

CALIPER[™] **essentials**

Individual Developmental Guide Management

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For Workflow Manager
With ABC Company, Ltd.**

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ABOUT THIS REPORT

To find out more about how to interpret, understand, and apply the information in this report and to download a development plan template, we invite you to visit the [Caliper Essentials Individual Developmental Guide 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.

JOB-FOCUSED BEHAVIORS: NATURAL STRENGTHS AND DEVELOPMENTAL OPPORTUNITIES

This section of the report highlights specific behaviors related to Management roles that are likely to be natural strengths for you or that you should investigate, as they may pose developmental opportunities

Natural Strengths

Confidently expresses ideas and opinions

Why this is likely to be a strength

You are likely to project authority when you speak. You seem assertive and comfortable expressing your thoughts and recommendations without prompting. You may find yourself assuming a lead role when working with a team, and are apt to command the attention of others.

Building on this strength

When sharing your thoughts, try to determine what style will best resonate with your audience. By targeting your information to reflect the situation at hand, you are likely to further enhance your capabilities as a strong communicator.

Points for consideration and discussion

- What does expressing ideas confidently mean to you, and how does it affect your success in this role? With your manager, discuss what might help you to leverage this behavior to your best advantage.
- Consider a time when you were responsible for presenting an idea or a position to an unreceptive audience. What did you do to overcome the challenge? What was the final result? How can you apply those strategies to future situations?

Conveys a sense of importance that motivates others to achieve goals

Why this is likely to be a strength

You are apt to instill a sense of productivity in your team and prioritize work in a way that emphasizes immediate action and task closure. You seem motivated to sell others on the need for urgency in achieving goals and, as a result, are inclined to prompt others to swift action.

Building on this strength

Keep in mind that some individuals tend to be more patient in nature and might not share in your apparent drive for results. Therefore, when you provide a deadline, it could be helpful for you to remember the work might not be completed sooner, as that may lead to impatience on your part and cause the employee to feel as though you were disappointed that the entire time frame was required to complete the task.

Points for consideration and discussion

- What does motivating others mean to you in the context of your role? How do you convey a sense of urgency in your day-to-day work? Discuss with your manager why this behavior is important in your role and what might help you leverage this strength.
- Think about a situation in which you needed to make a concerted effort to motivate an individual or team to accomplish a challenging goal. What were the special challenges you faced? What action did you take to facilitate progress toward this objective? What did you learn from the experience?

Uses various communication techniques to gain cooperation

Why this is likely to be a strength

You seem able to restate your message in various forms in order to gain cooperation from your audience. Rather than simply repeat what you have said, you are likely to reframe your message and tailor your approach to offer greater clarity or relevance to the other party.

Building on this strength

While you seem equipped to adjust your negotiating style in the moment, you might find it helpful to plan ahead and prepare for multiple outcomes. By doing so, you may be in a better position to ensure that one of your first few messages hits the intended target.

Points for consideration and discussion

- What does using communication techniques to gain cooperation mean to you, and in what ways are you called on to display this behavior in your role? Discuss with your manager how it contributes to your success and how you might leverage your capacity to exhibit it.
- Think about a negotiation in which you were ultimately successful but the other party was not receptive to your initial tactics. How did you determine that your approach needed altering, and what adjustments did you make that enabled you to gain cooperation? How might you leverage what you learned in future negotiations?

Perseveres despite resistance from others to ideas, proposals, or initiatives***Why this is likely to be a strength***

You are unlikely to be daunted when your goals and strategies are met with pushback. You tend to take charge of new opportunities, even when you expect objections. Rather than take opposition personally or back down from the challenge, you are apt to persist in your efforts to achieve objectives.

Building on this strength

While your apparent persistence may be an asset, keep in mind that there might be another tactic you could try that would better position you to gain support for your objectives or achieve your goals. Consider the concerns you are hearing and use that insight to adjust your message in a way that addresses those specific issues.

Points for consideration and discussion

- What does perseverance in the face of resistance mean to you, and how is it relevant to your role? How do you demonstrate it in your everyday work tasks? Discuss with your manager how this behavior contributes to your success and what you might do to exhibit it more consistently.
- Reflect on a time when you needed to garner support for a plan or idea you wanted to implement that initially was not well received. What did you do? What, if anything, would you adjust about your approach?

