.82	.65
Difficulty Building and Leading a Team	Strength	3483	1.59	.49	3196	1.76	.66	3269	1.77	.54
	Dev Op	1591	1.77	.55	1387	1.88	.68	1445	1.84	.56
Difficulty Changing or Adapting	Strength	3487	1.51	.45	3208	1.65	.61	3269	1.62	.48
	Dev Op	1594	1.66	.50	1392	1.73	.61	1445	1.69	.50
Failure to Meet Business Objectives	Strength	3485	1.48	.45	3205	1.57	.61	3269	1.65	.53
	Dev Op	1594	1.64	.52	1393	1.65	.62	1445	1.71	.55
Too Narrow a Functional Orientation	Strength	3488	1.56	.54	3208	1.89	.80	3269	1.69	.57
	Dev Op	1593	1.75	.63	1392	2.01	.80	1445	1.78	.60



Table 11

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Decisiveness)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	3041	4.06	.39	2786	4.02	.54	2844	4.16	.43
	Dev Op	1271	3.86	.43	1106	3.98	.53	1155	4.12	.42
Doing Whatever It Takes	Strength	3041	4.07	.42	2784	4.05	.55	2844	4.11	.46
	Dev Op	1271	3.81	.48	1105	3.92	.55	1155	4.01	.45
Being a Quick Study	Strength	3040	4.00	.54	2784	4.19	.58	2844	4.17	.47
	Dev Op	1271	3.83	.58	1104	4.15	.60	1155	4.14	.47
Decisiveness	Strength	3040	3.95	.53	2786	4.01	.64	2844	4.05	.49
	Dev Op	1271	3.65	.59	1104	3.88	.65	1155	3.96	.49
Leading Employees	Strength	3036	3.89	.42	2777	3.82	.56	2844	3.87	.53
	Dev Op	1267	3.73	.43	1099	3.76	.56	1155	3.82	.50
Confronting Problem Employees	Strength	3026	3.69	.53	2756	3.68	.67	2837	3.76	.54
	Dev Op	1263	3.42	.55	1089	3.57	.67	1154	3.66	.52
Participative Management	Strength	3040	3.92	.44	2782	3.87	.59	2844	3.90	.53
	Dev Op	1271	3.85	.43	1102	3.89	.57	1155	3.90	.50
Change Management	Strength	3037	3.93	.40	2779	3.88	.55	2844	3.95	.48
	Dev Op	1271	3.78	.42	1101	3.84	.55	1154	3.90	.45
Building and Mending Relationships	Strength	3040	3.91	.42	2787	3.85	.64	2844	3.91	.55
	Dev Op	1271	3.78	.44	1105	3.87	.61	1155	3.90	.53
Compassion and Sensitivity	Strength	3036	3.92	.48	2765	3.98	.55	2844	3.93	.53
	Dev Op	1271	3.86	.48	1092	3.97	.53	1154	3.91	.52
Straightforwardness and Composure	Strength	3041	3.95	.51	2787	3.95	.68	2844	3.96	.56
	Dev Op	1271	3.82	.51	1106	3.98	.66	1155	3.97	.54
Balance Between Work and Personal Life	Strength	3038	3.75	.71	2763	4.01	.66	2844	3.85	.62
	Dev Op	1270	3.60	.75	1098	3.99	.64	1155	3.83	.60
Self-Awareness	Strength	3041	3.96	.48	2787	3.85	.72	2844	3.81	.59
	Dev Op	1271	3.89	.50	1105	3.91	.68	1155	3.82	.57
Putting People at Ease	Strength	3040	3.96	.63	2788	4.09	.75	2844	4.04	.68
	Dev Op	1271	3.77	.67	1106	4.07	.73	1155	4.02	.68
Differences Matter	Strength	3038	4.27	.47	2777	4.24	.56	2844	4.17	.48

	Dev Op	1269	4.15	.49	1100	4.25	.53	1154	4.16	.46
Career Management	Strength	3037	3.69	.50	2773	3.82	.63	2844	3.89	.51
	Dev Op	1271	3.46	.52	1100	3.74	.62	1154	3.82	.51
Problems with Interpersonal Relationships	Strength	3035	1.58	.53	2784	1.75	.74	2844	1.80	.65
	Dev Op	1270	1.62	.52	1104	1.65	.68	1154	1.75	.62
Difficulty Building and Leading a Team	Strength	3032	1.60	.50	2775	1.78	.66	2844	1.78	.55
	Dev Op	1269	1.78	.54	1101	1.82	.67	1154	1.82	.54
Difficulty Changing or Adapting	Strength	3037	1.52	.46	2785	1.66	.62	2844	1.63	.49
	Dev Op	1270	1.65	.48	1104	1.67	.59	1154	1.65	.48
Failure to Meet Business Objectives	Strength	3035	1.49	.46	2782	1.59	.61	2844	1.66	.54
	Dev Op	1270	1.62	.49	1105	1.56	.57	1154	1.65	.52
Too Narrow a Functional Orientation	Strength	3037	1.56	.54	2785	1.91	.80	2844	1.70	.58
	Dev Op	1270	1.79	.63	1104	1.96	.78	1154	1.74	.58

