

# CALIPER<sup>TM</sup> **essentials**

## **for Coaching Management**

**Barret C. Carson  
For Workflow Manager  
With ABC Company, Ltd.**

**June 8, 2018**

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**CALIPER**

## ABOUT THIS REPORT

To find out more about how to interpret, understand, and apply the information in this report, we invite you to visit the [Caliper Essentials landing page](#).

If you have additional questions about this report or how to apply these results, please feel free to reach out directly to your Caliper Account Team or call Tel. 609 524 1400.

## KEY FINDINGS

These Key Findings outline the behaviors that are likely to serve Barret C. Carson well in a Management context and those that may pose a challenge. Caliper suggests further exploring these areas to gain insight into this individual's potential for success in your role.

### Most Natural Behaviors



Confidently expresses ideas and opinions (Influence and Persuasion)



Conveys a sense of importance that motivates others to achieve goals (Driving Results)



Uses various communication techniques to gain cooperation (Negotiating)



Perseveres despite resistance from others to ideas, proposals, or initiatives (Leadership Communication)

### Behaviors to Investigate



Reviews all work to ensure completeness and accuracy (Quality Focus)



Evaluates short- and long-range implications of decisions (Deliberative Decision Making)



Creates new concepts and approaches to solve problems (Creativity and Innovation)



Stays on top of open issues and opportunities in order to drive them to closure (Accountability)

## COACHING QUESTIONS

As a next step, Caliper suggests reviewing the strengths and possible challenges outlined above with a manager, mentor, or coach in order to help Barret C. Carson further develop professionally. Together, they can use the Coaching Questions listed below to start a constructive dialog, which could serve as the foundation of Barret C. Carson's development plan. These questions are designed to put Barret C. Carson's potential in the context of current performance.

### **Reviews all work to ensure completeness and accuracy (Quality Focus)**

Think about the methods you use to ensure that your work is complete and accurate before moving forward. Provide an example of how you have used this method that demonstrates why it was effective. What could you do to enhance your productivity in this area?

### **Evaluates short- and long-range implications of decisions (Deliberative Decision Making)**

Reflect on a time when you had to balance short-term and long-term priorities when making a decision. What was your thought process and how did you determine what action to take? How successful were your efforts? What could you have done better?

### **Creates new concepts and approaches to solve problems (Creativity and Innovation)**

Think about a time when you were creative in solving a problem. What was the situation? What options did you consider? What strategies could you leverage in future situations that call for an innovative approach?

### **Stays on top of open issues and opportunities in order to drive them to closure (Accountability)**

Think about a project for which you took responsibility. What steps did you take to measure progress and stay abreast of any issues? What techniques enabled you to be effective? What could you have done even better in this process?

## MANAGER RECOMMENDATIONS

Caliper recommends keeping these factors in mind to help this individual continually develop. It might be beneficial for Barret C. Carson's manager to address the following areas.

### **Reviews all work to ensure completeness and accuracy (Quality Focus)**

Advise him/her to set an artificial deadline in advance of the actual deadline for detailed tasks. Recommend that they then use the additional time to review their work for accuracy and completeness. Encourage them to request a peer review of lengthy or particularly complex assignments. However, remind them that they must plan their time appropriately to allow for this added step to task completion.

### **Evaluates short- and long-range implications of decisions (Deliberative Decision Making)**

When making key work decisions, have this individual think through and list both the possible short-term and long-term implications of his or her actions. Have this person identify decision pros and cons, as well as determine whether or not any short-term gains will be worth it, given the likely long-range consequences. Likewise, ensure he or she looks beyond just the short-term implications that might be difficult so as to determine if, long-range, the decision will have a positive impact.

### **Creates new concepts and approaches to solve problems (Creativity and Innovation)**

Support his/her creativity. Create a work environment that encourages employees to question standard practices and propose new methods. Reward innovation.

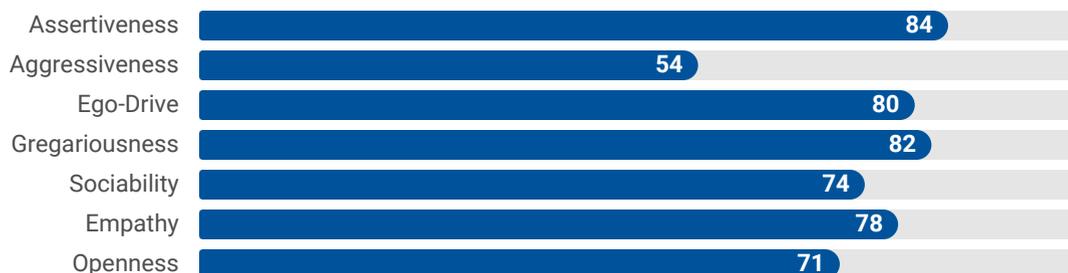
### **Stays on top of open issues and opportunities in order to drive them to closure (Accountability)**

Instruct him/her to maintain an urgency for results. Recognize that people leave items open-ended for two main reasons. Either they find the task too mindless and have difficulty focusing, or they find the task too difficult and require support. Advise him/her to identify open-ended items within their area of responsibility. Help them to identify the cause behind their lack of closure on these items and challenge them to set deadlines for completion.

