

CALIPER

Individual **DEVELOPMENTAL**
Guide

Caliper Evaluation® of:

Sample Applicant
Sample Company
June 12, 2003

CALIPER *Individual* **DEVELOPMENTAL** *Guide*

This Individual Developmental Guide is a special report, designed to provide a perspective on your motivational strategies, job-related strengths, and areas of developmental opportunity. The ultimate value of this information is to serve as a point of reference for considering where you are in your career, where you might be, and how you can develop a roadmap for the future. Perhaps this information will add insights to aspects of yourself you had not considered before, or confirm what you already know. Whatever the case, do not simply take this information at face value. Rather, we suggest sharing these findings with friends, colleagues, and mentors, and consider where those conversations take you. Such discussions (including your own internal dialogue) can go a long way toward clarifying where you are, where you want to be, and how to get there.

Motivational Strategies

The comments in this section are based on your competencies and are intended to provide you with suggestions concerning the activities and work environments that you are likely to find enjoyable and rewarding. As these are based solely on information taken from the Caliper Profile results, they should be considered in light of other feedback and information you have about yourself.

Personal Motivators

Problem Solving

You are motivated by problem solving—the need to engage in the activity of finding solutions to challenges for sheer satisfaction.

- Tasks which will satisfy your desire to problem solve would encompass opportunities to engage in strategic, tactical, research or other analytical activities in which obtaining a solution is a key criterion for performance success.
- On a similar note, you would do best in environments that encourage and reward independent thinking and problem-solving activities, both on an individual and group level.
- Important incentives for you would include sufficient resources, tools, technology, and time, as well as acknowledgment through implementation of your solutions.

Affiliation

Affiliation—that need to seek out associations in formal and/or informal ways or to be part of a larger group—appears to motivate you.

- Tasks that would complement your need for affiliation are opportunities to work, associate and network with others on specific projects in which there are common goals and shared incentives. Such projects might be ongoing work assignments where a team is required, or temporary or informal assignments such as those given to a task force or committee.
- You would enjoy working in environments that encourage opportunities for collaboration, team work and social interaction.

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- Incentives such as membership, group identification, social events and activities, and participation in outside organizations, will stimulate you.

Recognition

Recognition—the need for acknowledgment, approval and/or respect provided by others, especially from those who are in positions of authority or importance or are themselves recognized for specific talents and/or skills—acts as your motivation.

- Environments that will prove enjoyable for you include those which encourage collaboration and reward individuals for their unique contributions.
- Your incentives would entail praise, acknowledgment, or awards for specific/unique contributions made, inclusion in special projects where your contributions will be especially valuable, and finally, a pay-for-performance system.
- You need tasks and opportunities that allow for acknowledgment by developing and employing specialized skills and/or information or making significant contributions that assist others in attaining goals.

CALIPER *Individual* **DEVELOPMENTAL** *Guide***Job-Related Strengths**

Based on your Caliper Profile results, you have exhibited the following job-related strengths that can be applied to a variety of opportunities to further your career objectives. These are qualities that you are likely to bring to virtually any situation or environment. If built upon and refined, these qualities will serve you well as your career progresses.

Tailoring Presentations

You will usually view others as having unique concerns and are likely to tailor your presentations to suit the audience.

Identifying Problems

When solving problems, you tend to be analytical and therefore capable of recognizing issues and opportunities.

Determining Causes of Problems

Your approach to problem solving tends to be careful and oriented toward delving beneath the surface and considering root causes.

Responding to Objections

When you receive feedback from an audience, you tend to be adaptable and willing to change gears. You are generally open-minded enough to listen to the concerns of others and respond to those concerns appropriately.

Working Within Guidelines

Because you seem to prefer a structured environment, you will generally want to accommodate the needs of the organization and will set your priorities accordingly.

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Areas of Developmental Opportunity

In addition to your strengths, there are also some areas that may be inhibiting you from taking your career where you would like it to be. Several suggested areas of development are listed.

Try to view these suggestions as opportunities. Developing yourself in these areas can go a long way toward helping you reach your goals. You may find it useful to think about these suggestions, and where appropriate, establish a developmental strategy with managers, mentors, and others who may be in a position to help.

Managing Priorities

You may allow roadblocks or distractions to slow you down unnecessarily or you may skip over important signals and details that can derail a project.

- Particularly with longer-term projects, set and maintain interim deadlines for both progress reports and overall results to help you focus. You may feel that you are more in control if you break down larger projects into manageable components and create milestones to measure progress. Establishing these intermediate checkpoints may help you allocate your time and resources more efficiently.
- View interruptions in a controlled manner. Separating the immediate from the critical is an important function of managing priorities, controlling your time and getting things done. Try to put at least a brief amount of time between a new request that falls outside of your current agenda and your response. This will permit you the time you need to come to an appropriate solution.
- In order to manage your priorities more efficiently, it may be important to break down larger projects into manageable components. Don't allow the big picture, distractions, or details to confuse or distress you. By keeping things in manageable segments, you can manage your time, problems, and workflow much more effectively.

Suggested Resources:

- "Time Management from the Inside Out: The Foolproof System for Taking Control of Your Schedule and Your Life." (by Julie Morganstern, Henry Holt, 2000)
- "Do It Now: Break the Procrastination Habit." (by William Knaus, John Wiley & Sons, 1998)
- "Creating an Environment for Successful Projects: The Quest to Manage Project Management." (by Robert Graham, Jossey-Bass, 1999)

Following Through

You may require more discipline than others in terms of deadlines or time frames. You may either get bogged down and move too slowly or fail to display the focus that is necessary to stay on track.

