



CALIPER REPORT INTERPRETATION GUIDE

Competency report

Welcome



Competency Report for Selection

Mid-Level Manager Model

Frank Kozlowski
For Operations Manager
With ABC Company, LLC.

May 7, 2020

Welcome to your Caliper Essentials™ Competency Report for Selection. Gain valuable insight into a candidate's strengths, areas of opportunity, and work style in the context of one of Caliper's validated Job Models so you can determine if they are a fit for your open role.

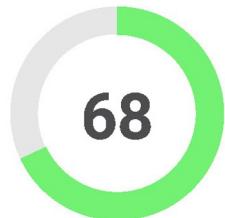
About this report

1 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 Competency Report 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 (609) 524-1400.

2 FIT: MID-LEVEL MANAGER



Overall, Frank Kozlowski shows good potential in your role but could experience some challenges to successful performance that you may want to consider when making a final decision.

3 COMPETENCY OVERVIEW

1: ABOUT THIS REPORT

This report is generated from the candidate's Caliper Profile assessment results and placed against a Caliper Job Model that aligns with your open role. The information is organized in an easy-to-understand format that will help you make a confident hiring decision. To learn more, [click here](#).

2: JOB FIT MODEL

The Fit Score is a numeric score from 1 to 99 that indicates an individual's potential fit in relation to the competencies identified as critical to success to the Job Model that is most aligned to the role. Critical, Important, and Supporting competencies for the Job Model are indicated in the section below.

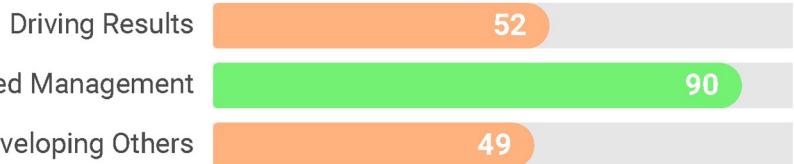
3: COMPETENCY OVERVIEW

Here, you will learn more about your candidate's potential with regard to the competencies within the Job Model. A more detailed breakdown of the individual's potential within these competencies comes later in the report.

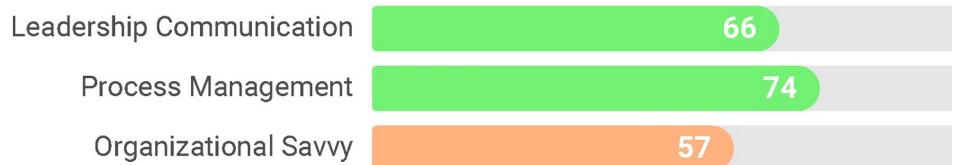
The competency information within this section is the result of a robust collection of performance data, job information, and personality data conducted by Caliper over the course of many decades.

Competency overview

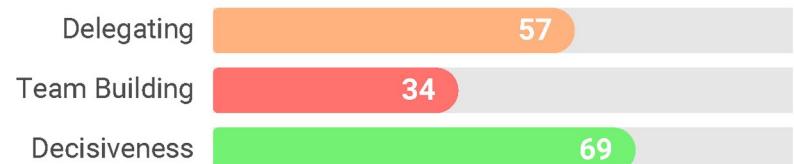
1 CRITICAL COMPETENCIES



2 IMPORTANT COMPETENCIES



3 SUPPORTING COMPETENCIES



1: CRITICAL COMPETENCIES

Critical competencies have a direct relationship with performance measures and desired outcomes. Not only is effectiveness in these competencies very important to overall success for this role, the employee also needs to engage in them frequently.

2: IMPORTANT COMPETENCIES

Important competencies have a secondary relationship to overall effectiveness on the job and influence, rather than directly impact, performance measures and achievement of desired outcomes.

There may be a difference between how important the competencies are to overall success and how frequently the employee has to engage in them.

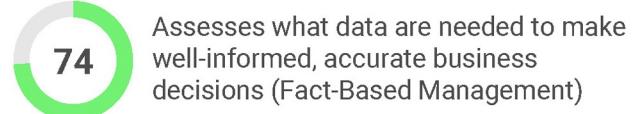
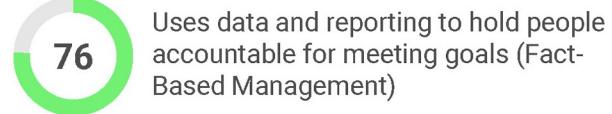
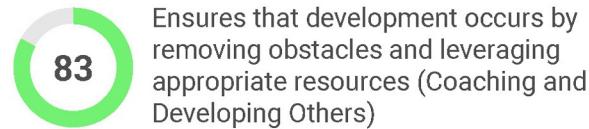
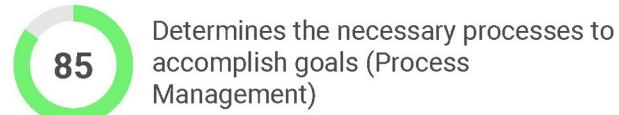
3: SUPPORTING COMPETENCIES

