Caliper Profile®

A D V I S O R C O M P E T E N C Y R E P O R T

An assessment of
John Smith
for the Chief Executive Officer position

Prepared for **ABC Company, Ltd.**
using the Senior Leader Model
October 10, 2016

Caliper Profile completed October 10, 2016

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About This Report

This report provides an in-depth analysis of an individual's personality in a work context. It can be used to determine whether a candidate is a good fit with your position or to shed light on developmental opportunities for a current employee. This report leverages Caliper's research in order to examine the individual's motivations and natural inclination to engage in the competencies and behaviors associated with your job.

Your Chief Executive Officer role is being assessed using Caliper's **Senior Leader Model**.

Senior Leaders develop and manage an organization's strategic and operational goals. They initiate plans and programs to achieve revenue and profitability objectives or to meet other significant organizational goals.

If you would like to read about this job model, click here.

This report contains the following sections:

- **Interpretive Guide**, which provides a guide for how to interpret the results in this report

- **Competency Overview**, which depicts the individual's potential on the competencies that are related to performance in the **Senior Leader** function

- **Competency Detail Pages**, which give a definition of each competency and display graphs that show the person's potential to engage in a variety of behaviors associated with the competency

- **About the Summary**, which gives information about how to read and interpret the information displayed in the Key Findings

- **Key Findings**, which show the behaviors this person may leverage as strengths and those that may not come as naturally

- **Managing for Success** and **For Further Exploration**, which give suggestions to the individual's manager, as well as a list of questions to use when following up with John Smith

Interpretive Guide

The scores shown in this report are percentile ranks. It is important to understand what they mean in order to use them effectively in your hiring or development processes. A percentile illustrates how this individual's personality traits align with those that Caliper's research found to be statistically related to success in that competency or behavior.

A high or low percentile rank is not a statement about what an individual can or cannot do. Rather, this report works on the basic premise that an individual performs most effectively when engaging in behaviors that align with their innate tendencies and tends to struggle in areas that run counter to their natural preferences.

To help you understand the information you will see in this report, Caliper suggests using this basic guide to interpret the percentile ranks based on the ranges in which they fall. Keep in mind that a percentile of 51 means that the individual in question scored better than 50% of Caliper's norm group and falls into the top half of the population in terms of potential.

80 or higher, Very strong alignment: Engaging in the competency/behavior is likely to come naturally. It should serve as a significant strength, but it may also be beneficial to guard against overuse.

60 to 79, Strong alignment: This area could serve as a strength, as this person seems to show inherent potential.
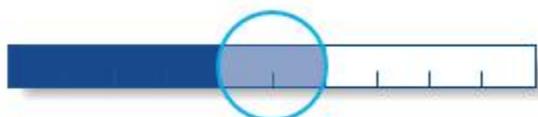
40 to 59, Moderate alignment: Some aspects may come more naturally than others, which may result in inconsistency or selectivity.
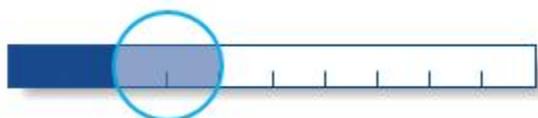
20 to 39, Weak alignment: This person may not be inclined to engage in this competency or behavior, and he or she may need to focus to be successful in it.
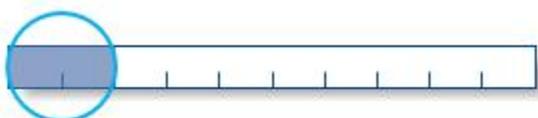
19 or lower, Very weak alignment: This person does not appear motivated in this area. Performing successfully could require significant focus and effort on this individual's part to compensate for their apparent disinclination.

Please keep in mind that potential, viewed through the lens of personality, does not take experience and acquired skills into account. To get the most from this report, we suggest using the information here in conjunction with information you can collect about John Smith's performance in these competencies and behaviors by leveraging the Coaching Questions included in the final section of this report. Doing so will provide you with great insight into how John Smith may demonstrate these behaviors in your Chief Executive Officer role.