Table 12

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Interpersonal Skill)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	3092	4.06	.39	2846	4.02	.54	2873	4.16	.42
	Dev Op	1119	3.97	.43	948	3.92	.56	1017	4.11	.46
Doing Whatever It Takes	Strength	3092	4.05	.43	2844	4.03	.56	2873	4.10	.46
	Dev Op	1119	4.04	.47	948	4.00	.57	1017	4.09	.48
Being a Quick Study	Strength	3091	3.98	.54	2844	4.17	.59	2873	4.16	.47
	Dev Op	1119	3.99	.59	948	4.13	.60	1017	4.15	.50
Decisiveness	Strength	3091	3.93	.53	2846	3.99	.64	2873	4.04	.49
	Dev Op	1119	3.88	.60	948	3.97	.62	1017	4.03	.50
Leading Employees	Strength	3086	3.89	.42	2835	3.83	.56	2873	3.87	.51
	Dev Op	1116	3.80	.44	944	3.70	.58	1017	3.81	.55
Confronting Problem Employees	Strength	3079	3.69	.54	2816	3.67	.67	2866	3.75	.54
	Dev Op	1112	3.55	.55	935	3.57	.67	1017	3.70	.55
Participative Management	Strength	3090	3.95	.43	2842	3.90	.58	2873	3.92	.51
	Dev Op	1119	3.80	.45	947	3.73	.62	1017	3.84	.54
Change Management	Strength	3088	3.94	.41	2836	3.90	.55	2873	3.96	.47
	Dev Op	1117	3.83	.42	946	3.76	.56	1016	3.89	.49
Building and Mending Relationships	Strength	3091	3.94	.41	2847	3.88	.62	2873	3.93	.54
	Dev Op	1119	3.76	.46	948	3.67	.67	1017	3.81	.58
Compassion and Sensitivity	Strength	3088	3.95	.47	2823	4.01	.54	2873	3.95	.51
	Dev Op	1117	3.83	.49	942	3.87	.58	1016	3.86	.56
Straightforwardness and Composure	Strength	3092	3.98	.49	2846	3.99	.66	2873	3.99	.54
	Dev Op	1119	3.75	.54	948	3.77	.73	1017	3.84	.60
Balance Between Work and Personal Life	Strength	3089	3.80	.69	2825	4.04	.64	2873	3.88	.60
	Dev Op	1119	3.55	.76	942	3.88	.69	1017	3.78	.63
Self-Awareness	Strength	3092	3.98	.49	2846	3.87	.70	2873	3.83	.57
	Dev Op	1119	3.89	.51	946	3.73	.78	1017	3.74	.62
Putting People at Ease	Strength	3092	4.03	.61	2848	4.16	.72	2873	4.09	.66
	Dev Op	1119	3.79	.68	948	3.92	.76	1017	3.94	.70
Differences Matter	Strength	3089	4.29	.47	2835	4.26	.56	2873	4.19	.47

	Dev Op	1117	4.19	.49	943	4.14	.58	1016	4.12	.50
Career Management	Strength	3089	3.71	.50	2835	3.83	.62	2873	3.90	.50
	Dev Op	1117	3.58	.53	943	3.71	.65	1016	3.82	.54
Problems with Interpersonal Relationships	Strength	3086	1.52	.50	2844	1.69	.70	2873	1.76	.62
	Dev Op	1117	1.81	.61	947	1.94	.80	1016	1.91	.69
Difficulty Building and Leading a Team	Strength	3082	1.58	.50	2836	1.76	.66	2873	1.77	.54
	Dev Op	1116	1.75	.55	941	1.92	.70	1016	1.85	.56
Difficulty Changing or Adapting	Strength	3087	1.49	.44	2845	1.64	.61	2873	1.62	.47
	Dev Op	1118	1.69	.52	947	1.82	.65	1016	1.73	.52
Failure to Meet Business Objectives	Strength	3086	1.48	.46	2843	1.58	.61	2873	1.66	.53
	Dev Op	1117	1.62	.51	946	1.70	.67	1016	1.74	.57
Too Narrow a Functional Orientation	Strength	3088	1.56	.54	2845	1.90	.80	2873	1.71	.57
	Dev Op	1117	1.66	.60	947	2.04	.83	1016	1.77	.63

Table 13

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Understanding Others)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	2766	4.06	.40	2540	4.02	.54	2577	4.16	.42
	Dev Op	616	3.92	.43	501	3.96	.54	558	4.11	.44
Doing Whatever It Takes	Strength	2766	4.07	.43	2539	4.04	.56	2577	4.11	.45
	Dev Op	616	3.92	.49	501	3.95	.55	558	4.05	.47
Being a Quick Study	Strength	2766	4.01	.54	2538	4.19	.58	2577	4.16	.47
	Dev Op	616	3.85	.59	500	4.10	.62	558	4.11	.48
Decisiveness	Strength	2766	3.93	.55	2540	4.00	.63	2577	4.05	.49
	Dev Op	616	3.77	.62	500	3.91	.65	558	3.99	.50
Leading Employees	Strength	2762	3.90	.43	2528	3.83	.56	2577	3.88	.51
	Dev Op	615	3.78	.43	499	3.74	.56	558	3.82	.52
Confronting Problem Employees	Strength	2755	3.67	.54	2507	3.66	.68	2571	3.75	.52
	Dev Op	616	3.52	.58	493	3.60	.68	558	3.69	.56
Participative Management	Strength	2766	3.95	.44	2537	3.89	.59	2577	3.92	.51
	Dev Op	616	3.84	.42	500	3.83	.60	558	3.87	.52
Change Management	Strength	2763	3.94	.41	2530	3.90	.56	2577	3.96	.46
	Dev Op	616	3.81	.41	499	3.81	.56	557	3.90	.48
Building and Mending Relationships	Strength	2766	3.93	.42	2540	3.87	.62	2577	3.93	.53
	Dev Op	616	3.78	.44	500	3.79	.63	558	3.86	.54
Compassion and Sensitivity	Strength	2762	3.96	.47	2519	4.01	.54	2577	3.95	.51
	Dev Op	616	3.86	.47	497	3.92	.57	557	3.89	.53
Straightforwardness and Composure	Strength	2766	3.98	.49	2539	3.97	.68	2577	3.98	.54
	Dev Op	616	3.78	.55	501	3.91	.70	558	3.92	.56
Balance Between Work and Personal Life	Strength	2764	3.78	.70	2518	4.03	.64	2577	3.86	.59
	Dev Op	616	3.59	.74	497	3.95	.68	558	3.82	.62
Self-Awareness	Strength	2766	3.98	.49	2539	3.86	.72	2577	3.82	.57
	Dev Op	616	3.94	.48	500	3.83	.73	558	3.79	.59
Putting People at Ease	Strength	2766	4.02	.61	2541	4.16	.71	2577	4.08	.66
	Dev Op	615	3.82	.67	501	4.00	.76	558	3.98	.67
Differences Matter	Strength	2765	4.29	.47	2530	4.26	.55	2577	4.19	.47

	Dev Op	614	4.19	.48	498	4.20	.55	557	4.14	.46
Career Management	Strength	2763	3.71	.50	2526	3.82	.63	2577	3.89	.50
	Dev Op	616	3.55	.54	499	3.74	.66	557	3.83	.53
Problems with Interpersonal Relationships	Strength	2763	1.54	.49	2537	1.70	.71	2577	1.76	.62
	Dev Op	614	1.69	.56	500	1.76	.73	557	1.82	.63
Difficulty Building and Leading a Team	Strength	2760	1.59	.49	2528	1.76	.66	2577	1.77	.52
	Dev Op	614	1.77	.56	499	1.86	.69	557	1.81	.54
Difficulty Changing or Adapting	Strength	2764	1.51	.44	2538	1.65	.61	2577	1.62	.47
	Dev Op	615	1.66	.50	500	1.71	.62	557	1.67	.48
Failure to Meet Business Objectives	Strength	2764	1.48	.45	2537	1.58	.61	2577	1.65	.53
	Dev Op	614	1.65	.51	500	1.63	.61	557	1.70	.54
Too Narrow a Functional Orientation	Strength	2764	1.56	.55	2538	1.89	.79	2577	1.69	.56
	Dev Op	615	1.71	.62	500	1.95	.81	557	1.74	.57