Supporting competencies represent activities or responsibilities that are needed for the job. The competencies relate to certain performance measures but may not be as directly related as those that define and differentiate success. Rather, effectiveness in these competencies bolster performance in the more critical competencies and support success in the job function as a whole.

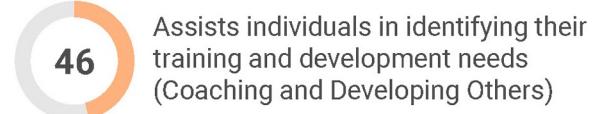
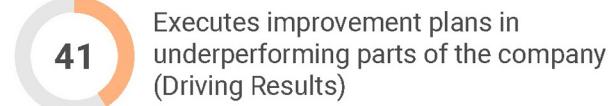
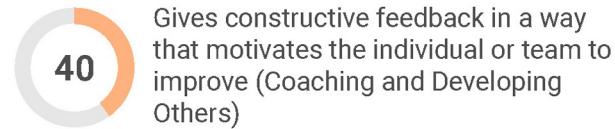
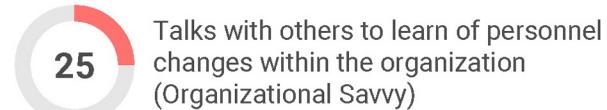
Key findings

These Key Findings outline the behaviors most likely to impact Frank Kozlowski's success in the Mid-Level Manager context, whether they serve as a strength or 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 1



Behaviors to Investigate 2



KEY FINDINGS

Here, you will learn more about your candidate's work behaviors on a numeric scale within the context of a validated Job Model.

This information is used to generate the customized behavioral interview questions following this section.

1: MOST NATURAL BEHAVIORS

Most Natural Behaviors are the greatest strengths displayed by the individual. Scores on the higher end range from 60-99, and in certain situations, mid-range scores may also be depicted from 40-59.

2: BEHAVIORS TO INVESTIGATE

These behaviors may not come as naturally to the individual and may require more exploration by the manager. Scores on the lower end range from 1-39, and in certain situations, mid-range scores may also be depicted from 40-59.

Behavioral interview questions

1

As a next step, Caliper suggests investigating possible challenges using these Behavioral Interview Questions. These questions were generated specifically for Frank Kozlowski, based on the Caliper Profile results.

Talks with others to learn of personnel changes within the organization (Organizational Savvy)

Describe your methods for remaining current on personnel changes within the organization. How have you worked to successfully grow your internal network?

Gives constructive feedback in a way that motivates the individual or team to improve (Coaching and Developing Others)

Describe a time when you had to deliver performance feedback to someone. How did you handle the situation, and what did you do to target that person's specific developmental needs?

Executes improvement plans in underperforming parts of the company (Driving Results)

Discuss an experience in which you were tasked with making improvements in an underperforming area of the company. How did you ensure a measured, objective perspective when assessing the current versus desired state? How did you hold people accountable during the process, and how did you measure success?

Assists individuals in identifying their training and development needs (Coaching and Developing Others)

Describe a situation in which you identified a person's strengths, development needs, or goals and then used that knowledge to appropriately coach and motivate that person.

BEHAVIORAL INTERVIEW QUESTIONS

Behavioral Interview questions are designed to provoke thought, are challenging to answer, and require a candidate to call upon their past experience to respond.

1:

Use this list of questions to add structure and consistency to your interview process. When combined with a Competency Coaching Report, questions become more self-reflective and managers can take advantage of coachable moments.

Manager recommendations

1

Caliper recommends keeping these factors in mind if you bring Frank Kozlowski on board. It might be beneficial for Frank Kozlowski's manager to address the following areas.

Talks with others to learn of personnel changes within the organization (Organizational Savvy)

Train this individual to touch base consistently with people in different work functions within the organization to ask questions about what is going on in their work areas, particularly around personnel shifts or changes. Coach this person to broach the subject with sensitivity, in terms of understanding how such shifts or changes might impact the work area and the other personnel involved, and to offer reciprocal information about his or her respective work area, so as to keep the lines of communication open.

