



HOW CAN YOUR ORGANIZATION ACHIEVE PEAK PERFORMANCE

CALIPER
Solutions for peak performance.

To keep growing, you need to ask
the right questions.



Question the answers. Then act on your knowledge.

HOW CAN YOUR ORGANIZATION ACHIEVE PEAK PERFORMANCE





Getting Started

By assessing the potential of your employees and aligning their motivations with your business goals, we can help your company reach new peaks of performance.

Caliper has advised more than 25,000 companies over the past four decades on hiring, developing, team building and organizational development.

Our premise has always been that solutions are valuable only when they are comprehensive, easy to understand and produce practical results – ultimately enhancing an organization's overall performance. Having assessed the potential and motivation of over two million individuals, we have the insights, expertise and personal approach needed to help you achieve your goals.

The depth of our approach begins with our objective, accurate assessment instruments, which provide data for measuring potential, personality characteristics, individual motivations, likely behaviors and job-related progress.



Our consultants then have the information they need to guide your organization to a higher level of performance. Our customized solutions are tailored to address the needs of your company today, as well as to promote growth in the future.

The starting point and the depth of our involvement are up to you. And the needs of your organization.

Whether you need to hire for an important position, promote a key employee, reduce turnover, improve the effectiveness of a team or implement a more targeted performance management system, we can help.

How can you tell if an applicant really has what it takes?

HIRING AND SELECTION

When it comes to hiring, we can help you with everything from evaluating your most promising applicants to redesigning your current selection system.

Whatever you are striving for, Caliper can provide answers.



We start out by getting to know you and your firm, including your particular management approach, the requirements of your key positions and the qualities needed for success in your environment. With that background, we are able to offer advice and tactics tailored to improve your unique situation.

We can help you address questions such as: How can you hire more people like your top performers? How can you get the most out of every interview? And how do you go about hiring for a newly created position?

For many of our clients, we first identify the qualities that distinguish their top performers. By comparing a representative sample of their top and marginal performers, we are able to develop an ideal profile. This serves as a hiring guide for identifying candidates with the qualities needed to succeed.



A few of the questions about hiring we can answer together...

Through the insights gleaned from the Caliper Profile, our assessment instrument for measuring an individual's characteristics, potential and motivation, our consultants are able to provide you with a clear, objective perspective on an applicant's strengths and possible limitations. The effectiveness of our advice stems from the validity and accuracy of the instrument, our unequaled database of information about top performers and the expertise of our consultants.

Whether you are hiring for one important position or undergoing a large-scale recruitment effort, we can help you determine who has what it takes to succeed. Our selection solutions are tailored to your situation, providing the roadmap you need, when you need it.

Depending on your situation, we can develop targeted interview questions for each of your key positions to help you delve below surface impressions. In addition, we conduct customized hiring workshops that can enhance the interview techniques and selection skills of your managers.

We can help you develop a template for hiring in the future, based on your unique business objectives and goals. In addition we can identify the requirements for success in a new position and determine the attributes to look for in a potential top performer.



Q:

1. **How often have you hired someone whose best performance was during the interview?**
2. How can you be sure you're making the best choice between two qualified candidates?
3. **Do you know the qualities that distinguish your best performers?**
4. How can you accelerate each new employee's productivity?
5. **Are you hiring the wrong people to begin with?**



Client Voices

BILL CAREY, THE FOUNDER OF W.P. CAREY, one of Wall Street's most successful property investment firms, says, "Everyone who works here has enormous potential.

Before being hired, everyone in our firm is assessed by a Caliper consultant, who provides us with insights into the applicant's inherent strengths and potential.

I insist on surrounding myself with people who are brilliant. I have no trouble admitting that many of the people I've hired over the years have been brighter than me. And I've learned an enormous amount from them. The surest way to grow a company is to surround yourself with people who are better than you in different ways."

LEE HOLLY, SENIOR VICE PRESIDENT OF HUMAN RESOURCES FOR FEDEX GROUND, shares his strategy: "We look to the future when we're hiring someone.