Table 14

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Capacity for Collaboration)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	2619	4.03	.40	2414	4.02	.54	2438	4.15	.42
	Dev Op	1276	3.99	.43	1099	3.99	.55	1165	4.13	.44
Doing Whatever It Takes	Strength	2619	4.04	.44	2412	4.03	.55	2438	4.10	.46
	Dev Op	1276	4.00	.47	1098	4.00	.57	1165	4.07	.47
Being a Quick Study	Strength	2618	3.99	.54	2415	4.18	.58	2438	4.16	.47
	Dev Op	1276	3.94	.58	1095	4.15	.60	1165	4.13	.49
Decisiveness	Strength	2618	3.90	.55	2414	3.97	.63	2438	4.03	.49
	Dev Op	1276	3.85	.59	1097	3.98	.64	1165	4.01	.49
Leading Employees	Strength	2614	3.86	.43	2402	3.82	.56	2438	3.86	.51
	Dev Op	1272	3.83	.44	1094	3.79	.58	1165	3.84	.53
Confronting Problem Employees	Strength	2606	3.63	.54	2384	3.64	.68	2431	3.72	.53
	Dev Op	1268	3.59	.57	1083	3.65	.67	1165	3.73	.54
Participative Management	Strength	2618	3.91	.44	2411	3.90	.58	2438	3.91	.51
	Dev Op	1275	3.90	.46	1093	3.85	.60	1165	3.88	.53
Change Management	Strength	2616	3.90	.41	2405	3.89	.55	2438	3.94	.47
	Dev Op	1273	3.88	.43	1094	3.85	.57	1164	3.92	.48
Building and Mending Relationships	Strength	2618	3.90	.42	2415	3.87	.63	2438	3.92	.54
	Dev Op	1276	3.85	.46	1098	3.82	.64	1165	3.88	.56
Compassion and Sensitivity	Strength	2615	3.92	.47	2391	4.01	.54	2438	3.94	.52
	Dev Op	1274	3.90	.50	1086	3.95	.56	1164	3.90	.54
Straightforwardness and Composure	Strength	2619	3.96	.50	2414	3.98	.68	2438	3.98	.54
	Dev Op	1276	3.86	.54	1099	3.93	.69	1165	3.92	.57
Balance Between Work and Personal Life	Strength	2618	3.76	.70	2396	4.03	.63	2438	3.86	.60
	Dev Op	1274	3.65	.75	1091	3.96	.68	1165	3.81	.62
Self-Awareness	Strength	2619	3.95	.49	2413	3.87	.70	2438	3.81	.57
	Dev Op	1276	3.96	.50	1098	3.87	.71	1165	3.80	.60
Putting People at Ease	Strength	2619	3.96	.62	2416	4.14	.72	2438	4.08	.67
	Dev Op	1275	3.89	.68	1099	4.04	.76	1165	4.00	.69
Differences Matter	Strength	2616	4.27	.48	2403	4.27	.55	2438	4.19	.47

	Dev Op	1273	4.22	.49	1092	4.19	.57	1164	4.14	.48
Career Management	Strength	2616	3.66	.50	2403	3.82	.62	2438	3.88	.50
	Dev Op	1275	3.63	.54	1093	3.77	.64	1164	3.86	.52
Problems with Interpersonal Relationships	Strength	2615	1.55	.50	2412	1.70	.70	2438	1.77	.61
	Dev Op	1274	1.65	.55	1099	1.75	.75	1164	1.83	.67
Difficulty Building and Leading a Team	Strength	2611	1.62	.50	2403	1.77	.66	2438	1.78	.54
	Dev Op	1273	1.68	.53	1093	1.82	.68	1164	1.82	.56
Difficulty Changing or Adapting	Strength	2616	1.53	.45	2413	1.65	.61	2438	1.63	.48
	Dev Op	1274	1.59	.49	1099	1.68	.61	1164	1.67	.50
Failure to Meet Business Objectives	Strength	2615	1.49	.46	2411	1.58	.61	2438	1.65	.53
	Dev Op	1274	1.56	.49	1099	1.58	.60	1164	1.69	.56
Too Narrow a Functional Orientation	Strength	2617	1.59	.55	2413	1.91	.80	2438	1.70	.58
	Dev Op	1273	1.66	.60	1099	1.94	.82	1164	1.75	.60



Table 15

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Working With and Through Others)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	2964	4.06	.40	2726	4.03	.54	2788	4.16	.42
	Dev Op	1378	3.93	.43	1196	3.95	.54	1243	4.11	.45
Doing Whatever It Takes	Strength	2964	4.06	.43	2724	4.04	.55	2788	4.10	.46
	Dev Op	1378	3.93	.48	1195	3.97	.57	1243	4.06	.47
Being a Quick Study	Strength	2963	4.00	.54	2724	4.18	.59	2788	4.16	.47
	Dev Op	1378	3.91	.58	1194	4.15	.61	1243	4.14	.49
Decisiveness	Strength	2963	3.94	.53	2726	4.00	.63	2788	4.05	.49
	Dev Op	1378	3.76	.60	1195	3.93	.65	1243	4.00	.50
Leading Employees	Strength	2959	3.90	.42	2715	3.83	.55	2788	3.87	.52
	Dev Op	1374	3.76	.44	1190	3.74	.58	1243	3.83	.53
Confronting Problem Employees	Strength	2949	3.69	.54	2695	3.67	.67	2781	3.76	.54
	Dev Op	1373	3.48	.57	1181	3.58	.66	1242	3.68	.54
Participative Management	Strength	2963	3.93	.43	2722	3.90	.58	2788	3.91	.52
	Dev Op	1378	3.84	.44	1194	3.82	.60	1243	3.87	.53
Change Management	Strength	2961	3.93	.40	2716	3.89	.55	2788	3.95	.48
	Dev Op	1377	3.81	.42	1193	3.81	.56	1242	3.91	.47
Building and Mending Relationships	Strength	2963	3.92	.42	2727	3.87	.63	2788	3.92	.54
	Dev Op	1378	3.78	.44	1195	3.79	.65	1243	3.87	.56
Compassion and Sensitivity	Strength	2960	3.93	.47	2702	4.00	.53	2788	3.94	.52
	Dev Op	1377	3.86	.49	1186	3.92	.56	1242	3.89	.54
Straightforwardness and Composure	Strength	2964	3.98	.49	2727	3.98	.67	2788	3.98	.54
	Dev Op	1378	3.78	.53	1196	3.88	.69	1243	3.90	.58
Balance Between Work and Personal Life	Strength	2961	3.77	.71	2707	4.02	.65	2788	3.87	.60
	Dev Op	1378	3.59	.75	1186	3.94	.68	1243	3.80	.64
Self-Awareness	Strength	2964	3.97	.49	2726	3.87	.71	2788	3.82	.58
	Dev Op	1378	3.92	.49	1195	3.83	.72	1243	3.79	.61
Putting People at Ease	Strength	2963	3.96	.62	2728	4.11	.73	2788	4.05	.67
	Dev Op	1378	3.84	.68	1196	4.00	.75	1243	3.99	.69