Gives constructive feedback in a way that motivates the individual or team to improve (Coaching and Developing Others)

Recommend that this person consider the outcome that they are hoping to achieve before delivering performance feedback to a team member. Feedback is most constructive when it acknowledges what was done well, identifies what could have been improved, and explains desired future outcomes. Instruct him or her to provide feedback in this comprehensive fashion so as to allow others to improve their overall performance, not just correct a specific poor outcome.

Executes improvement plans in underperforming parts of the company (Driving Results)

Support this individual in putting methods in place for evaluating and monitoring work performance relative to company goals. Once performance gaps have been identified, work with this person to develop performance-improvement plans aimed at helping both individuals and the company get on track. Train this individual to consistently monitor the progress of improvement initiatives and to get hands-on with the tactical details as needed.

Assists individuals in identifying their training and development needs (Coaching and Developing Others)

Caution this individual against identifying others' training and developmental needs without their input. Advise him or her to initiate conversations with direct reports around this topic. Encourage him or her to consider not only the immediate demands of others' current position, but also their goals and aspirations for the future.

MANAGER RECOMMENDATIONS

In this section, managers receive tips on how to improve a candidate's work behaviors within a given competency once hired. This information is specific and customized to the candidate's results.

1: INDIVIDUAL DEVELOPMENT GUIDE (IDG)

In addition to building a plan around the Manager Recommendations, Caliper suggests providing a potential hire with an Individual Developmental Guide (IDG). Caliper's IDG is designed to provide actionable content for individuals so they can outline SMART goals and build on their strengths.

Critical competencies

1 Driving Results

A person who shows this competency motivates individuals to achieve and exceed goals by establishing accountabilities, clarifying performance expectations, agreeing to high standards and measures, monitoring and reviewing performance, and providing timely and relevant feedback.

3

Strengths to Lean On

- Is apt to ensure others understand the importance of tasks and the need to work quickly to meet goals
- Is likely to provide regular performance feedback and encourage others to set stretch goals that allow for ongoing development and improvement



Possible Challenges

- May address obvious performance improvement needs but fall short of mapping out an involved, extended plan that could involve difficult resource and staffing decisions

CRITICAL COMPETENCIES

The following section outlines an individual's strengths and possible challenges with regard to the critical competencies for success within the chosen Job Model.

1: COMPETENCY DEFINITIONS

Above each competency score, you will find a detailed definition of each competency included in the given Job Model and how effective performers are likely to behave.

2: COMPETENCY SCORE

For each competency within the Job Model, a score from 1-99 is indicated. This score represents the individual's alignment to the competency. Below you will find possible behavioral strengths and challenges that are representative of this competency.

3: STRENGTHS AND POSSIBLE CHALLENGES

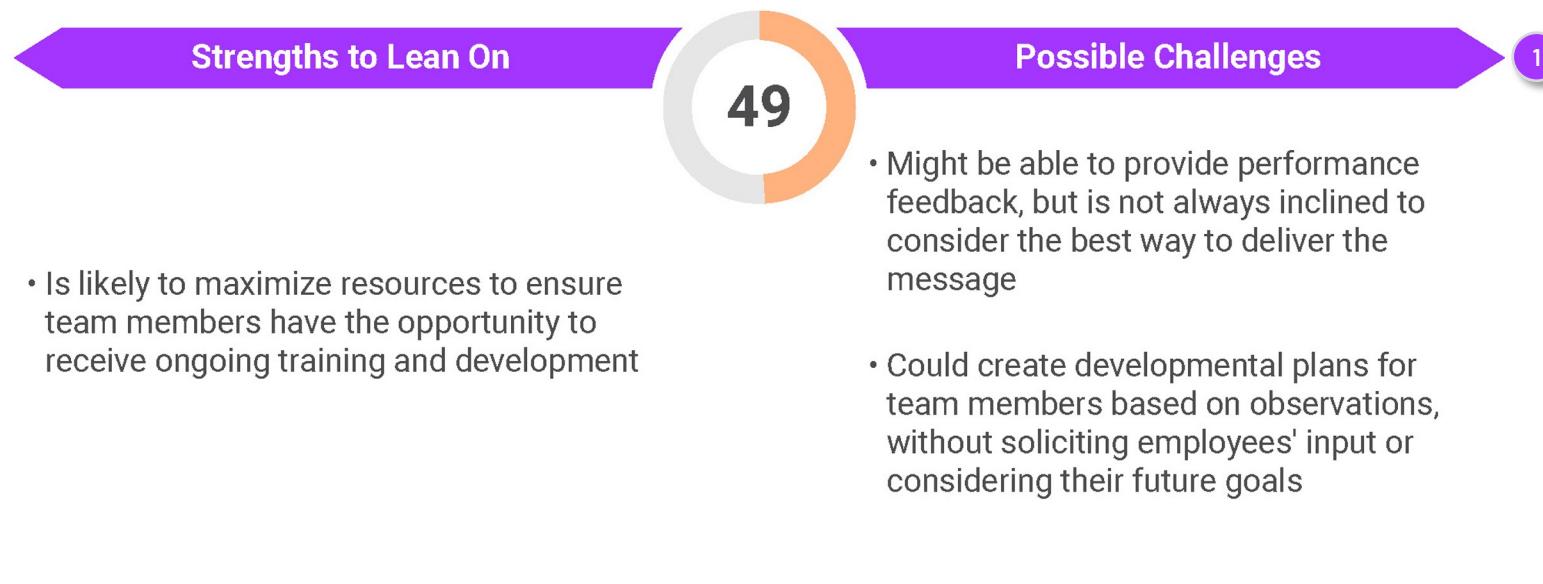
The individual's Strengths to Lean On are listed under each corresponding critical competency area.