Competency Overview

The following graphs illustrate John Smith's potential to engage in competencies related to the **Senior Leader** function. Each score was calculated based on a combination of Caliper Profile attributes that have been shown to correlate with success in a given competency.

Competency	Score
Leadership Maturity	92
Leadership Communication	84
Organizational Savvy	93
Deliberative Decision Making	72
Decisiveness	81
Strategic Thinking	69
Leading Change	93
Strategic Talent Management	61
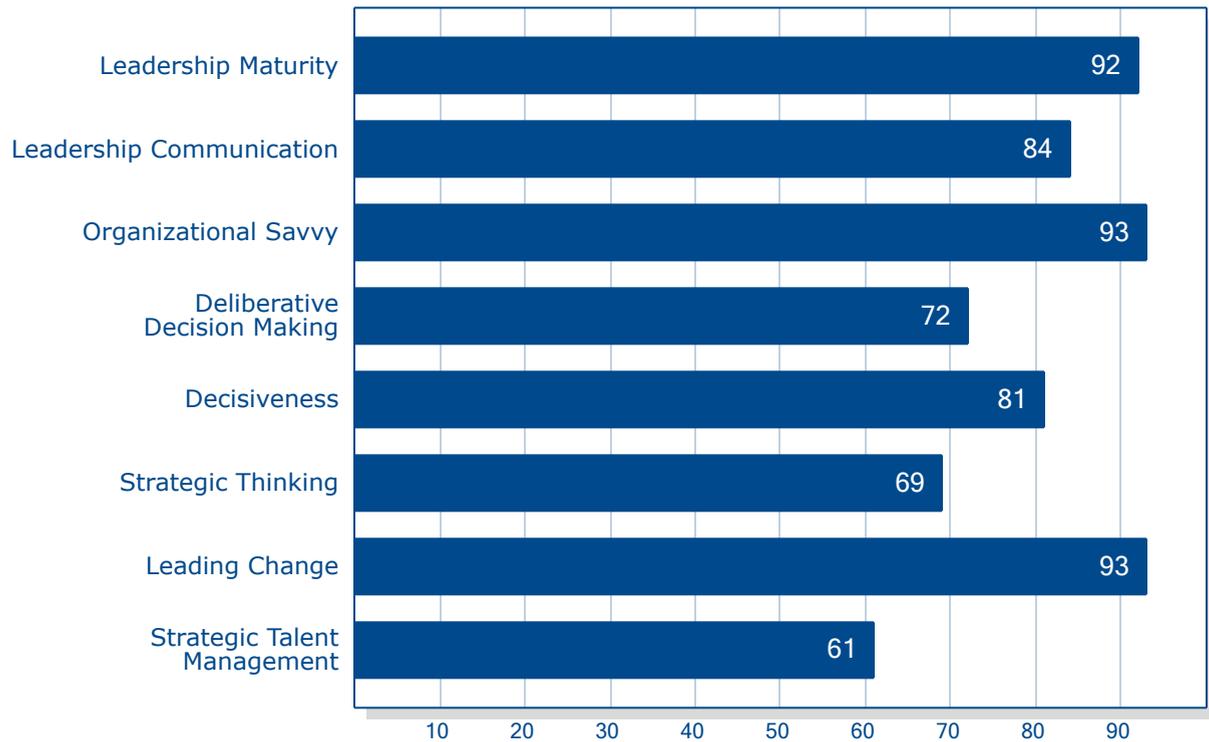
The information provided in this report is based solely on data developed from the Caliper Profile assessment. It should be interpreted in light of other information that is available about the individual and should never be used as the sole basis upon which to make a hiring, development, or promotion 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.