Differences Matter	Strength	2961	4.27	.47	2715	4.25	.55	2788	4.18	.48
	Dev Op	1377	4.17	.48	1191	4.20	.56	1242	4.15	.48
Career Management	Strength	2960	3.68	.51	2713	3.82	.63	2788	3.89	.51
	Dev Op	1378	3.56	.53	1189	3.75	.63	1242	3.84	.52
Problems with Interpersonal Relationships	Strength	2960	1.54	.51	2723	1.71	.71	2788	1.78	.63
	Dev Op	1376	1.70	.56	1195	1.79	.75	1242	1.84	.66
Difficulty Building and Leading a Team	Strength	2957	1.58	.50	2715	1.77	.66	2788	1.78	.54
	Dev Op	1375	1.77	.55	1191	1.86	.69	1242	1.84	.56
Difficulty Changing or Adapting	Strength	2961	1.51	.45	2724	1.64	.61	2788	1.62	.48
	Dev Op	1377	1.66	.50	1195	1.73	.62	1242	1.69	.50
Failure to Meet Business Objectives	Strength	2960	1.47	.45	2722	1.57	.60	2788	1.65	.53
	Dev Op	1376	1.63	.51	1195	1.64	.63	1242	1.72	.57
Too Narrow a Functional Orientation	Strength	2962	1.56	.54	2724	1.90	.80	2788	1.70	.57
	Dev Op	1376	1.72	.62	1195	1.98	.79	1242	1.77	.61

Table 16

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Creativity)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	2476	4.03	.39	2261	4.01	.54	2302	4.14	.42
	Dev Op	1573	3.98	.43	1386	4.00	.56	1459	4.15	.43
Doing Whatever It Takes	Strength	2476	4.04	.43	2259	4.03	.56	2302	4.09	.46
	Dev Op	1573	3.95	.47	1385	3.99	.58	1459	4.07	.47
Being a Quick Study	Strength	2476	4.01	.55	2262	4.19	.59	2302	4.17	.47
	Dev Op	1573	3.91	.57	1381	4.15	.61	1459	4.15	.48
Decisiveness	Strength	2476	3.89	.55	2261	3.97	.63	2302	4.03	.49
	Dev Op	1573	3.82	.60	1384	3.97	.66	1459	4.02	.50
Leading Employees	Strength	2473	3.85	.42	2250	3.81	.55	2302	3.85	.51
	Dev Op	1569	3.84	.45	1378	3.80	.59	1459	3.87	.53
Confronting Problem Employees	Strength	2462	3.61	.54	2234	3.62	.68	2296	3.72	.52
	Dev Op	1568	3.60	.58	1369	3.67	.68	1458	3.77	.54
Participative Management	Strength	2476	3.89	.43	2257	3.88	.58	2302	3.89	.51
	Dev Op	1572	3.91	.44	1381	3.88	.59	1459	3.92	.52
Change Management	Strength	2474	3.90	.41	2252	3.88	.55	2302	3.93	.47
	Dev Op	1571	3.87	.43	1380	3.86	.58	1458	3.95	.48
Building and Mending Relationships	Strength	2476	3.89	.42	2262	3.85	.63	2302	3.90	.54
	Dev Op	1573	3.87	.45	1385	3.87	.63	1459	3.92	.55
Compassion and Sensitivity	Strength	2473	3.90	.47	2240	3.99	.54	2302	3.92	.52
	Dev Op	1571	3.91	.49	1370	3.96	.56	1458	3.94	.54
Straightforwardness and Composure	Strength	2476	3.94	.49	2261	3.95	.68	2302	3.97	.55
	Dev Op	1573	3.89	.53	1386	3.98	.68	1459	3.98	.55
Balance Between Work and Personal Life	Strength	2476	3.75	.71	2240	4.02	.64	2302	3.85	.61
	Dev Op	1571	3.64	.74	1376	3.98	.67	1459	3.85	.61
Self-Awareness	Strength	2476	3.94	.48	2260	3.84	.72	2302	3.80	.57
	Dev Op	1573	3.96	.49	1385	3.90	.70	1459	3.84	.59
Putting People at Ease	Strength	2476	3.94	.63	2263	4.12	.72	2302	4.06	.68
	Dev Op	1572	3.89	.67	1386	4.05	.76	1459	4.02	.68
Differences Matter	Strength	2474	4.26	.48	2252	4.26	.55	2302	4.17	.48

	Dev Op	1570	4.22	.49	1380	4.21	.57	1458	4.17	.47
Career Management	Strength	2475	3.65	.51	2251	3.80	.62	2302	3.87	.50
	Dev Op	1572	3.61	.54	1379	3.78	.64	1458	3.88	.53
Problems with Interpersonal Relationships	Strength	2474	1.58	.50	2259	1.73	.72	2302	1.80	.63
	Dev Op	1571	1.60	.55	1386	1.70	.72	1458	1.76	.65
Difficulty Building and Leading a Team	Strength	2471	1.63	.49	2251	1.79	.66	2302	1.80	.54
	Dev Op	1570	1.68	.54	1380	1.79	.68	1458	1.78	.55
Difficulty Changing or Adapting	Strength	2475	1.54	.44	2260	1.67	.62	2302	1.65	.48
	Dev Op	1571	1.57	.49	1386	1.65	.60	1458	1.63	.49
Failure to Meet Business Objectives	Strength	2474	1.50	.44	2258	1.61	.62	2302	1.68	.53
	Dev Op	1571	1.55	.50	1386	1.54	.58	1458	1.64	.54
Too Narrow a Functional Orientation	Strength	2476	1.59	.55	2260	1.92	.80	2302	1.72	.58
	Dev Op	1571	1.67	.61	1386	1.92	.81	1458	1.71	.59