Possible Challenges are also listed for the individual, and in instances where the individual shows high potential in a given competency, no challenge will be listed.

Critical competencies

Coaching and Developing Others

Individuals who show this competency provide quality time and planned commitment to direct reports and provide processes and opportunities for them to understand their strengths and limitations in relation to a range of high-quality and relevant competencies.



1: POSSIBLE CHALLENGES

There may be instances where, even though the individual scored high in a given competency, there still could be specific behavioral aspects that may pose a challenge. Use this as an opportunity to coach your candidate and use their Strengths to Lean On to help alleviate any potential setbacks.

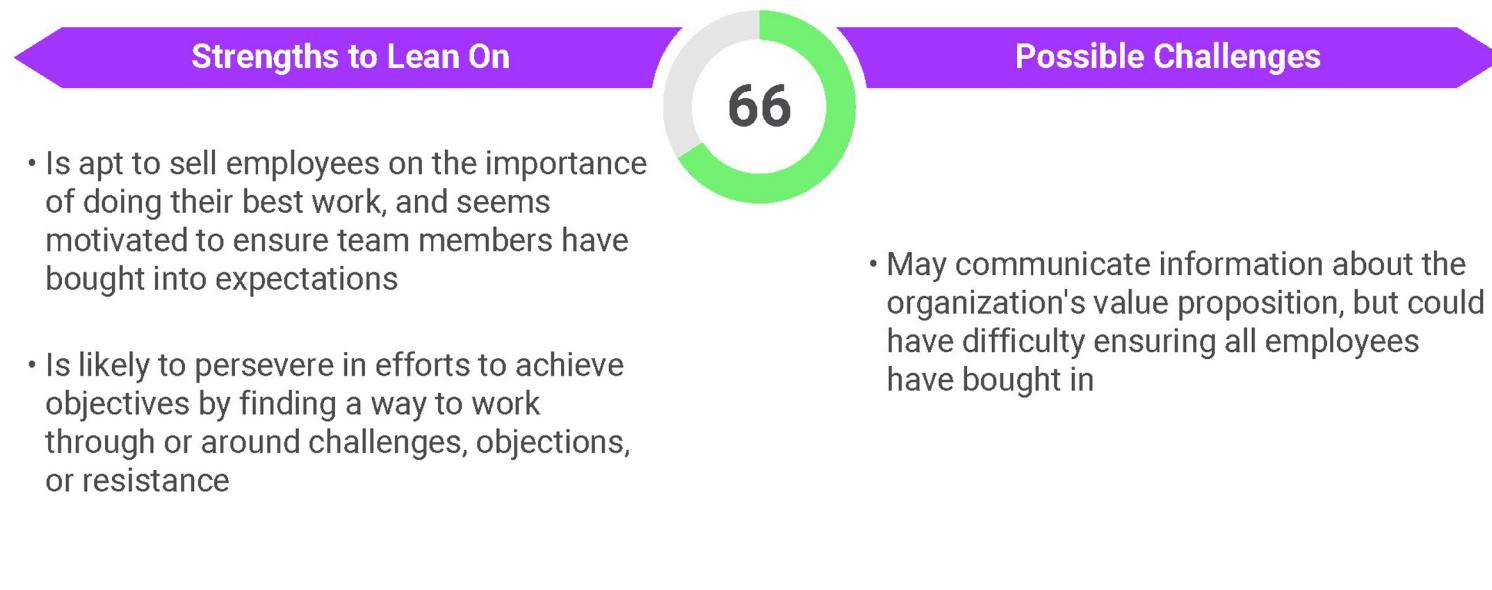
Important competencies

IMPORTANT COMPETENCIES

The following section outlines an individual's strengths and possible challenges with regard to the important competencies for success within the chosen Job Model.

