



# The Individual Developmental Guide

## PRODUCT FEATURES

- *Identifies what really motivates each individual*
- *Highlights job-related strengths*
- *Pinpoints areas of developmental opportunity*
- *Provides practical suggestions for improving performance*
- *Improves your ability to coach individual employees*

*An innovative way to help you maximize the performance of your employees*

**A**s a manager, how do you get someone who has just been hired off to the best possible start? How do you help an employee who is struggling on the job? How can you make annual reviews and other evaluations of employee performance more meaningful? Answers to these important questions begin with recognizing that, in order to keep your company growing, your people must continue to grow as well.

Employee development is the key to maximizing each employee's performance and raising your company to the next level of success.

In our Individual Developmental Guide, a special report derived from the results of the Caliper Profile, you will find a wealth of information to

help you devise a development program for each employee and conduct in-depth coaching sessions. As a manager, you can work with each individual to facilitate a positive exchange of ideas about what they need to do to keep growing with your company.

We begin by identifying what really motivates a particular employee. For example, some people are motivated by winning, others seek recognition, and still others prefer a highly structured work environment. With this information, a person becomes more self-aware, gaining many insights into what makes him or her tick. This awareness can help an employee adapt more effectively to different people and changing conditions. And from a manager's perspective, knowing what motivates each employee can help you become a more effective coach, open lines of communication and increase productivity.

The Individual Developmental Guide also highlights job-related strengths, such as empathy



*"Caliper's Individual Developmental Guide covers employees' strengths and focuses on the issues that could get in the way of their success at Coors. It leads to good, constructive discussions and translates into workable development plans for continually improving performance."*

Vonda Mills,  
Leader of People  
Development for Coors  
Brewing Company

self-confidence, or a willingness to take risks. An individual's assets might also include qualities like organizational ability, thoroughness in decision-making, or a strong detail orientation. With this knowledge, your employees can look for opportunities that play to, fully utilize, and build on these strengths.

Then, a wide range of practical developmental suggestions are provided to help individuals improve in the areas that might be holding them back. Areas for improvement might include: being more flexible, listening more attentively, communicating more forcefully, being more resilient in the face of rejection or becoming a better team player. Guidance is given in the form of behavioral suggestions so your employees can apply our recommendations to their real work situations. Additional resources are also suggested, so they can do even more to improve on their own. At the end of the report, a worksheet is provided to help the individual set goals, make plans and take action.

Caliper's Individual Developmental Guide serves as a leveraged investment



in your company's commitment to continuous employee development. As a companion piece to the Caliper Profile, this valuable guide can provide an information base from which you can devise, evaluate and tailor your training programs for new hires. It can also be highly beneficial when used in coaching sessions with current employees who may be taking on a new position or struggling in their current roles.

And, employees are not the only ones who can benefit. Managers will find that this individualized approach provides them with the insights they need to conduct focused performance reviews with each of their employees.

Lorisse Garcia, Vice President of Human Resources for RDV Sports, the umbrella organization for the Orlando Magic, engages each employee in such an individualized developmental plan as soon as they are brought on board. In an in-depth session, each employee identifies their two greatest strengths, then chooses two areas where they would like to improve and how they plan to go about it. Once specific goals

are set and agreed upon, progress can be measured and reinforced. She explains, "The advice we receive from Caliper's consultants is key to our success in developing employees. Their insights are part of our best practices in helping our employees focus on the areas in which they need to improve."

As a manager, your two most important responsibilities are: keeping your top performers at the top of their game....and getting your average employees to step up and give it their best shot.

Our Individual Developmental Guide is based on the belief that the winners in this world are the people who know their strengths and play to them, while continually striving for self-improvement. Our goal is to help you identify and nurture that promise in all your employees.

With their own Individual Developmental Guide in hand, your people will come away with specific, practical advice and a clear understanding of how they can continue to improve on the job and grow with your company. ■

#### About Caliper

*Caliper helps companies achieve peak performance by advising them on hiring the right people, managing individuals most effectively and developing productive teams. The accuracy, objectivity and depth of our consulting approach enables us to provide solutions that work for over 25,000 companies.*

## CALIPER

*Solutions for peak performance.*

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