Can the individual grow with us? That's more important than whether someone can just do the job today."

CHUCK GASKIN, SENIOR VICE PRESIDENT OF WORKFORCE DEVELOPMENT FOR BB&T, the 11th largest financial holding company in the United States, explains,

"Over the past five years, Caliper has helped in the selection and development of people we identify to enter our leadership and development program.

The consultants at Caliper started out by developing an ideal profile of the competencies and characteristics that distinguish our top performers. So we have a very clear model for measuring the potential of promising applicants."

"A company can easily lose \$60,000 for every employee who doesn't work out,"

says **ED DISALVO, VICE PRESIDENT OF SALES FOR MACH 1 AIR SERVICES**, a worldwide air freight shipping company.

If you lose ten salespeople a year, that adds up to more than half a million dollars. Prior to joining Mach 1 Air Services, DiSalvo worked for a billion-dollar ground shipping company, where, he says, "the turnover was 25 percent." *To address this, he developed a very rigorous hiring process including background checks, Caliper's in-depth assessments, and a series of behavioral interviews.* "This combination," he says, "gave us a clear understanding of just what kind of people we needed to hire, and which applicants had the qualities we wanted." He affirms, "This approach helped us bring our employee turnover rate down to seven percent."

Are your employees committed, motivated and challenged?

EMPLOYEE DEVELOPMENT

The first part of being an effective manager is knowing your own strengths and limitations.

The second part is knowing what motivates your employees, so you can help them reach their full potential.

This takes enormous insight.



And, as the saying goes, you can't read the label when you're inside the bottle. We can bring the insights, perspective and clarity you need to make the most-informed decisions. Some individuals need recognition. Others insist on control. Some require direction. Others strive to make things happen. Some want to be part of a group effort. Others look for challenges and opportunities to grow. Some want stability. Others are willing to take chances. Some are driven by competition. Others derive a sense of satisfaction from coming through for others.

Our approach clarifies what drives you and each of your employees.

With this knowledge, your coaching ability will become more effective. You'll draw upon each individual's untapped abilities. You'll ensure they feel valued. And you'll keep your best performers growing with your company.





By integrating the measurement of potential and current behavior, we can create a customized, in-depth developmental plan for each of your employees.

Essentially, we can help you set clear expectations while drawing upon your employees' motivations. As a result, key players are engaged, feeling they are contributing in meaningful ways to their own professional development and the company's growth.

When you can pinpoint abilities and potential, you will get the results you need – maximizing opportunities for each individual to contribute to the organization.

In this way, your employees will feel valued, motivated and invested in the goals of the company – so they view the company's future as their own.



A few of the questions about your employees we can answer together...

Q:

1. **Do your key players feel valued and motivated by their career path?**
2. **Do you have a clear understanding of what it takes to succeed in your key positions?**
3. **Are people in positions that play to their strengths so that productivity is enhanced?**
4. **Are you vulnerable to losing employees to a competitor?**
5. **Do you spend more time with poor performers than with your best performers?**



Client Voices

RHONDA MARION, A MANAGER AT PICANTE, an up-and-coming restaurant in San Francisco, had been tapped for a promotion. But first, she had to groom her successor. The mentoring process proved more difficult than she had anticipated, because her replacement seemed to be Marion's exact opposite.

To help ease the transition, Marion sought coaching from Caliper. In an in-depth session, her consultant identified the natural tendencies, strengths, limitations, similarities and differences between Marion and her replacement.

Marion shares, **"My consultant was able to point out connections that were not obvious before, shed light on issues I had been struggling with and show me how to make the changes needed to succeed.**

The consultation was very personal and suggested specific steps, so that I was able to see improvements in just two weeks."

Coors Brewing Company brought in Caliper to conduct a training session to provide managers with the insights needed to build on their employees' strengths, keep them motivated, work around their limitations, tap into their true potential and increase their effectiveness.