Table 17

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Handling Sensitive Problems)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	3199	4.07	.39	2930	4.01	.55	2970	4.16	.42
	Dev Op	1888	3.92	.42	1673	3.98	.54	1745	4.12	.43
Doing Whatever It Takes	Strength	3199	4.09	.42	2928	4.04	.56	2970	4.11	.46
	Dev Op	1888	3.89	.48	1672	3.96	.56	1745	4.04	.46
Being a Quick Study	Strength	3198	4.01	.54	2929	4.17	.58	2970	4.16	.48
	Dev Op	1888	3.88	.58	1670	4.16	.62	1745	4.15	.47
Decisiveness	Strength	3198	3.95	.53	2930	4.00	.63	2970	4.05	.49
	Dev Op	1888	3.75	.60	1671	3.93	.66	1745	3.99	.49
Leading Employees	Strength	3194	3.90	.42	2920	3.82	.56	2970	3.87	.52
	Dev Op	1884	3.77	.43	1662	3.77	.57	1745	3.83	.52
Confronting Problem Employees	Strength	3185	3.68	.53	2900	3.66	.68	2963	3.75	.53
	Dev Op	1878	3.51	.57	1648	3.61	.67	1744	3.70	.53
Participative Management	Strength	3198	3.93	.44	2928	3.87	.59	2970	3.91	.52
	Dev Op	1887	3.84	.43	1666	3.86	.59	1745	3.89	.52
Change Management	Strength	3194	3.94	.40	2921	3.88	.55	2970	3.96	.47
	Dev Op	1887	3.81	.42	1665	3.84	.56	1744	3.91	.47
Building and Mending Relationships	Strength	3198	3.93	.42	2931	3.86	.63	2970	3.92	.54
	Dev Op	1888	3.79	.44	1672	3.82	.64	1745	3.88	.54
Compassion and Sensitivity	Strength	3194	3.94	.47	2906	3.99	.54	2970	3.94	.52
	Dev Op	1887	3.85	.48	1654	3.94	.55	1744	3.90	.53
Straightforwardness and Composure	Strength	3199	3.96	.50	2930	3.95	.69	2970	3.97	.55
	Dev Op	1888	3.85	.52	1673	3.96	.68	1745	3.95	.55
Balance Between Work and Personal Life	Strength	3196	3.76	.70	2908	4.02	.65	2970	3.86	.60
	Dev Op	1887	3.62	.74	1660	3.96	.66	1745	3.82	.62
Self-Awareness	Strength	3199	3.97	.49	2929	3.85	.72	2970	3.81	.58
	Dev Op	1888	3.90	.49	1672	3.87	.71	1745	3.81	.58
Putting People at Ease	Strength	3199	4.02	.61	2932	4.14	.72	2970	4.08	.66
	Dev Op	1887	3.77	.66	1673	4.00	.76	1745	3.99	.69
Differences Matter	Strength	3196	4.29	.47	2920	4.24	.56	2970	4.18	.48

	Dev Op	1884	4.17	.48	1663	4.22	.55	1744	4.15	.47
Career Management	Strength	3194	3.72	.50	2916	3.83	.63	2970	3.89	.50
	Dev Op	1888	3.51	.52	1665	3.74	.63	1744	3.84	.51
Problems with Interpersonal Relationships	Strength	3195	1.56	.51	2929	1.74	.72	2970	1.78	.63
	Dev Op	1884	1.65	.55	1670	1.73	.73	1744	1.79	.64
Difficulty Building and Leading a Team	Strength	3192	1.59	.49	2918	1.78	.66	2970	1.78	.54
	Dev Op	1882	1.75	.55	1665	1.83	.68	1744	1.82	.55
Difficulty Changing or Adapting	Strength	3196	1.51	.45	2930	1.66	.61	2970	1.63	.48
	Dev Op	1885	1.63	.48	1670	1.69	.61	1744	1.66	.49
Failure to Meet Business Objectives	Strength	3195	1.49	.47	2927	1.60	.63	2970	1.67	.54
	Dev Op	1884	1.58	.49	1671	1.57	.59	1744	1.66	.53
Too Narrow a Functional Orientation	Strength	3196	1.55	.54	2930	1.91	.80	2970	1.71	.58
	Dev Op	1885	1.73	.61	1670	1.96	.79	1744	1.73	.58

Table 18

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Action Orientation)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	1914	3.98	.40	1747	3.99	.54	1777	4.11	.42
	Dev Op	924	4.06	.41	784	4.02	.56	854	4.20	.41
Doing Whatever It Takes	Strength	1914	4.01	.44	1744	4.01	.56	1777	4.06	.45
	Dev Op	924	4.05	.45	784	4.06	.55	854	4.14	.45
Being a Quick Study	Strength	1913	3.95	.56	1746	4.16	.60	1777	4.13	.47
	Dev Op	924	3.99	.54	782	4.18	.60	854	4.19	.47
Decisiveness	Strength	1913	3.86	.56	1747	3.95	.64	1777	4.00	.48
	Dev Op	924	3.94	.56	784	4.05	.63	854	4.09	.48
Leading Employees	Strength	1912	3.84	.42	1740	3.80	.56	1777	3.83	.51
	Dev Op	921	3.88	.43	783	3.81	.57	854	3.90	.51
Confronting Problem Employees	Strength	1906	3.58	.54	1726	3.61	.67	1772	3.68	.53
	Dev Op	921	3.69	.56	774	3.70	.69	854	3.82	.53
Participative Management	Strength	1913	3.89	.43	1744	3.88	.58	1777	3.89	.51
	Dev Op	924	3.90	.45	783	3.86	.60	854	3.93	.51
Change Management	Strength	1913	3.88	.40	1740	3.86	.55	1777	3.91	.46
	Dev Op	923	3.91	.41	782	3.88	.57	853	3.98	.45
Building and Mending Relationships	Strength	1913	3.87	.42	1748	3.85	.64	1777	3.89	.54
	Dev Op	924	3.89	.43	784	3.85	.64	854	3.94	.53
Compassion and Sensitivity	Strength	1912	3.92	.46	1734	3.99	.54	1777	3.91	.52
	Dev Op	923	3.89	.49	779	3.96	.55	853	3.95	.52
Straightforwardness and Composure	Strength	1914	3.92	.50	1747	3.96	.69	1777	3.94	.55
	Dev Op	924	3.94	.53	784	3.98	.68	854	4.00	.53
Balance Between Work and Personal Life	Strength	1912	3.71	.72	1733	4.01	.64	1777	3.83	.61
	Dev Op	924	3.72	.73	781	4.01	.66	854	3.89	.59
Self-Awareness	Strength	1914	3.93	.48	1748	3.86	.72	1777	3.78	.58
	Dev Op	924	3.98	.50	783	3.88	.71	854	3.86	.57
Putting People at Ease	Strength	1913	3.94	.64	1748	4.12	.74	1777	4.05	.68
	Dev Op	924	3.91	.65	784	4.05	.76	854	4.05	.65
Differences Matter	Strength	1912	4.24	.47	1739	4.26	.56	1777	4.16	.48