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- When managing projects or people, build checkpoints into your plans to stay on track regarding deadlines. Make sure that you allow these checkpoints to influence your willingness to move more quickly, if necessary, or to delegate tasks, if appropriate. Be wary of slowing the process down by trying to be accountable for everything.
- Be sure to engage in start-to-end project management. Though you may be conscientious, you may get bogged down and find it difficult to keep up the pace, particularly if things get chaotic. Manage your productivity by re-evaluating the circumstances, measurements, and deadlines and renegotiate them if necessary.
- As you develop your plans, create milestones to help measure progress. Make sure that the milestones have time lines attached so that you can see how close you are to your goal. If you find you are slowing down, identify barriers or interruptions that may be impeding your progress. Determine why you have gotten stuck and what it will take to get you back in gear. If you need help, ask for it. If you need a push, make sure you get it.

Suggested Resources:

- "Following Through: A Revolutionary New Model for Finishing Whatever You Start." (by S. Levinson and P. Greider, Kensington, 1998)
- "Getting Things Done." (by David Allen, Penguin, 2003)

Making Choices

This area is not a function of analytical skills but, rather, the urgency to quickly put a plan into action as well as the confidence and willingness to take chances to face what might be an unproven strategy. In this area, you may be reluctant to quickly implement a decision or to put a risky plan into action.

- Be more willing to make educated guesses on occasion, especially when there might not be a great deal of specific information. Remain open to every piece of information at your disposal, use what data you can, and recognize the limits that exist. Then make a choice. By doing this, you will learn to be more willing to trust your instincts and take some chances.
- If you are stalled and have exhausted your own reservoir of ideas and information, be open to considering alternative strategies and perspectives even though you may not entirely agree with them. By welcoming new insights at any time in the decision making process, you broaden your pool of knowledge and enhance your decision making ability. Rather than confusing or delaying the decision making process, new information may unlock the door to the best choice.
- Though you should carefully weigh the pros and cons of available information and alternatives, don't back burner making your final decision and give in to analysis paralysis. Don't be afraid to trust your analysis or personal decision making ability. Take a leap of faith in yourself and make a decision.

Suggested Resources:

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- "Designing Organizations: An Executive Guide Strategy, Structure, and Process Revised." (by Jay R. Galbraith, Jossey-Bass, 2001)
- "A Primer on Decision Making: How Decisions Happen." (by James G. March, Free Press, 1994)
- "The Psychology of Judgement and Decision Making." (by Scott Plous, McGraw-Hill, 1993)

Providing Direction

In this area, you may not be comfortable having to assert yourself with fellow coworkers and could find it challenging in an environment where coworkers are not generally cooperative.

- Ensure that your direction is consistent for everyone. Depending on your comfort level, you might tend to avoid providing direction for some individuals while managing others too closely. Consider making it your goal to be fair and consistent with your directives, to follow up, and to provide coaching for and recognition of those who participate in your projects or initiatives.
- Stay positive, not defensive, if you must provide the rationale for your thinking. Remember that people don't listen, learn, or adapt at the same rate. Look a request for more information as another step in the learning process for you as well as for your colleagues.
- Reward yourself each time you've pushed yourself to communicate directives by jotting down some notes about the situation such as who was involved, what was special about the way you responded, and what you learned. Make sure other are aware of both goals and performance standards. Getting agreement up front can prevent confusion, resistance, and unaccomplished goals.

Suggested Resources:

- "Leading Quietly: An Unorthodox Guide to Doing the Right Thing." (by Joseph Badaracco, Harvard Business School Press, 2002)
- "Coaching for Leadership: How the World's Greatest Coaches Help Leaders Learn." (by Goldsmith, et al., Jossey-Bass, 2000)

Presenting Information

You tend to be reluctant to confront issues or communicate your concerns.

- Don't wait to be asked for your ideas. Take the lead and speak your mind more quickly. Though this may tend to strike terror in your heart, recognize that you do have something important to say and that there is every reason for other people to listen to you.

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- Reward yourself in some way each time you've pushed yourself to make an assertive statement, particularly when facing resistance or rejection. It is important to recognize the accomplishment in order to modify behavior and learn from the positive action.
- Evaluate the consequences of instances when you compromised or gave in too easily during a negotiation. Review the outcome. When you lost, determine how your behavior may have affected the result. In situations where you gained a commitment, did you negotiate the best outcome for both parties, or did you give in too easily?

Suggested Resources:

- "Your Public Best: The Complete Guide to Making Successful Public Appearances in the Meeting Room, on the Platform, and on TV." (by Brown & Newman, Newmarket Press, 1989)
- "Presentation Skills for Managers." (by Rotondo & Rotondo, McGraw-Hill Trade, 2001)
- "Presenting to Win: The Art of Telling Your Story." (by Jerry Weissman, Financial Times Prentice Hall, 2003)

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This Individual Developmental Guide is personalized to your Caliper Profile results. We expect that you will experience some positive benefits from the feedback presented in this report. Most individuals who are effective at work receive some type of coaching feedback. You may now wish to discuss the results of your Individual Developmental Guide with your manager, a mentor, or others whose viewpoints you find valuable, in order to further assimilate the information presented here. Additionally, the final section of your report included resources that are designed to help people achieve more positive results at work.

A calendar is included on the next page to help you prioritize and implement your action steps.

This Individual Developmental Guide is solely based on your Caliper Profile results. It is intended to provide you with general feedback regarding your Motivational Strategies, Developmental Opportunities and Job-Related Strengths. Consider it as just one of many ways in which you can obtain a perspective on developing your career opportunities.

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June Goals

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July Goals

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August Goals

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September Goals