"This has been so beneficial for our managers and employees," **POINTS OUT VONDA MILLS, LEADER OF PEOPLE DEVELOPMENT FOR COORS.**

"Now, our human resources generalists can teach our managers how to create a developmental plan for each employee. Viewing each employee individually, but with a consistent set of standards, enhances the development of each employee and also promotes the goals of the company."

TED HELLER, A VICE PRESIDENT OF SALES FOR AVIS, says,

"Caliper helps our managers relate more effectively to each employee by truly understanding what motivates each individual.

Having a clear understanding of improvement opportunities for each employee, we gain perspective and become much more competent managers. And our employees become more effective."



Are you really rewarding teamwork?

TEAM BUILDING

Building peak performance teams enables companies to exceed expectations.

Whether your company is large or small, success often depends on forming a cohesive group out of people who, in other situations, might not even get along – let alone work together towards the same goal.

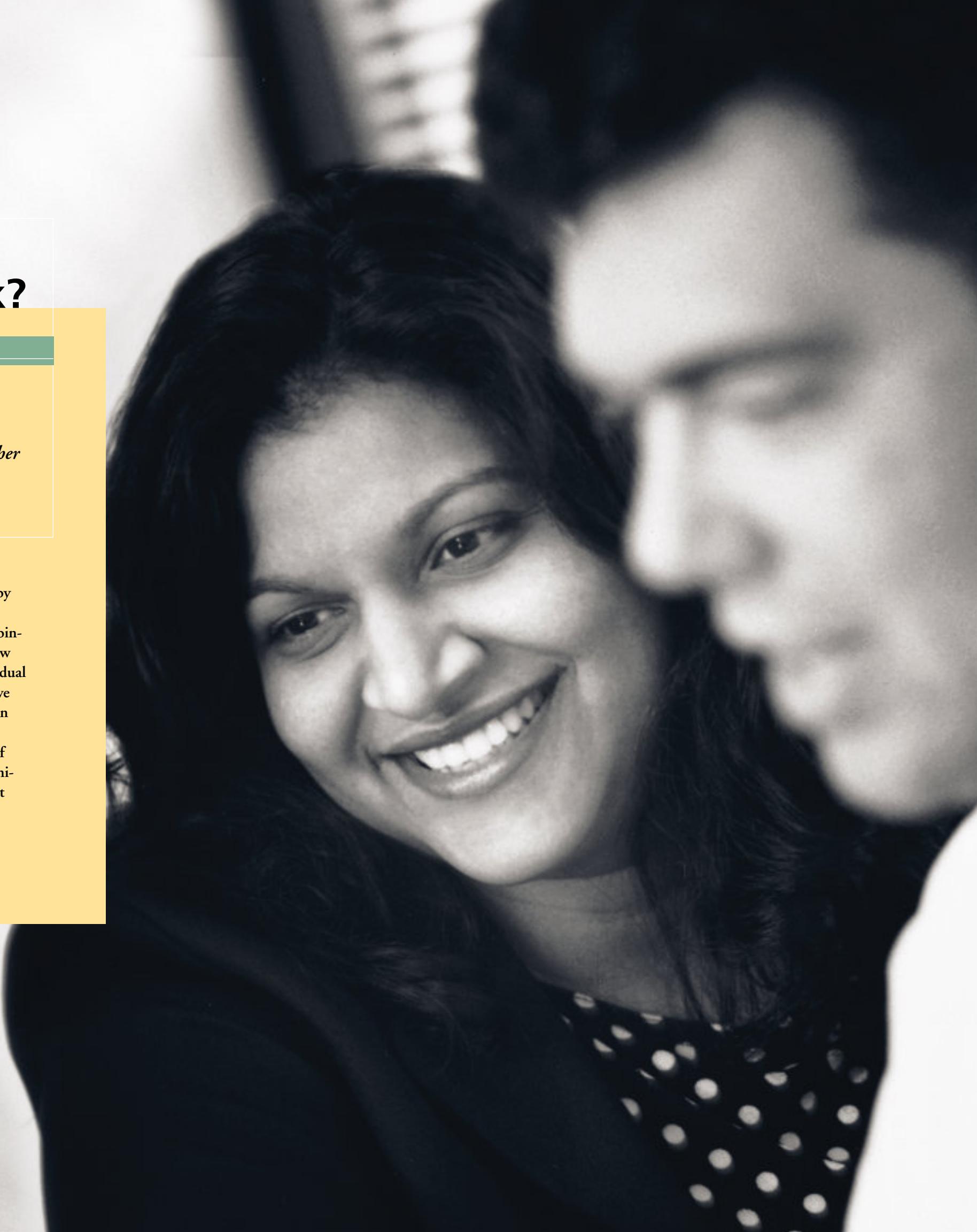


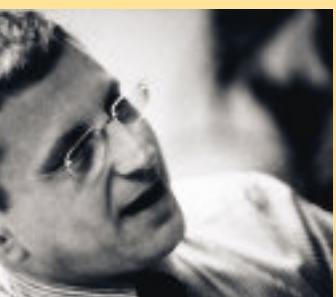
That is the fundamental challenge of team building.

Basically, success in team building is measured in two ways: by keeping conflicts down and performance up.

We deliver a comprehensive approach to team building, combining individual counseling with an in-depth understanding of how the team currently works and might improve. As a result, individual team members understand each other better, learn how to resolve conflicts more constructively, play to their strengths and work on areas for developmental improvement.

When you have insights into the dynamics of a team – and of each individual member – you are able to open lines of communication, understand how to overcome differences, and ensure that you have people in place who complement each other.





Successful teams transcend the talents of each individual – creating results that are more powerful than they could bring about on their own. In such an environment, individuals can support one another, solve problems together, and bring the strengths needed to achieve desired results.

Whether you are just forming a team or trying to make an existing team more effective, our expertise in determining the proper balance and consistency of talents will help you bridge the gap between where you are and where you want to be.