Leadership Maturity

WEAK	MODERATE	STRONG
		92

Leadership Maturity is included in the Leading Dimension of Caliper's Competency Library. An individual who exhibits this competency serves as a role model for performance and organizational behavior by demonstrating humility, confidence, and courage in a leadership role. He or she assertively expresses ideas that will advance the business and does not let pushback or disagreement diminish self-confidence. Also, someone who manifests this competency will use a straightforward communication style with others and will not shy away from engaging in difficult or uncomfortable conversations when needed. The individual is versatile and targeted in his or her leadership style and varies approaches depending upon the context of the challenge.

Representative Behaviors

Demonstrates a balance of professional will and modesty

WEAK	MODERATE	STRONG
		85

Is comfortable confronting controversial issues

WEAK	MODERATE	STRONG
		79

Serves as a role model and sets an example for highly credible leadership

WEAK	MODERATE	STRONG
		98

Takes responsibility for making difficult or unpopular decisions

WEAK	MODERATE	STRONG
		82

Adapts leadership behaviors to meet differing individual, team, and organizational demands

WEAK	MODERATE	STRONG
		91

Leadership Communication

| | 84 | |

WEAK   MODERATE   STRONG

The Leadership Communication competency is a component of the Leading Dimension of Caliper's Competency Library. This competency is about generating a shared commitment to the organization, building morale, and encouraging ownership of mission, goals, and values. Fundamentally, it is about translating vision and strategy into actionable plans and measurable goals for the team as well as developing a positive culture and a motivational working environment.

Representative Behaviors

Motivates others to perform their best

| | 91 | |

WEAK   MODERATE   STRONG

Clearly communicates vision and strategy across all organizational levels

| | 92 | |

WEAK   MODERATE   STRONG

Inspires people to work toward company's mission

| | 66 | |

WEAK   MODERATE   STRONG

Generates pride and passion for the company's brand and service

| | 91 | |

WEAK   MODERATE   STRONG

Perseveres despite resistance from others to ideas, proposals, or initiatives

| | 76 | |

WEAK   MODERATE   STRONG

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Organizational Savvy

WEAK   MODERATE   STRONG

Included in the Interpersonal Dynamics Dimension of Caliper's Competency Library, Organizational Savvy reflects the ability and propensity to gather and accurately assess information related to the organization's communication channels and power relationships. Those who exhibit this competency will operate effectively within the context of the company's culture. This competency also relates to the ability to identify true decision makers and key influencers as well as to accurately predict how new events or situations will affect those individuals and groups and the attainment of the company's goals.

Representative Behaviors

Identifies key decision makers and influencers

WEAK   MODERATE   STRONG

Talks with others to learn of personnel changes within the organization

WEAK   MODERATE   STRONG

Leverages contacts to stay informed of new company developments

WEAK   MODERATE   STRONG

Leverages informal relationships and communication channels within company, with a clear sense of their organizational impact

WEAK   MODERATE   STRONG

Moves fluidly between all levels of the organization in order to build wide support for ideas and plans

WEAK   MODERATE   STRONG

Deliberative Decision Making

WEAK	MODERATE	STRONG

72

Deliberative Decision Making is included in the Decision Making Dimension of Caliper's Competency Library. This competency is about the ability and propensity to gather, consider, and evaluate all relevant information to make logical conclusions before being moved to action. A person who excels in this competency is able to put aside personal biases and take an objective approach to making judgments or decisions. This can involve using data or other pertinent facts to determine a course of action that is based on sound interpretation of all available information.

Representative Behaviors

Evaluates short- and long-range implications of decisions

47

WEAK	MODERATE	STRONG

Challenges assumptions and the perceived wisdom in addressing varying issues

98

WEAK	MODERATE	STRONG

Tries to understand key stakeholders and the situation before making decisions and taking action

77

WEAK	MODERATE	STRONG

Considers all pertinent information before making a decision

48

WEAK	MODERATE	STRONG

Applies lessons from experience to make effective decisions

55

WEAK	MODERATE	STRONG

Decisiveness

WEAK	MODERATE	STRONG
		81

The Decisiveness competency is a component of the Decision Making Dimension of Caliper's Competency Library. This competency relates to the tendency toward taking calculated risks by making decisions and taking action, even in the absence of all information. An individual who displays this competency conducts analysis and makes informed, educated, and timely decisions that reflect the needs of the organization. He or she is able to confidently stand by his or her decisions when faced with criticism or opposition; identify and understand issues, problems, and opportunities; and take timely action that is consistent with available facts, constraints, risk tolerance, and probable consequences.

