This module continues directly from Part A of Learning the Caliper Traits. If you haven’t yet completed Part A, we recommend you do so before continuing with this module. For those who have completed Part A, welcome back. Let’s get started.
Personal Organization

In this section, we will introduce the traits that indicate someone’s tendencies when it comes to personal organization. These include Self-Structure, External Structure, Thoroughness, Urgency, Risk-Taking and Cautiousness.
Self-Structure measures an individual's preference for independently determining their own work methods.

Those scoring high in Self-Structure tend to be self-defining. High Self-Structure can also indicate an independent streak. You might hear someone with a high Self-Structure score say things like “I’ll figure out how to do it on my own,” or “I prefer to do it my own way.”

Those scoring low in Self-Structure are less likely to define their own work methods. They may require clear guidance or a clear plan to accomplish their work.

When a candidate has a high Self-Structure score, it may be important to assess the level of autonomy and independence permitted in a particular position or work environment.
External Structure measures the degree to which a person is sensitive to externally defined rules, policies and procedures.

Those scoring high in this trait are likely to be receptive to a structured environment with rules. They will generally prefer working in an environment in which direction is set for them.

Low scorers could be unresponsive to authority. They could also find guidelines restricting.

Caliper Consultants should examine the relationship between External Structure and Self-Structure to create a picture of how a person will function within an organization. Will they comply with their marching orders, or will they prefer to make up the plan on their own?
Thoroughness measures an individual’s tendency to pay attention to detail and to see a job through to completion. People sometimes use the expression “dotting the i’s and crossing the t’s” to describe someone who is detail-oriented.

Those who score high in this trait tend to be attentive when handling detail-intensive tasks. They are also likely to take ownership of their assignments.

Those who score low may be unlikely to focus on fine points or may favor speed over accuracy.
Urgency is the need to do things right away; an inner-directed, focused need to get things done...now.

High scorers on this trait tend to be driven to act quickly. High Urgency can also indicate impatience or impulsive tendencies.

Individuals with low levels of Urgency are inclined to take time when handling tasks. Low Urgency can also suggest that someone will be more likely to exhibit patience or complacency.

Urgency should not be singled out as a determinant of whether someone will meet deadlines. As always, this trait should be evaluated in the context of other Caliper traits to form a more complete picture of the individual's motivations to predict how they will approach their work.
Risk-taking measures someone’s willingness to take chances.

High scorers are likely to take chances on untested initiatives. They are also more likely to have a sense of adventure; an optimistic desire to try new things. Risk-Taking does not necessarily imply recklessness. One can be a calculated risk taker, which means they can be comfortable taking risks once they have gathered sufficient information.

Those scoring low in Risk-Taking tend to be reluctant to risk failure and may prefer more conventional or well-established methods.
Cautiousness is the degree to which a person is careful in making decisions. High scorers may tend to be careful when deliberating options and calculating outcomes. Cautious people “look before they leap.” By contrast, low scores on this attribute suggest a tendency to act without thinking things through. Low scores, particularly when coupled with high Risk-Taking, can predict impulsivity or a greater reliance on intuition.
Persuasiveness and Leadership

In this section, we will discuss the traits that grant insight into a person’s persuasiveness and leadership dynamics including Assertiveness, Aggressiveness, Ego-Drive, Ego-Strength or Resilience, Energy and Level-headedness.
Assertiveness is the potential to communicate in a direct manner.

Those scoring high in this trait will be willing to express their ideas and opinions. Assertive people “tell it like it is.” They are unlikely to mind stepping up to make presentations.

Those scoring low in Assertiveness may be uncomfortable expressing their viewpoints and may back down when they encounter opposition. They may hesitate to speak up unless their ideas are solicited or if they are discussing a topic they know well.

Assertiveness is one of two traits used to determine Ego-Drive. Higher scores in Assertiveness will increase the Ego-Drive score. They are directly related.

A Caliper Consultant should examine the Assertiveness score when considering candidates for sales, management or leadership roles where they must overcome opposition or resistance to accomplish their objectives.
Aggressiveness measures an individual’s inclination to push forcefully and not back down until they get their way.

Individuals scoring high in Aggressiveness tend to be persistent when defending their ideas or actions. They can be heavy handed in their approach to getting their way, particularly if they also score high in Assertiveness.