Developmental Opportunities

May overlook completeness of work when under heavy time constraints

Why this might be a developmental opportunity

You may strive for timely task completion, but at times, you might rush to finish your work so quickly that you make preventable mistakes. You might not display the patience to take the additional step to review your work before you submit it.

This could be a challenge for you...

When you experience	So, instead of	Consider
<ul style="list-style-type: none"> • High-pressure, high-urgency situations • Extended projects with many interconnected pieces and a great deal of detail work • A highly process-driven environment 	<p>Focusing on quickly completing assignments, potentially at the expense of upholding quality standards</p>	<p>Setting aside time to review your work to ensure accuracy before submitting the final version</p>

Developmental suggestions

- Take the time needed to slow down and make sure that no loose ends exist before deeming your work complete. Remember to review facts and other guidelines to confirm accuracy in your work. By doing so, you are limiting the company’s exposure to liability issues or avoidable mistakes.
- Set an artificial deadline in advance of the actual deadline for detailed tasks. Use the additional time to review your work for accuracy and completeness. Request a peer review of lengthy or particularly complex assignments. However, ensure you plan your time appropriately to allow for this added step to task completion.

With your manager

- What does reviewing work to ensure completeness and accuracy mean to you in your role? How are you currently exhibiting it in your work? Discuss with your manager what specific projects or goals would best help you develop in this area.
- 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?

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

Why this might be a developmental opportunity

Your recommendations may not reflect both immediate and long-term needs. You might either respond in the moment without assessing impact over time, or focus on the big picture at the expense of addressing the practicalities in front of you. You might find that you end up reassessing and changing your course of action because you had not fully considered the viability of your solutions.

This could be a challenge for you...

When you experience	So, instead of	Consider
<ul style="list-style-type: none"> • Urgent business issues • Problems or issues impacting many different people • High-stakes decisions 	<p>Merely troubleshooting a pressing issue and moving ahead with a convenient solution</p>	<p>Taking a step back to look at the pros and cons of your decision in two phases: at first focusing on immediate impact and then on projecting long-term implications</p>

Developmental suggestions

- When evaluating implications of your decisions, it may help to split the process into two parts. First, think about the immediate effects; you might need to consider how to allocate resources to ensure a successful implementation and how that will affect workflow and other processes. Identifying the long-term impacts is likely to be a more abstract endeavor; while you cannot make projections with absolute certainty, you can gather data to make informed predictions about the likely effects.
- When making key work decisions, think through and list both the possible short-term and long-term implications of your actions. Identify the pros and cons of decisions and determine whether any short-term gains would be worth it, given the likely long-range consequences. Likewise, ensure you look beyond just the short-term implications so as to determine whether, in the long term, the decision will have a positive impact.

With your manager

- What does evaluating the implications of short- and long-range decisions mean to you in your role? How are you currently exhibiting it in your work? Discuss with your manager what specific projects or goals would best help you leverage your potential in this area.
- 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?

Could think creatively when encouraged by others or in certain environments

Why this might be a developmental opportunity

You likely prefer practical solutions over creative, unproven ideas, and you tend to stick with what you know. As a result, you might not look for opportunities to innovate and make improvements, and you could overlook methods that might better address the issue at hand.

This could be a challenge for you...

<i>When you experience</i>	<i>So, instead of</i>	<i>Consider</i>
<ul style="list-style-type: none"> • Lingering issues without effective solutions • Longstanding practices and approaches for addressing issues 	<p>Relying on standard approaches to address issues or waiting for direction before addressing unfamiliar matters</p>	<p>Evaluating the possibilities that might arise from generating new ideas or solutions, and determining whether they might allow you to better address difficult problems or add improvements and efficiencies to existing processes</p>

Developmental suggestions

- Your ideas don't have to be brilliant to be worthwhile. Even simple changes can improve efficiency or reduce costs, so give yourself permission to try a new approach and see how it works. Try jotting down a few ideas each day. Or talk to your team members about your thoughts and see if you can combine your brainpower to revamp an outdated methodology.
- Focus on developing your creativity and consider unconventional methods when working to resolve issues or challenges. Create a work environment that encourages employees to question standard practices and propose new methods. Reward innovation.

With your manager

- What does creating new concepts and approaches mean to you in the context of your role? What do you do when you need to exhibit this behavior on the job? Discuss with your manager how it contributes to success in your role and how you might take advantage of your strength in this area.
- 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?