Leadership Communication

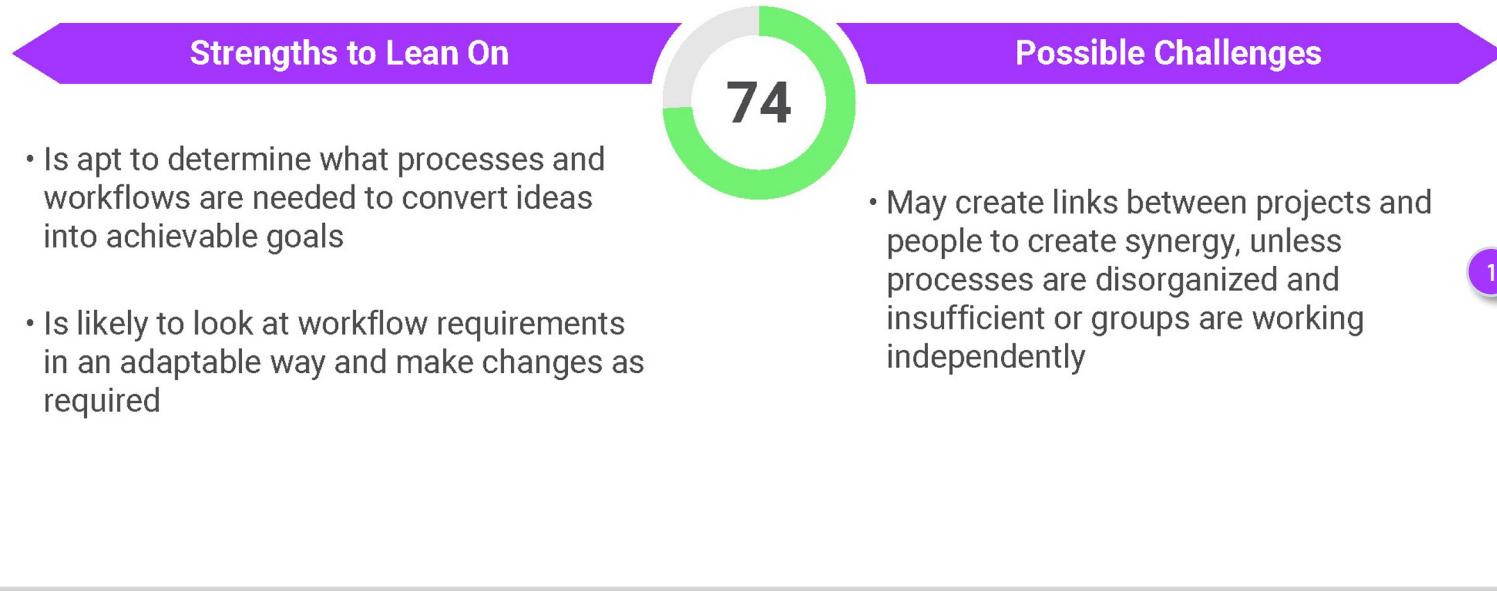
Someone who displays this competency generates a shared commitment to the organization, building morale and encouraging ownership of mission, goals, and values.



Important competencies

Process Management

Individuals who exhibit this competency take a systematic approach in contributing to making the company's workflow more effective, efficient, and capable of adapting to an ever-changing environment.



1: COACHING OPPORTUNITIES

It's advisable to work with the candidate in a coaching capacity in order to best leverage their strengths.

By adding on the Caliper Competency Report for Coaching, you'll have access to immediate coaching questions that can help your candidate succeed faster in a given role, should you decide to hire them.