	Dev Op	923	4.24	.47	783	4.20	.58	853	4.17	.47
Career Management	Strength	1913	3.62	.51	1741	3.80	.63	1777	3.85	.50
	Dev Op	923	3.67	.52	781	3.82	.62	853	3.92	.50
Problems with Interpersonal Relationships	Strength	1911	1.57	.51	1744	1.72	.71	1777	1.80	.63
	Dev Op	923	1.62	.57	784	1.74	.74	853	1.77	.62
Difficulty Building and Leading a Team	Strength	1910	1.65	.52	1741	1.80	.67	1777	1.82	.54
	Dev Op	923	1.64	.53	784	1.77	.68	853	1.74	.53
Difficulty Changing or Adapting	Strength	1911	1.57	.47	1744	1.67	.60	1777	1.66	.48
	Dev Op	923	1.53	.48	784	1.65	.62	853	1.60	.46
Failure to Meet Business Objectives	Strength	1911	1.53	.48	1743	1.60	.62	1777	1.69	.54
	Dev Op	923	1.49	.48	784	1.53	.56	853	1.62	.51
Too Narrow a Functional Orientation	Strength	1912	1.63	.57	1744	1.94	.80	1777	1.75	.58
	Dev Op	923	1.57	.56	784	1.86	.79	853	1.66	.56



Table 19

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Self-Confidence)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	3685	4.07	.39	3382	4.02	.54	3449	4.16	.42
	Dev Op	1389	3.87	.42	1208	3.95	.54	1254	4.10	.43
Doing Whatever It Takes	Strength	3685	4.09	.42	3380	4.05	.55	3449	4.12	.45
	Dev Op	1389	3.82	.47	1207	3.92	.57	1254	4.01	.47
Being a Quick Study	Strength	3684	4.02	.54	3380	4.19	.58	3449	4.17	.47
	Dev Op	1389	3.82	.59	1206	4.11	.62	1254	4.12	.48
Decisiveness	Strength	3684	3.96	.53	3382	4.01	.63	3449	4.06	.49
	Dev Op	1389	3.64	.59	1206	3.87	.65	1254	3.95	.49
Leading Employees	Strength	3680	3.90	.42	3372	3.82	.56	3449	3.87	.52
	Dev Op	1386	3.72	.43	1197	3.75	.57	1254	3.82	.52
Confronting Problem Employees	Strength	3669	3.69	.53	3349	3.67	.66	3443	3.75	.53
	Dev Op	1382	3.42	.56	1186	3.56	.69	1252	3.67	.53
Participative Management	Strength	3684	3.92	.44	3379	3.87	.59	3449	3.90	.52
	Dev Op	1388	3.85	.44	1202	3.87	.58	1254	3.89	.51
Change Management	Strength	3681	3.94	.40	3373	3.88	.55	3449	3.95	.47
	Dev Op	1388	3.77	.43	1200	3.83	.57	1253	3.90	.47
Building and Mending Relationships	Strength	3684	3.91	.42	3383	3.84	.63	3449	3.91	.54
	Dev Op	1389	3.79	.44	1207	3.86	.63	1254	3.89	.54
Compassion and Sensitivity	Strength	3681	3.92	.48	3356	3.98	.54	3449	3.93	.52
	Dev Op	1388	3.87	.48	1191	3.97	.55	1253	3.91	.53
Straightforwardness and Composure	Strength	3685	3.96	.50	3383	3.95	.68	3449	3.97	.55
	Dev Op	1389	3.79	.52	1207	3.96	.68	1254	3.94	.55
Balance Between Work and Personal Life	Strength	3682	3.76	.71	3359	4.01	.65	3449	3.86	.61
	Dev Op	1388	3.56	.74	1196	3.97	.65	1254	3.81	.62
Self-Awareness	Strength	3685	3.96	.48	3381	3.84	.72	3449	3.81	.58
	Dev Op	1389	3.90	.51	1207	3.89	.70	1254	3.82	.58
Putting People at Ease	Strength	3684	3.96	.63	3384	4.09	.74	3449	4.05	.67
	Dev Op	1389	3.84	.67	1208	4.08	.73	1254	4.03	.69
Differences Matter	Strength	3681	4.27	.47	3371	4.23	.56	3449	4.17	.48

	Dev Op	1386	4.16	.49	1199	4.24	.55	1253	4.16	.47
Career Management	Strength	3680	3.69	.50	3367	3.81	.63	3449	3.89	.50
	Dev Op	1389	3.50	.53	1201	3.75	.63	1253	3.83	.52
Problems with Interpersonal Relationships	Strength	3680	1.57	.52	3380	1.75	.73	3449	1.80	.64
	Dev Op	1387	1.65	.55	1206	1.67	.69	1253	1.76	.63
Difficulty Building and Leading a Team	Strength	3677	1.59	.50	3370	1.78	.66	3449	1.78	.54
	Dev Op	1385	1.80	.55	1200	1.84	.69	1253	1.82	.55
Difficulty Changing or Adapting	Strength	3681	1.51	.45	3381	1.67	.62	3449	1.63	.48
	Dev Op	1387	1.67	.49	1206	1.69	.60	1253	1.67	.49
Failure to Meet Business Objectives	Strength	3679	1.48	.46	3378	1.59	.61	3449	1.66	.53
	Dev Op	1387	1.65	.51	1207	1.60	.61	1253	1.68	.54
Too Narrow a Functional Orientation	Strength	3682	1.55	.54	3381	1.91	.80	3449	1.70	.57
	Dev Op	1386	1.81	.63	1206	1.98	.80	1253	1.77	.60

