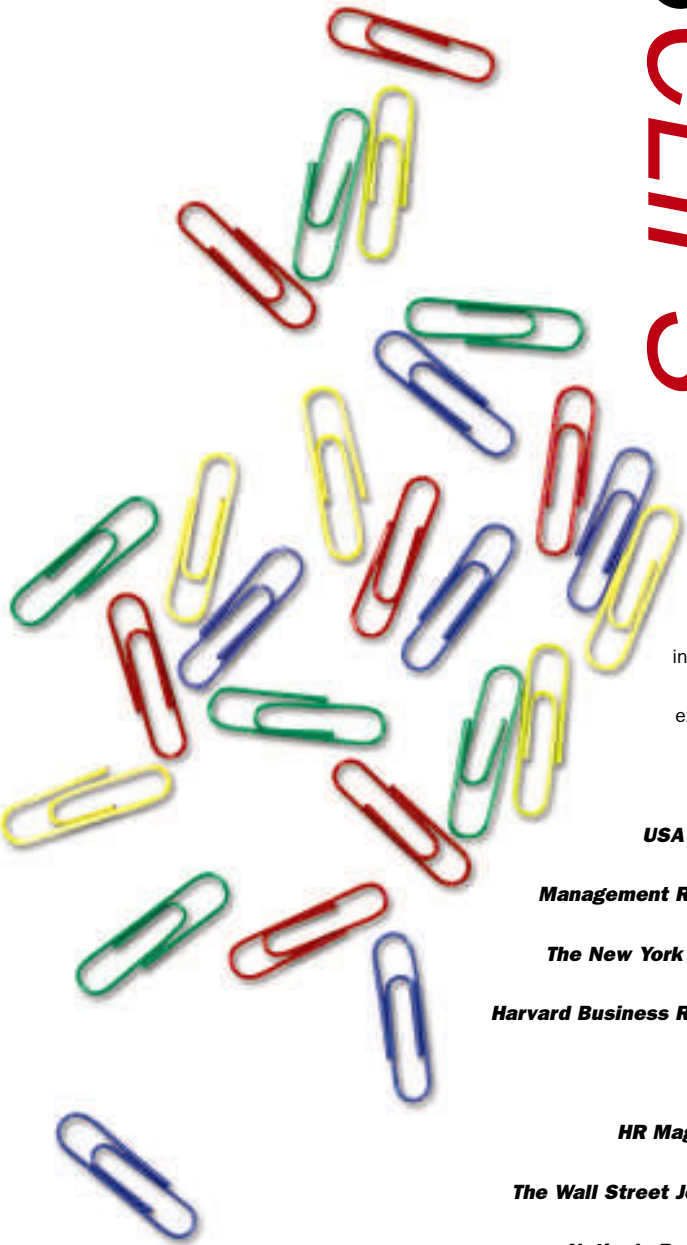


NEWS CLIPS



including
excerpts
from :

USA Today

Management Review

The New York Times

Harvard Business Review

Inc.

HR Magazine

The Wall Street Journal

Nation's Business

ABOUT CALIPER

Caliper can help your company achieve its goals by aligning the talent and potential of your employees with the needs of your business. For nearly a half-century our expertise and accuracy, combined with the depth of our personalized approach, has enabled our consultants to provide the objective insights needed to help more than 25,000 companies succeed.

By helping you select the right people, manage individuals more effectively and develop productive teams, we are able to bridge the gap between where your company is and where you'd like it to be.

Real People. Real Challenges. Real Solutions.



Job Matching For Better Sales Performance



It's not experience that counts - or college degrees or other accepted factors; success hinges on a fit with the job. It is more important to assess the personality qualities of a person applying for a sales position than to gauge appearance or consider what he or she happens to have done. While error-free personnel selection will remain an impossible dream, this study points out a direction business can take to reduce errors.



Facing The People Issues Of Mergers And Acquisitions

IF THE TRANSITION PHASE immediately following an acquisition is not managed with openness and clear signals, a downward spiral will begin. Cultures will clash, wholesale changes will be imposed, employees will scurry and jockey for power, the rumor mill will create confusion, the best people will pack their bags, and crisis management will take over. Managing the first few months of a merger or acquisition is the most demanding challenge any corporate leader can face.



Inc.

Improving The Odds For Hiring Success

Businesses are using personality testing to check out their own hunches about salespeople. Caliper's research has shown that certain basic characteristics – which can be partly revealed, they say, through testing – are found in nearly all successful salespeople. For example, most top performers display strong drive marked by an intense desire to persuade others, not so much because of money but because of a feeling that they have to make a sale. These people also have empathy – they listen well and can tailor an interview to suit a customer. Finally, the best performers are resilient even when they repeatedly lose sales.





The Psychology of the Winner

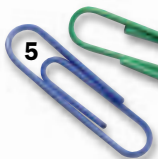
In our psychological assessments of more than 5,000 athletes in baseball, basketball, football and hockey over the past seven years, we have found that those who make it in the pros all possess three essential qualities. They are self-disciplined, competitive, and have a positive sense of themselves. These are the qualities that make up what we call “the psychology of a winner.”



The New York Times

EXPERIENCE DOESN'T ALWAYS COUNT

We often view experience as the ultimate tie-breaker when making a final hiring decision. Conventional wisdom is that experience will poise someone to hit the ground running. But the price tag for taking this road can be high. In the end, effective hiring has less to do with experience than potential.



Employment Management T O D A Y

The Lesson for Growing Companies: Hire Versatile Employees

To stay profitable in today's marketplace, employers are seeking to hire and develop the talents of versatile employees. But what is a versatile employee? We know that it is not someone who likes routine, who is stubborn, status-driven or bound by preconceived notions. Instead, we have found, there are really four core attributes shared by versatile employees: they are bright, flexible, competent and confident.