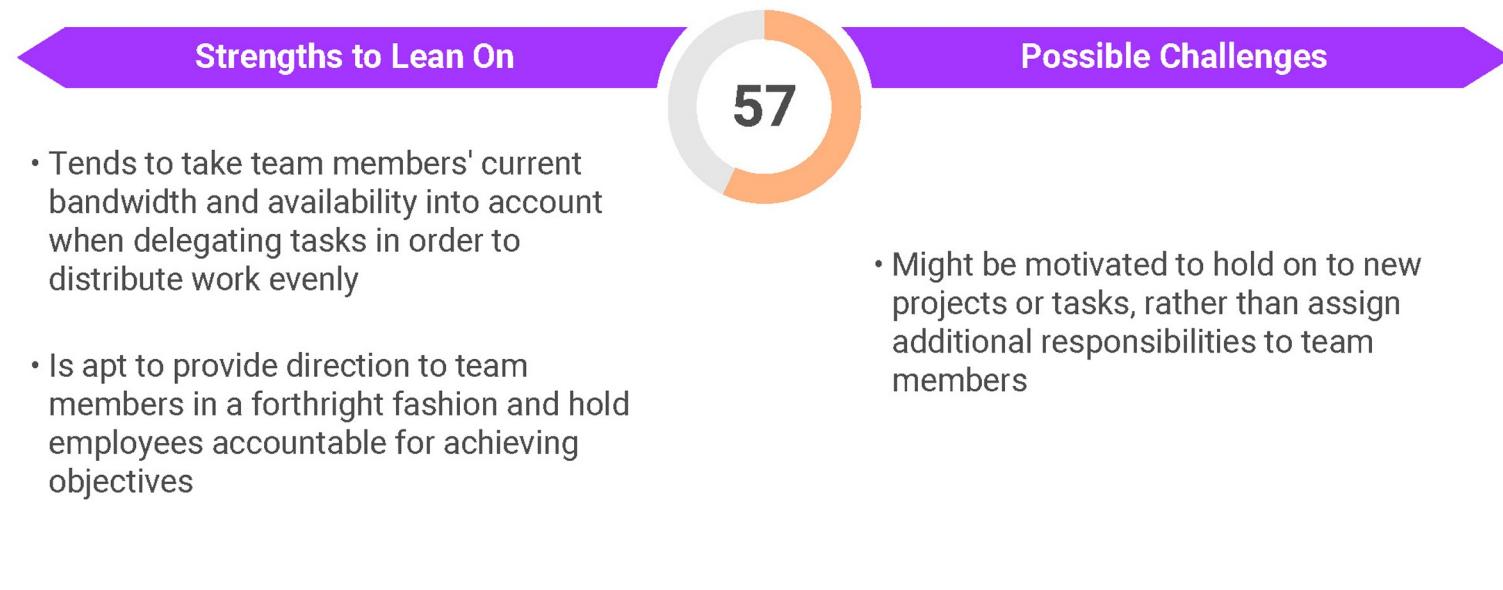
Supporting competencies

SUPPORTING COMPETENCIES

The following section outlines an individual's strengths and possible challenges with regard to the supporting competencies for success within the chosen Job Model.

Delegating

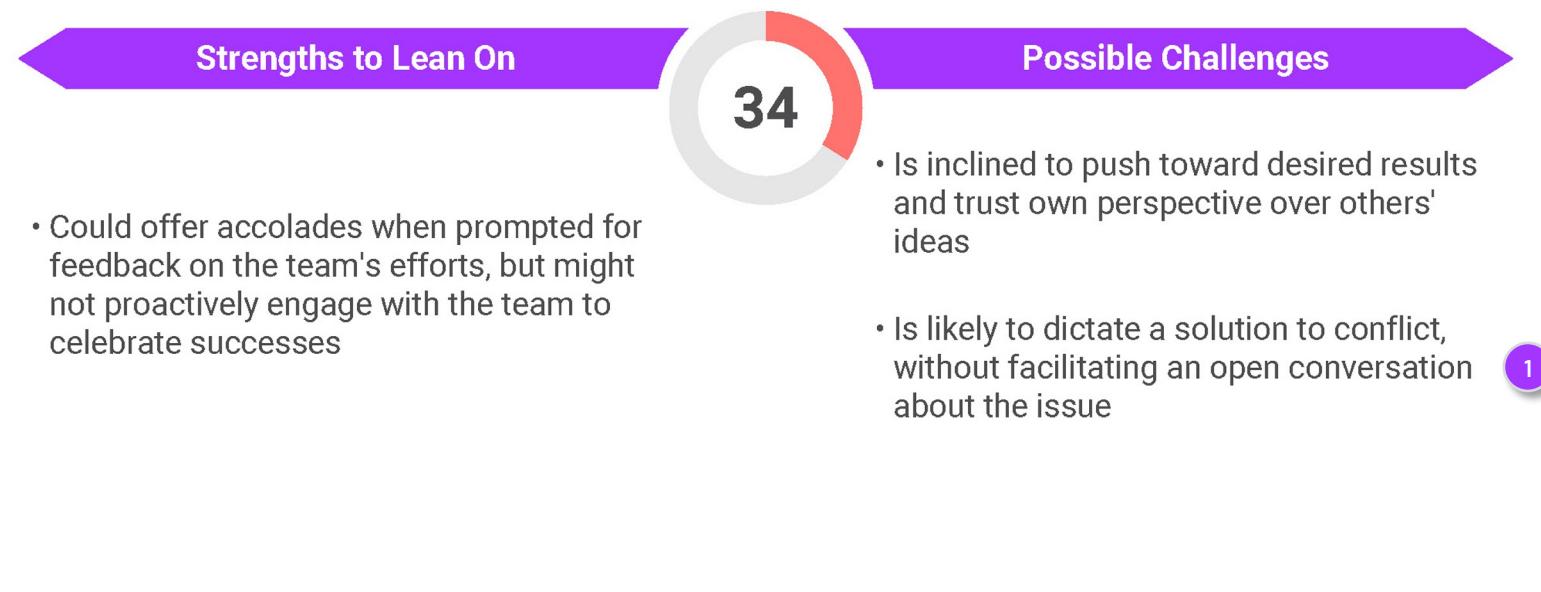
Those who exhibit this competency display strong awareness of when, how, and to whom to delegate and will clearly communicate objectives, tasks, long-term benefits, and expectations for outcomes in order to empower others to take greater responsibility.