Table 20

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Managing Change)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	1933	3.99	.40	1753	3.99	.53	1789	4.12	.42
	Dev Op	1890	4.04	.41	1688	4.01	.56	1762	4.17	.44
Doing Whatever It Takes	Strength	1933	4.00	.44	1751	4.00	.56	1789	4.07	.45
	Dev Op	1890	4.01	.46	1688	4.03	.56	1762	4.10	.48
Being a Quick Study	Strength	1933	3.95	.56	1752	4.16	.60	1789	4.14	.47
	Dev Op	1889	3.97	.55	1683	4.18	.60	1762	4.17	.49
Decisiveness	Strength	1933	3.84	.56	1753	3.93	.66	1789	4.01	.49
	Dev Op	1889	3.90	.57	1687	4.02	.63	1762	4.04	.50
Leading Employees	Strength	1932	3.82	.42	1748	3.79	.56	1789	3.82	.51
	Dev Op	1883	3.87	.43	1680	3.81	.58	1762	3.88	.53
Confronting Problem Employees	Strength	1924	3.59	.54	1735	3.62	.66	1782	3.69	.53
	Dev Op	1880	3.66	.56	1665	3.66	.69	1761	3.77	.56
Participative Management	Strength	1933	3.88	.43	1749	3.87	.58	1789	3.87	.51
	Dev Op	1889	3.92	.43	1685	3.87	.59	1762	3.92	.53
Change Management	Strength	1932	3.87	.41	1745	3.86	.54	1789	3.91	.47
	Dev Op	1888	3.90	.41	1684	3.87	.57	1761	3.96	.48
Building and Mending Relationships	Strength	1933	3.87	.42	1753	3.85	.62	1789	3.89	.54
	Dev Op	1889	3.89	.42	1687	3.85	.64	1762	3.93	.55
Compassion and Sensitivity	Strength	1932	3.89	.47	1738	3.98	.55	1789	3.91	.51
	Dev Op	1887	3.90	.48	1676	3.97	.55	1761	3.94	.54
Straightforwardness and Composure	Strength	1933	3.92	.49	1753	3.94	.68	1789	3.94	.54
	Dev Op	1890	3.93	.51	1688	3.97	.68	1762	3.99	.55
Balance Between Work and Personal Life	Strength	1931	3.71	.71	1741	4.00	.65	1789	3.84	.61
	Dev Op	1888	3.70	.72	1676	3.98	.66	1762	3.86	.61
Self-Awareness	Strength	1933	3.92	.49	1753	3.85	.70	1789	3.78	.57
	Dev Op	1890	3.96	.49	1686	3.86	.72	1762	3.84	.58
Putting People at Ease	Strength	1933	3.93	.64	1753	4.12	.72	1789	4.04	.68
	Dev Op	1890	3.90	.64	1688	4.05	.76	1762	4.04	.67
Differences Matter	Strength	1931	4.24	.48	1745	4.25	.56	1789	4.16	.47

	Dev Op	1887	4.24	.47	1683	4.22	.56	1761	4.17	.48
Career Management	Strength	1931	3.63	.51	1742	3.79	.62	1789	3.85	.50
	Dev Op	1888	3.65	.52	1682	3.79	.63	1761	3.89	.52
Problems with Interpersonal Relationships	Strength	1932	1.59	.51	1748	1.71	.69	1789	1.81	.63
	Dev Op	1885	1.59	.54	1688	1.73	.73	1761	1.76	.63
Difficulty Building and Leading a Team	Strength	1929	1.67	.52	1745	1.80	.65	1789	1.82	.54
	Dev Op	1884	1.64	.52	1682	1.80	.68	1761	1.77	.56
Difficulty Changing or Adapting	Strength	1932	1.56	.47	1748	1.67	.60	1789	1.66	.48
	Dev Op	1886	1.54	.47	1688	1.66	.62	1761	1.63	.49
Failure to Meet Business Objectives	Strength	1931	1.53	.47	1748	1.61	.61	1789	1.70	.53
	Dev Op	1885	1.50	.47	1688	1.55	.58	1761	1.64	.54
Too Narrow a Functional Orientation	Strength	1931	1.63	.57	1748	1.93	.78	1789	1.75	.59
	Dev Op	1886	1.60	.57	1688	1.90	.81	1761	1.69	.59

Table 21

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Influence)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	3417	4.07	.39	3130	4.00	.55	3179	4.15	.43
	Dev Op	1279	3.86	.43	1113	3.98	.53	1163	4.12	.42
Doing Whatever It Takes	Strength	3417	4.09	.42	3128	4.04	.56	3179	4.11	.47
	Dev Op	1279	3.82	.48	1112	3.93	.56	1163	4.02	.45
Being a Quick Study	Strength	3416	4.01	.54	3128	4.17	.59	3179	4.16	.48
	Dev Op	1279	3.83	.58	1111	4.15	.60	1163	4.14	.47
Decisiveness	Strength	3416	3.96	.53	3130	4.00	.63	3179	4.05	.49
	Dev Op	1279	3.65	.59	1111	3.89	.65	1163	3.96	.50
Leading Employees	Strength	3412	3.90	.43	3120	3.81	.57	3179	3.87	.53
	Dev Op	1275	3.73	.43	1106	3.77	.56	1163	3.82	.50
Confronting Problem Employees	Strength	3401	3.69	.54	3097	3.66	.67	3173	3.75	.54
	Dev Op	1271	3.42	.55	1096	3.58	.68	1162	3.66	.52
Participative Management	Strength	3415	3.93	.44	3126	3.86	.59	3179	3.90	.52
	Dev Op	1279	3.85	.43	1109	3.89	.57	1163	3.90	.51
Change Management	Strength	3411	3.94	.40	3120	3.87	.56	3179	3.95	.48
	Dev Op	1279	3.78	.42	1108	3.84	.56	1162	3.91	.45
Building and Mending Relationships	Strength	3416	3.92	.42	3131	3.84	.64	3179	3.91	.55
	Dev Op	1279	3.78	.44	1112	3.88	.61	1163	3.90	.53
Compassion and Sensitivity	Strength	3411	3.93	.48	3107	3.98	.55	3179	3.94	.53
	Dev Op	1279	3.86	.48	1099	3.98	.54	1162	3.92	.52
Straightforwardness and Composure	Strength	3417	3.95	.51	3130	3.94	.69	3179	3.96	.56
	Dev Op	1279	3.83	.51	1113	3.99	.67	1163	3.97	.54
Balance Between Work and Personal Life	Strength	3414	3.76	.70	3107	4.01	.65	3179	3.85	.61
	Dev Op	1278	3.60	.75	1105	4.00	.64	1163	3.83	.60
Self-Awareness	Strength	3417	3.97	.49	3129	3.83	.73	3179	3.81	.59
	Dev Op	1279	3.89	.50	1112	3.92	.68	1163	3.82	.57
Putting People at Ease	Strength	3417	4.01	.61	3132	4.11	.73	3179	4.06	.67
	Dev Op	1279	3.77	.67	1113	4.07	.73	1163	4.02	.68
Differences Matter	Strength	3413	4.28	.47	3117	4.23	.57	3179	4.17	.48