## COMMUNICATION

### Personality Traits

This graph shows the personality traits directly measured by the Caliper Profile that are most strongly associated with Communication in a Management context. Each bar shows the percentile rank of how this individual scored on each trait relative to the appropriate Caliper norm group, which is a representative sample of the workforce.



### How does Barret C. Carson prefer to communicate?

- **Motivators**  
Finding agreement within the group
- **Preferred Communication Environments**  
Influence-driven; Interactive
- **How to Communicate With Them**  
Prioritize future options and opportunities for influence
- **Potential Stressors**  
Emphasis on precision and tactical details, rather than personal influence
- **Reaction to Stress**  
Becoming increasingly competitive or emphasizing reaching agreement
- **How to Minimize Stressors**  
Define options and remain flexible

### Job-Focused Behavior Potential

Scoring for each of these behavioral tendencies is derived from a weighted algorithm of personality traits that Caliper's research has found to be most predictive of success in that behavior.



#### Perseveres despite resistance from others to ideas, proposals, or initiatives (Leadership Communication)

Is likely to stand up to challenges and persist in efforts to achieve objectives, despite objections or resistance



#### Uses various communication techniques to gain cooperation (Negotiating)

Is likely to tailor communication style and reframe messages in order to effectively garner support from the audience



#### Confidently expresses ideas and opinions (Influence and Persuasion)

Tends to communicate assuredly, expressing thoughts and recommendations without prompting



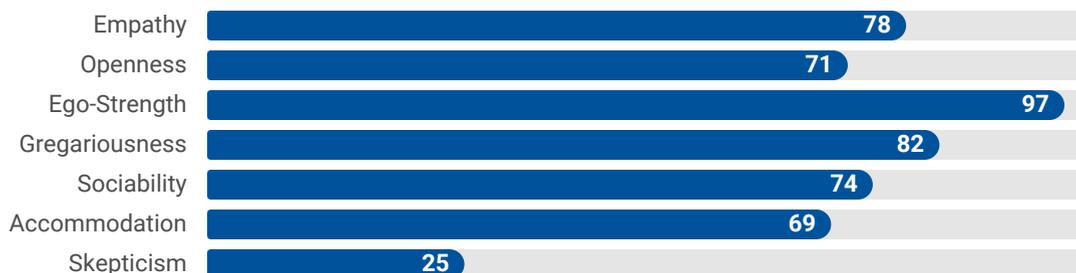
#### Conveys a sense of importance that motivates others to achieve goals (Driving Results)

Is apt to ensure others understand the importance of tasks and the need to work quickly to meet goals

## INTERPERSONAL DYNAMICS

### Personality Traits

This graph shows the personality traits directly measured by the Caliper Profile that are most strongly associated with Interpersonal Dynamics in a Management context. Each bar shows the percentile rank of how this individual scored on each trait relative to the appropriate Caliper norm group, which is a representative sample of the workforce.



### How does Barret C. Carson prefer to interact with others?

- Motivators**  
 Leveraging relationships to accomplish their own goals; Maintaining a sense of connectedness
- Preferred Interacting Environments**  
 Competitive; Networking; Interactive
- How to Interact With Them**  
 Be direct and focus on the goal and whom to involve; Find common ground and prioritize people issues
- Potential Stressors**  
 Loss of control and feeling excluded from impactful conversations; Letting others down
- Reaction to Stress**  
 Becoming argumentative or controlling; Seeking support and advice
- How to Minimize Stressors**  
 Reinforce the value of their involvement; Help them identify their own priorities

### Job-Focused Behavior Potential

Scoring for each of these behavioral tendencies is derived from a weighted algorithm of personality traits that Caliper's research has found to be most predictive of success in that behavior.