Supporting competencies

Team Building

A person who exhibits this competency enables and encourages group members to work together to complete tasks and accomplish goals that individual members could not accomplish alone.



1. CONSULTATION WITH CALIPER EXPERTS

Because a consultation with a Caliper expert is included with each report, you will be able to further explore areas where Possible Challenges outweigh Strengths to Lean On. A Caliper Consultant can help you find nuances that could help this individual compensate for areas that require some development. Use your consultation as an opportunity to probe further and ask questions about how this person might respond in certain situations that might not play to their strengths.

Styles

1 PREFERRED STYLES

This section of the report presents information about this individual's general style preferences and how that relates to a work context, rather than analyzing the person's fit with a specific Job Model.

2 COMMUNICATION

How does Frank Kozlowski prefer to communicate?

- **Motivators**

Having a clear path forward

- **Potential Stressors**

Indecision and perceived confusion around objectives and desired outcomes

- **Preferred Communication Environments**

Hierarchical; Command-and-control oriented

- **Reaction to Stress**

Directing or telling in a seemingly arbitrary and/or forceful manner

- **How to Communicate With Them**

Use facts and data to support viewpoints

- **How to Minimize Stressors**

Be clear and focus on the issues

1: PREFERRED STYLES

The following section outlines an individual's style and job-focused behavior potential in the areas of communication, interpersonal dynamics, problem solving and decision making, and personal organization and time management.

2: COMMUNICATION STYLE

This breakdown indicates how this person prefers to communicate - as well as potential stressors - and the behaviors that drive their communication style.

Styles

INTERPERSONAL DYNAMICS

This breakdown indicates how this person prefers to interact with others - as well as potential stressors - and the behaviors that drive their style.

INTERPERSONAL DYNAMICS

How does Frank Kozlowski prefer to interact with others?

- **Motivators**

Having quiet time to focus on accomplishing their own goals

- **Preferred Interacting Environments**

Business-like; By the book; Focused

- **How to Interact With Them**

Keep your interactions on-topic and allow time to respond

- **Potential Stressors**

Uncertainty, being put on the spot, and large or impromptu meet-and-greets

- **Reaction to Stress**

Withdrawing from others into own thoughts and feelings

- **How to Minimize Stressors**

Provide them a safe, intimate space to discuss the issue and reinforce empowerment

Styles

PROBLEM SOLVING AND DECISION MAKING

PROBLEM SOLVING AND DECISION MAKING

How does Frank Kozlowski prefer to solve problems?

- **Motivators**

Seizing opportunities and reaching logical, rational conclusions; Using a fact-based approach

- **Preferred Problem-Solving Environments**

Pragmatic; Innovative; Evidence-based

- **How to Solve Problems With Them**

Focus on potential gains and provide key facts; Use data and evidence to support conclusions

- **Potential Stressors**

Refusal to seize opportunities despite supporting evidence; Unsupported compromise and emotion-driven decisions

- **Reaction to Stress**

Discounting the emotional impact of a decision on others; Overemphasizing evidence-based rationale

- **How to Minimize Stressors**

Demonstrate how thinking through the fine points will maximize positive outcomes; Offer facts and data that clarify potential outcomes

This breakdown indicates how this person prefers to solve problems - as well as potential stressors - and the behaviors that drive their style.