Low scorers might be unlikely to take a firm approach. They may also be less comfortable supporting an unpopular position.

Consider an individual’s Assertiveness and Aggressiveness scores to predict how they might interact with their co-workers or customers. Those scoring high in both Aggressiveness and Assertiveness will likely have strong, take-charge personalities.
Ego-Drive is the inner need to persuade others as a means of gaining personal gratification.

Individuals with high Ego-Drive are likely to be motivated to win others’ commitment. They have a strong desire to persuade, while those who score lower are unlikely to invest much effort in convincing others to adopt their views. It should not be confused with ambition, aggression, energy, or even a willingness to work hard. Rather, it is the internal gratification that comes from getting another person to say “yes.” Ego-Drive is a composite measure derived from two individual Caliper trait scores: Assertiveness and Level-headedness.

Ego-Drive is an important trait to consider when evaluating candidates for sales and management positions. It is a special quality that makes a salesperson want and need to make a sale in a very personal way.
Ego-Strength or Resilience is the ability to handle rejection and accept criticism in a manner that is positive and growth-oriented.

Individuals with a healthy, intact ego have a positive picture of themselves and generally score high on this trait. They tend to be undeterred by setbacks. They may have “thicker skins” and project more confidence.

People who score low on this scale may be sensitive to criticism or rejection. They tend to dwell when they encounter roadblocks, which reduces their effectiveness. They can also have difficulty bouncing back into form because their egos tend to bruise more easily.

When evaluating someone for a sales or management role, for example, consider how likely they are to encounter resistance. Whether the opposition comes from reluctant buyers or from uncooperative subordinates, their score in Ego-Strength can help predict how they are likely to deal with this adversity.
Energy is a measure of an individual’s potential to sustain a high level of activity over extended periods. It is a measure of psychological stamina. Think of it as an individual’s “battery life.”

Those with high scores tend to be active in the workplace. They need less time to take breaks to recharge.

Individuals with low Energy scores may be more sensitive to the effects of a busy work period than those with higher Energy reserves. For example, if a salesperson’s job requires them to be on the road a lot, high Energy reserves would be a valuable asset, requiring them to stop less frequently.

As with all Caliper traits, Consultants should not place undue emphasis or importance on this scale on its own. Many conscientious people work long hours and need time to recharge. By itself, a low Energy score is not a reflection of a person’s diligence or ability to work hard and put in long hours. It should always be analyzed in relation to other Caliper traits.
Level-headedness is the potential to remain calm and to maintain a steady disposition in everyday situations. Level-headedness is one of two traits used to determine Ego-Drive. Higher scores in Level-headedness will reduce the Ego-Drive score. They are inversely related.

People scoring high on this scale are more capable of remaining composed. They may have a more analytical mindset and may even appear stoical because they prefer to evaluate situations in an unemotional way.

Conversely, those who score low are inclined to respond emotionally. This could manifest itself in a negative way with someone tending to “fly off the handle” or it could come through positively as increased charisma or vibrance.

So, a lower Level-headedness score can mean that someone may perform well in a role where there is a strong need to persuade others.
Quick Review of Traits

As a quick review, take a moment to look over the traits shown. Are they more familiar to you now? Do you remember the difference between Self-Structure and External Structure? What about the distinction between Openness and Flexibility?

Once you have time to study the traits, these responses will come to you more quickly.

While the trait definitions are straightforward, mastering the nuances of how they are used in the context of interpreting the Caliper Profile will require more practice.
Module Summary

Let’s review the main points covered in this module:

• We presented the Caliper traits, the building blocks of the language of Caliper. When you interact with Caliper associates, you will hear how these traits have become a part of everyday communication at the company. And you’ll begin to experience how we use them to make successful job matches and help our clients avoid hiring the wrong people.

• We introduced the traits within the four competency categories of Problem Solving, Interpersonal, Personal Organization, and Persuasiveness & Leadership dynamics, and

• We highlighted the meaning of high and low scores on each trait to help understand how they can be used individually and in combination to predict someone’s behavior.
This concludes the Learning the Caliper Traits module. Please contact the Caliper Learning & Development Department in Princeton with any questions by emailing Learning@CaliperCorp.com. Thank you.