	Dev Op	1277	4.15	.49	1107	4.25	.53	1162	4.16	.46
Career Management	Strength	3412	3.72	.50	3116	3.81	.63	3179	3.89	.51
	Dev Op	1279	3.46	.52	1107	3.75	.62	1162	3.83	.51
Problems with Interpersonal Relationships	Strength	3410	1.58	.53	3128	1.76	.74	3179	1.80	.64
	Dev Op	1278	1.62	.52	1111	1.65	.68	1162	1.75	.62
Difficulty Building and Leading a Team	Strength	3406	1.59	.50	3117	1.79	.67	3179	1.78	.55
	Dev Op	1277	1.78	.54	1108	1.82	.67	1162	1.81	.54
Difficulty Changing or Adapting	Strength	3412	1.52	.46	3129	1.68	.63	3179	1.64	.48
	Dev Op	1278	1.65	.48	1111	1.67	.59	1162	1.65	.48
Failure to Meet Business Objectives	Strength	3410	1.49	.47	3126	1.61	.63	3179	1.68	.54
	Dev Op	1278	1.62	.49	1112	1.56	.57	1162	1.65	.52
Too Narrow a Functional Orientation	Strength	3412	1.56	.54	3129	1.92	.81	3179	1.72	.59
	Dev Op	1278	1.79	.63	1111	1.96	.78	1162	1.74	.58

Table 22

*Benchmarks® Ratings from Self, Boss, and Direct Reports by CRL Category (Comfort with Visibility)*

Benchmarks® Scale	CRL Category	Self			Boss			Direct Report		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
Resourcefulness	Strength	3409	4.05	.40	3121	3.99	.54	3165	4.15	.42
	Dev Op	1075	3.93	.44	926	4.01	.55	976	4.15	.43
Doing Whatever It Takes	Strength	3409	4.07	.43	3119	4.03	.55	3165	4.10	.46
	Dev Op	1075	3.90	.49	925	3.98	.58	976	4.07	.46
Being a Quick Study	Strength	3408	4.01	.55	3120	4.16	.59	3165	4.16	.48
	Dev Op	1075	3.87	.59	925	4.18	.61	976	4.16	.47
Decisiveness	Strength	3408	3.93	.55	3121	3.99	.63	3165	4.04	.49
	Dev Op	1075	3.74	.60	925	3.94	.66	976	4.01	.50
Leading Employees	Strength	3404	3.88	.43	3108	3.80	.55	3165	3.85	.52
	Dev Op	1072	3.79	.43	921	3.80	.59	976	3.86	.53
Confronting Problem Employees	Strength	3394	3.66	.54	3087	3.64	.66	3159	3.74	.53
	Dev Op	1070	3.52	.57	913	3.65	.70	975	3.73	.54
Participative Management	Strength	3408	3.91	.44	3119	3.85	.58	3165	3.89	.52
	Dev Op	1075	3.87	.43	924	3.91	.60	976	3.92	.52
Change Management	Strength	3405	3.92	.41	3113	3.86	.54	3165	3.94	.47
	Dev Op	1075	3.83	.43	922	3.87	.59	975	3.94	.47
Building and Mending Relationships	Strength	3408	3.90	.43	3122	3.83	.63	3165	3.90	.55
	Dev Op	1075	3.84	.44	926	3.87	.65	976	3.93	.54
Compassion and Sensitivity	Strength	3405	3.92	.48	3094	3.97	.54	3165	3.92	.52
	Dev Op	1075	3.90	.48	917	3.98	.56	975	3.94	.54
Straightforwardness and Composure	Strength	3409	3.94	.51	3121	3.93	.68	3165	3.95	.56
	Dev Op	1075	3.86	.52	926	3.98	.71	976	3.98	.55
Balance Between Work and Personal Life	Strength	3407	3.77	.70	3103	4.01	.64	3165	3.85	.60
	Dev Op	1074	3.55	.76	918	3.94	.69	976	3.81	.63
Self-Awareness	Strength	3409	3.96	.49	3120	3.82	.71	3165	3.80	.58
	Dev Op	1075	3.93	.51	925	3.93	.73	976	3.84	.58
Putting People at Ease	Strength	3409	3.98	.62	3123	4.11	.73	3165	4.05	.67
	Dev Op	1074	3.83	.68	926	4.04	.75	976	4.03	.68
Differences Matter	Strength	3406	4.27	.48	3111	4.23	.56	3165	4.17	.48

	Dev Op	1072	4.20	.48	922	4.25	.56	975	4.18	.47
Career Management	Strength	3406	3.69	.51	3108	3.80	.62	3165	3.88	.50
	Dev Op	1075	3.53	.54	922	3.80	.66	975	3.86	.53
Problems with Interpersonal Relationships	Strength	3403	1.59	.53	3120	1.76	.73	3165	1.81	.63
	Dev Op	1073	1.61	.52	925	1.69	.73	975	1.76	.64
Difficulty Building and Leading a Team	Strength	3399	1.62	.51	3108	1.80	.65	3165	1.79	.54
	Dev Op	1073	1.72	.53	921	1.78	.69	975	1.79	.56
Difficulty Changing or Adapting	Strength	3404	1.53	.46	3121	1.68	.61	3165	1.65	.48
	Dev Op	1074	1.61	.48	925	1.65	.62	975	1.64	.50
Failure to Meet Business Objectives	Strength	3403	1.50	.47	3118	1.61	.62	3165	1.68	.54
	Dev Op	1073	1.57	.48	925	1.54	.60	975	1.64	.53
Too Narrow a Functional Orientation	Strength	3404	1.57	.55	3121	1.92	.80	3165	1.72	.58
	Dev Op	1074	1.72	.62	925	1.93	.81	975	1.72	.58