Styles

PERSONAL ORGANIZATION AND TIME MANAGEMENT

This breakdown indicates how this person prefers to prioritize their work - as well as potential stressors - and the behaviors that drive their style.

PERSONAL ORGANIZATION AND TIME MANAGEMENT

How does Frank Kozlowski prefer to prioritize?

- **Motivators**

Completing tasks efficiently; Thinking through the details

- **Preferred Prioritizing Environments**

Highly scheduled; Procedural; Conscientious

- **How to Prioritize With Them**

Have a focused, agenda-driven discussion; Be prepared to provide details to address questions or concerns

- **Potential Stressors**

Unclear goals and unexpected changes; Being rushed and multitasking

- **Reaction to Stress**

Showing reluctance to adapt to changing circumstances; Getting stuck in the details to the point of inaction

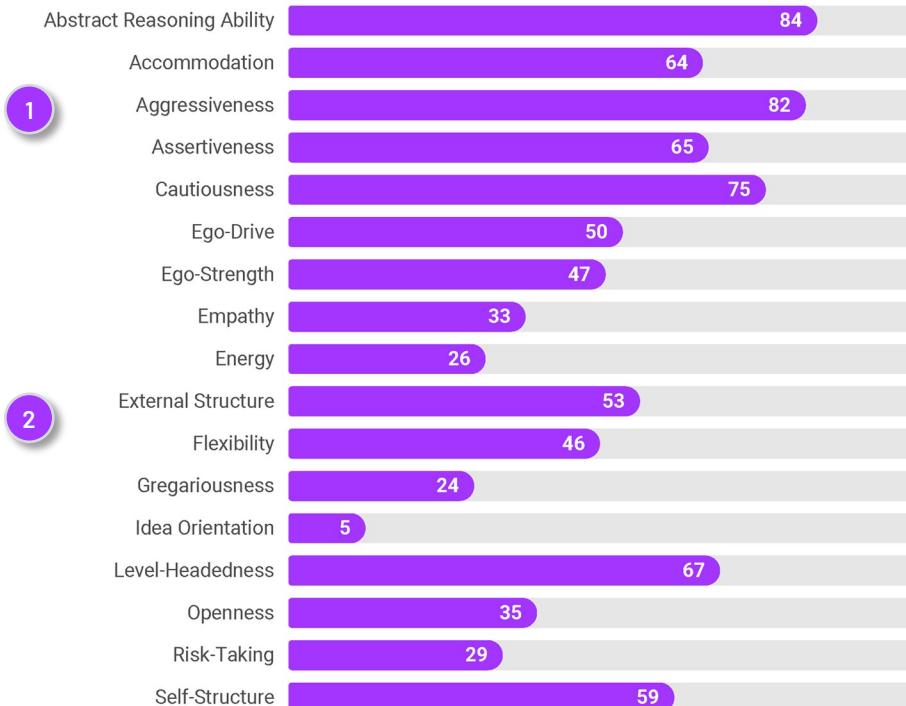
- **How to Minimize Stressors**

Define tasks and goals more concretely and avoid introducing changes; Allow them to focus on one project at a time

Caliper Profile trait scores

CALIPER PROFILE TRAIT SCORES

This graph shows Frank Kozlowski'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. For trait definitions, please [click here](#).



CALIPER PROFILE TRAIT SCORES

Traits are the foundation of all the work that Caliper does and should never be interpreted at the single-trait level, but rather in combination with the rest of the individual's profile results. Traits help guide behaviors, and behaviors are what you see in the workplace. For trait definitions, [click here](#).

1: CALIPER PROFILE ASSESSMENT

This section of the report provides the trait scores from the Caliper Profile assessment. This graph provides a holistic view of the individual.

2: FOR THE FUTURE

This data can be used throughout an employee's career with your company during promotions, employee development and training programs, leadership identification and development, team development, and organizational change initiatives.

Caliper Profile

LEARN MORE

You can access all your **Caliper Profile** trait and behavior data on our Caliper Analytics™ platform to help drive your talent management initiatives. [Click here](#) to learn more about Caliper Analytics.

CONTACT US

If you have any questions about your report or would like to learn more about how to leverage your report data in your talent management process, [click here](#).

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.



THANK YOU

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