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

Why this might be a developmental opportunity

You may at times not take a disciplined approach to handling hectic workflows, and as a result, you could find yourself reacting to your tasks instead of proactively managing them. This tendency might cause you to lose track of certain items, procrastinate, or scramble when multitasking, which could make it difficult to bring complete closure to tasks or projects.

This could be a challenge for you...

When you experience	So, instead of	Consider
<ul style="list-style-type: none"> • A large number of concurrent tasks or projects • Intricate issues with lots of detailed components • Opportunities or issues without other sponsors or participants 	<p>Trying to keep everything in your head or remember all of the elements of what someone wants, when they need it by, and how it should be performed</p>	<p>Using a planning tool or technology to keep track of your various assignments, check it frequently, and make notes of your specific tasks, due dates, and involvement of others</p>

Developmental suggestions

- When you are assigned a project, add it to an open-projects or tasks log and perform a needs analysis: what resources you will require, whose participation is necessary, and when it must be completed. Then come up with a timeline that includes milestones and check-ins. As you complete each step, you should also be thinking ahead to the next step in terms of preparation. If a better option arises along the way, don't be afraid to modify your approach.
- Work on maintaining an urgency for results. People leave items open-ended for two main reasons. Either the task is too mindless and momentum is lost, or the task is too difficult and support is required. Identify open-ended items within your area of responsibility. Determine what is causing the lack of closure on these tasks, and challenge yourself to set deadlines for completion.

With your manager

- What does staying on top of open issues and driving them to closure mean to you in relation to your role? How do you exhibit this behavior in your day-to-day work tasks? Discuss with your manager how it contributes to success in your position and other ways you might leverage this behavior.
- 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?

LEVERAGING YOUR WORK STYLES

The previous portion of your report targeted behaviors specifically related to your job. Here, we will help you make the most of your natural work styles in different situations.

COMMUNICATION

Your Communication Style

- **Preferred Communication Approach**

Presenting ideas and eliciting a response from others

- **Communication Strengths**

Bringing a confident understanding of issues and people

- **Potential Communication Stress Reactions**

Becoming increasingly competitive or emphasizing reaching agreement

- **When you notice yourself reacting to stress, try the following:**

Take a moment to step back and confirm common ground

Tips to develop your Communication Style

- Take the time to make sure that you are truly on the same page as others.
- Ask questions to understand the full scope of a problem, and summarize key ideas to keep the group focused on the task at hand.

Strengths to leverage to improve your Communications with others

- Build rapport and trust by understanding the other party's perspective.
- When providing difficult feedback, share how actions impact or will impact others.

Tips for working with your manager to develop your Communication skills

- With your manager, think about the specific details that need to be considered when communicating and influencing others. Doing so may help to focus a compelling message that leverages details to improve effectiveness when communicating.
- Partner with your manager to practice communicating difficult messages without losing the intended meaning.

INTERPERSONAL DYNAMICS

Your Interpersonal Style

- **Preferred Interpersonal Approach**

Leveraging relationships and/or personal influence in frequent interactions; Developing rapport and meaningful connections with others

- **Interpersonal Strengths**

Bringing a sense of direction and a drive toward results; Offering emotional awareness and acceptance to others

- **Potential Interpersonal Stress Reactions**

Becoming argumentative or controlling; Seeking support and advice

- **When you notice yourself reacting to stress, try the following:**

Check in with a calming influence who can help you step back and look at things from different perspectives; Keep the ultimate, rather than immediate, goal in mind

Tips to develop your Interpersonal Style

- It can be easy to get lost in the details in a group meeting. Take time to explore the big picture as well as any context issues.
- You seem to understand when and how to involve others in decision making. This helps people feel uniquely valuable to the team. Leverage this tendency to build understanding and consensus when there is a lack of clarity among team members.

Strengths to leverage to improve your Interpersonals with others

- Your pragmatic style can help influence others to move from theoretical ideas to practical application.
- Leverage your tendency to involve others in order to inspire them to accomplish a united vision.

Tips for working with your manager to develop your Interpersonal skills

- If you are facing highly emotional situations, work with your manager on how to manage and respond to the emotions of others.
- You appear to want to partner with others to achieve goals. With your manager, discuss methods for how you can be mindful that you don't overuse this tendency and spend too much time seeking approval from others.