A *few of the questions* about your team we can answer together...

Q:

1. **Does everyone on your team understand the strengths each member brings?**
2. **What is missing from your team?**
3. **How can you effectively bring a new manager into an existing team?**
4. **What's the best way to deal with conflict within your team?**
5. **Is your team contributing to the organization's overall success?**



Client Voices

ALLEN SALIKOF, CHIEF EXECUTIVE OFFICER OF MANAGEMENT RECRUITERS INTERNATIONAL, the world's largest executive search and recruitment organization, *brought a group of Caliper consultants in to conduct a team-building exercise with his senior management.*

"The insights we gained into ourselves and each other were incredibly valuable," he says. "Caliper's consultants helped us step back and evaluate our styles, strengths and areas of concern—as individuals and as a team. Since then, we've become much more productive."

JOHN BEATTIE, VICE PRESIDENT OF HUMAN RESOURCES FOR GMAC INSURANCE, says,

"When we began conducting team-building sessions with Caliper, we started to gain a deep and immediate appreciation for the different qualities and talents that each of us brings to the table."

He says, "As people became aware of each other's characteristics, it was easier to get things out in the open and resolve issues much more quickly. We have learned not to take behaviors personally and have also become more self-aware, tempering our own behaviors to become more effective at communicating our thoughts and ideas."

RICARDO MONCADA, VICE PRESIDENT OF HUMAN RESOURCES FOR XPEDX, a division of International Paper, says, "Teamwork is becoming more important, but it is also more difficult to bring about. With ongoing mergers and acquisitions, and the need for companies to become more diversified, scores of people from various backgrounds are being required to pull together like never before."

He adds, **"Everything in our business can be copied by a competitor—except our talent. That's what sets us apart."**

How can you take your company to the next level?

ORGANIZATIONAL DEVELOPMENT

Is there too much conflict in your organization? Are you spending more time dealing with problems than exploring opportunities? Is your current structure no longer contributing to your progress? What is keeping your organization from growing to the next level?