THE WALL STREET JOURNAL

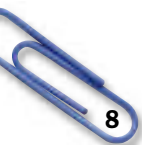
More Firms Use Personality Tests

Some independent insurance agents recently began using a 150-question personality test to hire clerical and customer service employees. The test, developed by Caliper, a Princeton, NJ company, is designed to measure such traits as motivation to please others, conscientiousness, flexibility and the ability to solve problems.



Corporate Scale Down, What Comes Next?

For a downsizing to be successful, it is important to think through every step of the process, so that the expected results don't give way to regrets. Under these unusual circumstances, the future of the organization will depend upon those who stay – and whether they can embrace the new vision, recommit to new goals, and focus on their newly-defined jobs.





But They Looked So Good In The Interview

Before you can choose the right person for the job, you need to choose the right selection process. Psychologist Herbert Greenberg, Ph.D., is a principal of the Princeton-based Caliper human resources consultancy. He says, “I can’t tell you how many people say, just as they are about to fire someone, ‘but they looked so good in the interview’.”



Job Matching – The Cure To Misemployment

Let's look at individuals without regard to what they may have done in the past. A failing salesperson might indeed be able to become a successful service manager. And a secretary might have the ability to fill a vacant sales trainee position. By assessing their true potential, we can determine what each individual can best do now. Then, we can provide them with appropriate training and really give them the tools to succeed.



LEADERS

Managers Maintain, While Leaders Obtain

People often ask, “Why is your approach better than someone else’s?” The answer is simple: We start with the largest body of data in the world relating personality to job performance. We have assessed some two million people in 16 languages across 20 countries, and our assessments have proven to be among the best predictors of on-the-job success.



THE WALL STREET JOURNAL

Finding the Right People to Make the Sale

The Issue: Only 18% of Extensis Group's prospects ended up becoming clients because the company didn't have the right people in place.

The Fix: A system—including Caliper's personality assessment—was created to ferret out good candidates.

The Upshot: The firm's sales closing rate has gone up to 26%.





What Makes A Good Salesman?

Published in 1964, this article is recognized by the *Harvard Business Review* as a “Business Classic,” one of “fifteen key concepts for managerial success.” Herbert M. Greenberg, Ph.D., president and chief executive officer of Caliper, was the co-author of this article in which the essential qualities needed to succeed in sales were first identified and effectively measured.

The New York Times

EXECUTIVE TESTS NOW PLUMB NEW DEPTHS OF THE JOB SEEKER

"Testing has saved us an enormous amount of money," said James L. Clayton, chief executive of Clayton Homes, who asked 25 of his top-performing employees and 25 who were not doing well to take Caliper's two-hour exam. When Caliper identified more than 90 percent correctly, Clayton began using the test, along with multiple interviews, to select employees from executive assistants to senior officers.

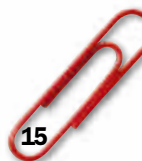


SellingPower

MANAGE YOUR SALES TEAM

CALIPER'S Ideal Profile for one of their clients identified the major areas where the company's top performers excelled.

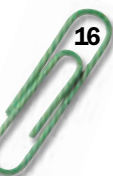
Using the Ideal Profile had a significant impact on the client's revenue. By avoiding potential poor performers and instead hiring applicants with the same qualities as other top performers, the company was able to realize an additional \$14.3 million in sales revenue.





From Welfare To The Workplace

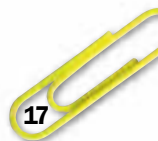
Most welfare recipients, for a multiplicity of reasons, have not had the opportunity to play to their strengths. Our programs worked because they were designed to cut through superficial background factors to uncover the strengths in each individual buried under the debris of discrimination and the welfare cycle.



The New York Times

Expert in Scouting Doesn't **See Athletes Play**

“It’s a very small price to pay for what is very good, very reliable information,” said Dom Anile, director of football operations for the Indianapolis Colts. “We use Caliper for a lot of players we might be considering in the early rounds, where the cost of a player is extremely high.”



Nation's Business

Teams *Score* Victories At Work

Teamwork revolves around open communication between employees and management and the free exchange of ideas. That is the first step in building a team effort. Teamwork is peeling back the layers of artificial insulation. When everyone is candid with one another, you have the start of a real team.



THE 7 TRAITS OF **Great Business Leaders**

Are you a leader? Or just a manager? “Pure managers make the system work, but leaders make things happen. They make people around them better,” according to Herbert M. Greenberg, Ph.D., founder and CEO of Caliper. *Sales & Marketing Management* recently commissioned Caliper to conduct a survey aimed at identifying the personality traits of great leaders.



What's the Difference Between Leaders & Managers?

HOW DO THE BEST LEADERS RISE THROUGH THE RANKS OF MANAGEMENT? THE SHORT ANSWER IS: THEY DON'T. IN FACT THERE ARE SOME VERY REAL, FUNDAMENTAL DIFFERENCES, WHICH FORM AN ENORMOUS GULF, SEPARATING LEADERS FROM MANAGERS. MANAGEMENT, WE HAVE FOUND, IS NOT A TRAINING GROUND FOR TRUE LEADERSHIP. THAT'S ONE OF THE REAL DILEMMAS FACING BUSINESSES TODAY.



THE PRESIDENT

How CEO's Sell Themselves

Translating one's vision into reality requires, more than any other quality, strong persuasive ability – the need to sell. For no matter how grand the vision, effective leaders ultimately need to persuade others to “buy into” their vision, to commit themselves to achieving necessary goals. This selling occurs constantly, with many different constituencies, including investors, the board of directors, Wall Street, management, employees, unions, clients, the press, and the public.



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CALIPER

Real People. Real Challenges. Real Solutions.