#### Adjusts coaching style to the needs of the individual (Coaching and Developing Others)

Is likely to identify team members' unique needs and capabilities and target coaching methods to address them



#### Considers others' points of view with an open mind (Interpersonal Sensitivity)

Is inclined to remain open to a variety of viewpoints, even when perspectives differ greatly



#### Helps others to adapt and cope with change (Leading Change)

Is apt to consider the impact of changes within the organization and communicate with employees to provide reassurance and guidance



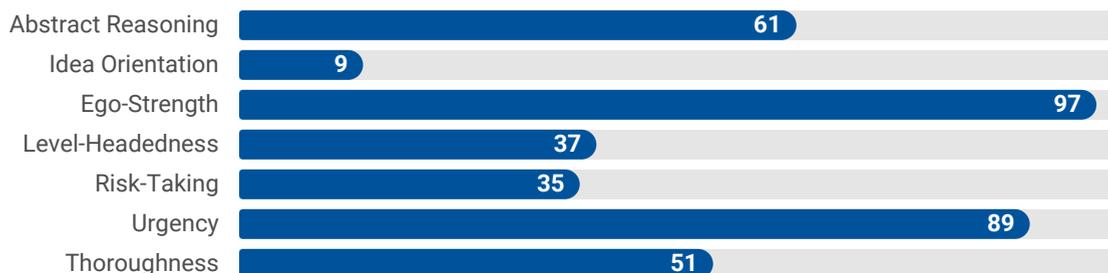
#### Copes with rejection (Composure and Resiliency)

Tends to maintain a confident, composed demeanor in response to setbacks or rejections

## PROBLEM SOLVING AND DECISION MAKING

### Personality Traits

This graph shows the personality traits directly measured by the Caliper Profile that are most strongly associated with Problem Solving and Decision Making in a Management context. Each bar shows the percentile rank of how this individual scored on each trait relative to the appropriate Caliper norm group, which is a representative sample of the workforce.



### How does Barret C. Carson prefer to solve problems?

- Motivators**  
 Seizing opportunity, gaining social reward, and receiving recognition; Reaching conclusions
- Preferred Problem-Solving Environments**  
 Consensus-based; Enterprising; Response-driven
- How to Solve Problems With Them**  
 Focus on social benefits and draw connections between people and the decision; Focus on potential gains and provide key facts
- Potential Stressors**  
 Overthinking and getting bogged down in details; Indecision and refusal to seize opportunities
- Reaction to Stress**  
 Making decisions based on gut reactions or emotional bias; Taking risks to seize opportunities without fully considering the implications
- How to Minimize Stressors**  
 Recognize their feelings and offer encouragement; Demonstrate how thinking things through can maximize positive outcomes

### Job-Focused Behavior Potential

Scoring for each of these behavioral tendencies is derived from a weighted algorithm of personality traits that Caliper's research has found to be most predictive of success in that behavior.



#### Recognizes problems, issues, and opportunities (Analytical Thinking)

May understand and address complex work matters or rely on direction, depending on how complicated or unusual the issue is



#### Takes decisive action in high-stakes situations (Decisiveness)

Is likely to take chances and trust instincts when addressing impactful or time-sensitive decisions



#### Creates new concepts and approaches to solve problems (Creativity and Innovation)

Could think creatively when encouraged by others or in certain environments



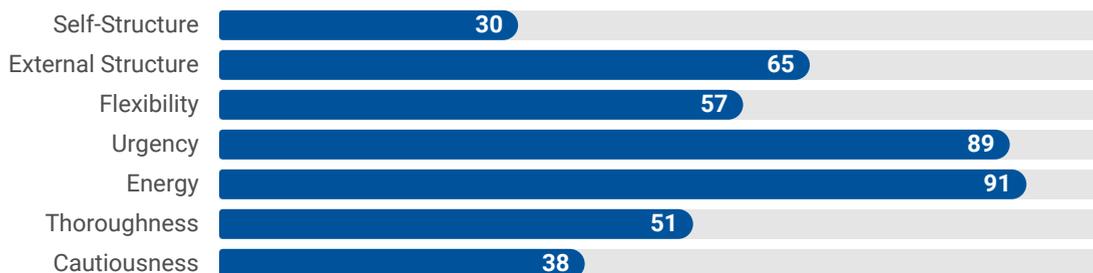
#### Evaluates short- and long-range implications of decisions (Deliberative Decision Making)

Might make decisions based on emotion or instinct rather than deliberate analysis of outcomes

## PERSONAL ORGANIZATION AND TIME MANAGEMENT

### Personality Traits

This graph shows the personality traits directly measured by the Caliper Profile that are most strongly associated with Personal Organization and Time Management in a Management context. Each bar shows the percentile rank of how this individual scored on each trait relative to the appropriate Caliper norm group, which is a representative sample of the workforce.