PROBLEM SOLVING AND DECISION MAKING

Your Problem-Solving Style

- **Preferred Decision-Making Approach**

Recognizing the emotional impact of a decision on self and others; Seizing opportunities, even in ambiguous situations

- **Decision-Making Strengths**

Accounting for the emotional side of a situation; Bringing decisiveness, purpose, and resolve to the decision-making process

- **Potential Decision-Making Stress Reactions**

Making decisions based on gut reactions or emotional bias; Taking risks to seize opportunities without fully considering the implications

- **When you notice yourself reacting to stress, try the following:**

Take a step back to slow down and remain calm; Check in with a sounding board to assess pitfalls before making up your mind

Tips to develop your Decision-Making Style

- Be grounded in the realities of the present situation that you are working within. Explore alternatives that are practical as well as what is possible.
- Take stock of old behaviors that could be holding you back. Seek opportunities to stretch and grow by adding variety to your typical schedule and approach to decision making.

Strengths to leverage to improve your Decision Making

- Leverage your strengths to identify the social benefits of a decision. Others can leverage this information to help influence people for quicker adoption.
- Continue to use your innate desire to quickly and efficiently make decisions and stay focused on the task at hand.

Tips for working with your manager to develop your Decision-Making skills

- Ask for assistance from your manager to help you define realistic, win/win strategies.
- You may at times be quick to rush to a decision. Look for input from your manager on when it is important to pause before jumping to action.

PERSONAL ORGANIZATION AND TIME MANAGEMENT

Your Prioritization Style

- **Preferred Prioritization Approach**

Focusing on comprehensive planning and efficient multitasking; Making and implementing quick decisions; Working effectively when under pressure

- **Prioritization Strengths**

Acting on a plan and meeting targets; Troubleshooting in order to quickly address emerging issues and opportunities

- **Potential Prioritization Stress Reactions**

Showing reluctance to consider other ways of doing things; Becoming distracted by new, exciting tasks

- **When you notice yourself reacting to stress, try the following:**

Remain open to slowing down to fully explore all of the options for project execution; Create and maintain a checklist to keep you on track and avoid last-minute pressure

Tips to develop your Prioritization Style

- Stay open to new data, approaches, and options, even if the alternatives may take more time to implement.
- Be careful to not overlook long-term implications of today's actions in an effort to quickly address an issue and move forward.

Strengths to leverage to improve your Prioritization skills

- Your desire to identify opportunities to provide structure can help the team improve their overall efficiency.
- You excel in fast-paced situations where there needs to be a sense of urgency. You see emerging issues and can work to address them quickly.

Tips for working with your manager to develop your Prioritization skills

- With your manager, identify methods to ensure that you are taking into account the needs of individuals or outlying situations as well as asking the right questions of stakeholders in order to gain extra insight.
- Look for support from your manager to help you avoid creating unnecessary fire drills. Projects can be delayed if the priorities keep changing to deal with the loudest complaint of the day.

JOINT ACTION PLAN

Now that you have feedback from a coach, mentor, or manager and ideas for development, work together to create an action plan for the behavioral changes you would like to make.

For more information about filling out your Joint Action plan and to get a interactive PDF copy, please visit the [Caliper Essentials Individual Developmental Guide landing page](#).

Here is an example of how a Joint Action Plan might look.



Joint Action Plan

Development Goal #1

Participant Name: Sally Sample

Reset Form

<i>Goal:</i> What do I want to accomplish?	<i>Behavioral Change:</i> What am I going to do differently?	<i>Resources and Strategies:</i> What tools or support are available to me?	<i>Practice:</i> In what situations can I practice the new behavior?	<i>Evaluate Success:</i> How will I know I have been successful?
Initiate relationships with customers and business associates	<ul style="list-style-type: none"> - Take more initiative in meeting new people - Refine my ability to briefly express ideas and opinions about our company's products and services 	<ul style="list-style-type: none"> - Go through the relationship building module in the company system - Meet at least 4 new colleagues informally and 4 new associates in 2 months 	<ul style="list-style-type: none"> - Informal company events - Upcoming professional conference 	<ul style="list-style-type: none"> - Confirm number of new contacts added to the system by target date - Check in with my accountability partner for an external perspective on progress

Target Date: 7/1/2019

[Please click here to download your interactive Joint Action Plan.](#)