Often we have found that what has gotten us where we are cannot take us where we want to go. It is not unusual for the methods and procedures that once proved successful to actually become hindrances as markets expand, products mature and companies change.

Whatever your corporate challenges, the starting point is to get a clear, objective view of your organization's strengths and limitations. Sound management decisions can only be made when you are certain that your viewpoint is correct. We can add to that certainty.

Essential to our approach is delivering an objective and consistent system for measuring potential and monitoring performance. Our approach encourages open lines of communication, where everyone knows what is expected of them, that they are being evaluated fairly and that their efforts contribute to your organization's goals. With this system in place, management is able to ensure that results are on track.



A few of the questions about your organization we can answer together...

The attainment of a company's strategic objectives requires a clearly understood vision, a firm commitment from top management, the right people in key positions, and a program to measure and reward employees based on their accomplishments.

All of these factors need to work together for a company to achieve maximum success.

Ultimately, we can help fine-tune your methodologies and systems or help develop a new model to make sure your goals, your people and your support mechanisms are all pointing in the same direction.

Our straightforward, nuts-and-bolts approach is tailored to your unique needs by our accomplished consultants who can offer practical solutions that will improve the dynamics and enhance the productivity of your organization.



Q:

1. Are the members of your management team in sync with each other and with the goals of your organization?
2. How do you measure and reward exemplary performance?
3. Do projects start with enthusiasm, then stagnate?
4. Are your departments at odds with one another?
5. Are you losing ground to your competitors?



Client Voices

AKIRA ONODA, GENERAL MANAGER OF THE PERSONNEL DEPARTMENT FOR BMW TOKYO, the largest BMW dealer in the world, relates, **"Traditionally, we were hiring based on the applicant's experience and our instinct—but we could not really predict performance. Because we've now learned to think in terms of behavior and motivation, we can have more productive hiring interviews."**

He adds, "Branch managers are also using Caliper's insights to build effective teams. And, both managers and salespeople have been requesting feedback on themselves so they can be even better. Ultimately, we are improving performance by becoming more aware of our strengths as managers, our areas for improvement, and the real potential of each of our employees."

THOMAS WAIER, PRESIDENT OF AIR LIFT COMPANY, says, "As we looked at our strategic plan, I realized we were stuck at a certain level. We weren't accomplishing what we needed to. I realized that some of my key people were spinning their wheels, rationalizing why we weren't accomplishing our goals, rather than getting things done."

Once he realized that pattern was rampant throughout the company, he says, **"I stepped back and focused on replacing the majority of the key players with people who could get things done. I have people in place now who are doing a great job.** Now I'm able to focus on strategic planning and the future."

"Why are some of our 2,000 franchise stores exceeding our goals, while others are not making the grade?" This question kept gnawing at **SERGIO BARBI, FRANCHISING COORDINATOR FOR O BOTICÁRIO**, a fast-growing cosmetics and fragrance company in Brazil. He explains, "I see some franchise owners go on to open up three or four successful stores, while others stagnate with only one – which is mediocre at best. And I want to know why."

He adds, "From the start, we knew we needed help to refine our goals and vision, as well as to gain a solid understanding of what it takes to succeed in a franchise role, and then hire and develop the right people. So we turned to Caliper for insights into what needed to change.

"We needed to hear from someone who's been there, someone who's helped other companies in situations similar to ours."

Reaching Your Goals

As you look to the future, the most successful companies will be those that create effective, long-term strategies for investing in the growth of each individual, team, and the company as a whole.

Our approach combines precise assessments with expert advice to provide you with specific solutions for achieving peak performance.

Whatever your challenge, we can impart the information you need to make objective, knowledgeable and insightful business decisions.

By helping you select the right people, manage individuals more effectively and develop productive teams, we can help you take your company from where it is to where it needs to be.



CALIPER

Solutions for peak performance.

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