### How does Barret C. Carson prefer to prioritize?

- Motivators**  
 Completing tasks efficiently; Producing results
- Preferred Prioritizing Environments**  
 Procedural; Productivity-minded; Action-oriented
- How to Prioritize With Them**  
 Have a focused, agenda-driven discussion; Keep conversations brief and at a high level
- Potential Stressors**  
 Unclear goals and inefficiency; Long-term projects or planning ahead
- Reaction to Stress**  
 Showing reluctance to consider other ways of doing things; Becoming distracted by new, exciting tasks
- How to Minimize Stressors**  
 Define tasks and goals more concretely; Provide planning and follow-through support to keep them on track

### Job-Focused Behavior Potential

Scoring for each of these behavioral tendencies is derived from a weighted algorithm of personality traits that Caliper's research has found to be most predictive of success in that behavior.



#### Coordinates resources to accomplish goals (Planning and Priority Setting)

Is inclined to understand and proactively coordinate resources or rely on others' discipline, detail orientation, or initiative, depending on the scope and complexity of the project



#### Manages time in a way that allows for responsiveness to shifting demands (Time Management)

Is apt to remain flexible in order to efficiently address unexpected issues or changing priorities



#### Reviews all work to ensure completeness and accuracy (Quality Focus)

May overlook completeness of work when under heavy time constraints



#### Stays on top of open issues and opportunities in order to drive them to closure (Accountability)

Might follow up on open tasks or opportunities, depending on the criticality of the issue or the level of personal investment therein

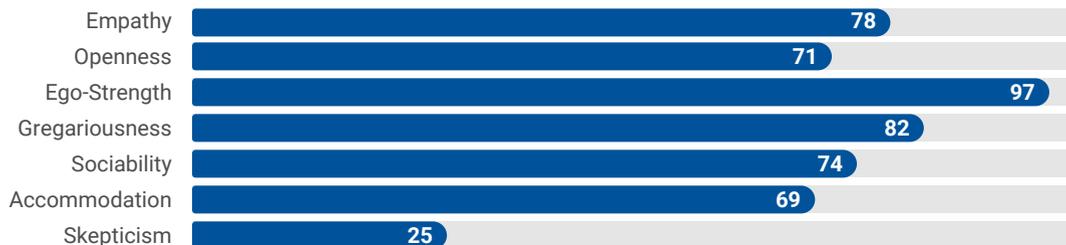
## CALIPER PROFILE TRAIT SCORES

This graph shows Barret C. Carson's personality traits directly measured by the Caliper Profile. Each bar shows the percentile rank of how this individual scored on each trait relative to the appropriate Caliper norm group, which is a representative sample of the workforce.

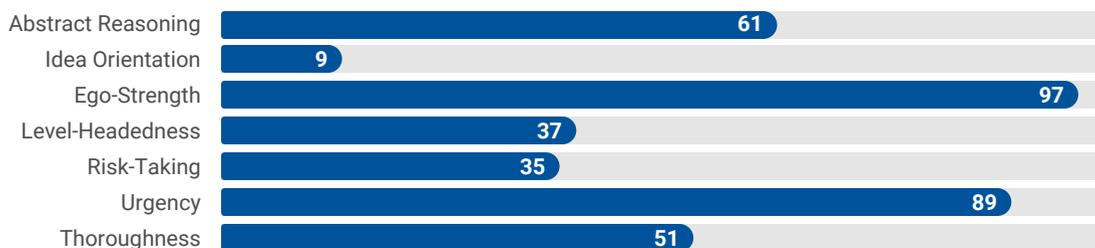
### COMMUNICATION



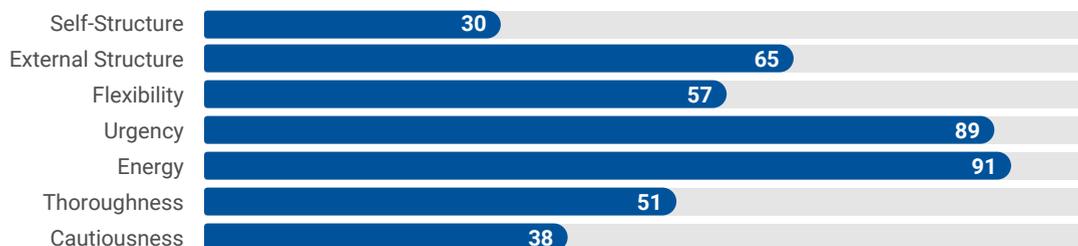
### INTERPERSONAL DYNAMICS



### PROBLEM SOLVING AND DECISION MAKING



### PERSONAL ORGANIZATION AND TIME MANAGEMENT



The information provided in this report is based solely on data developed from the Caliper Profile assessment. It should be interpreted in light of other information that is available about the individual and should never be used as the sole basis upon which to make a hiring, development, or promotion decision. To make an informed decision about whether this individual is likely to be successful with your organization, Caliper advises you to use this report in conjunction with other knowledge about the candidate, particularly information from the individual's interview, résumé, and application as well as feedback from references.