Representative Behaviors

Makes timely decisions based on the best available information

WEAK	MODERATE	STRONG
		79

Takes decisive action in high-stakes situations

WEAK	MODERATE	STRONG
		96

Is willing to stand behind decisions

WEAK	MODERATE	STRONG
		79

Is comfortable with making decisions in ambiguous situations

WEAK	MODERATE	STRONG
		80

Is willing to make decisions in the face of opposition

WEAK	MODERATE	STRONG
		90

CALIPER Competency Model | Scoring Norms: US

Strategic Thinking

WEAK   MODERATE   STRONG

Included in the Decision Making Dimension of Caliper's Competency Library, Strategic Thinking relates to analyzing a company's competitive position by considering the market and industry trends, existing and potential customers, and strengths and weaknesses as compared to competitors. It is about developing and driving a shared understanding of a long-term vision that describes what the organization needs to look like and how it has to operate in the future; determining long-term objectives and the tactics to achieve them; allocating resources according to priorities; and making sure that accountabilities and expectations for executing the strategy are clear.

Representative Behaviors

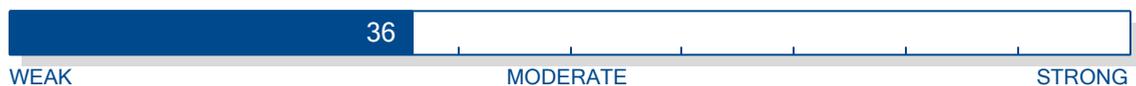Develops strategies to respond to competitive threats

WEAK   MODERATE   STRONG

Pursues initiatives, investments, and opportunities that fit with and support company strategies

WEAK   MODERATE   STRONG

Thinks strategically to promote growth or gain competitive advantage

WEAK   MODERATE   STRONG

Evaluates and addresses potential future consequences of strategic plans

WEAK   MODERATE   STRONG

Translates theory and strategy into actionable business plans

WEAK   MODERATE   STRONG

CALIPER Competency Model | Scoring Norms: US

Leading Change

93

WEAK   MODERATE   STRONG

Leading Change is included in the Leading Dimension of Caliper's Competency Library. Those who exhibit this competency effectively create a vision for change and engage others to implement it. These individuals will often employ a range of practices that create an environment that values diversity, promotes inclusion of all employees, and leverages the talents of all team members. Leading Change is about pioneering, proposing, and supporting major change initiatives that align innovative ideas and approaches as well as the company's mission, vision, strategy, goals, and practices with the realities of a changing and dynamic business environment.

Representative Behaviors

Brings about improvement in own functional area by adopting new approaches

90

WEAK   MODERATE   STRONG

Champions innovative and groundbreaking projects

94

WEAK   MODERATE   STRONG

Advocates for initiatives in the face of resistance

98

WEAK   MODERATE   STRONG

Communicates the benefits of changes to team and organization

94

WEAK   MODERATE   STRONG

Creates a sense of urgency regarding changes

77

WEAK   MODERATE   STRONG

Helps others to adapt and cope with change

99

WEAK   MODERATE   STRONG

Strategic Talent Management

WEAK	MODERATE	61	STRONG

Strategic Talent Management is included in the Leading Dimension of Caliper's Competency Library. This is the ability and propensity to attract, hire, engage, and develop the talented people that are required for the organization to perform at high levels. Strategic Talent Management is about analyzing the human capital and workforce required to attain goals and fulfill the company's mission as well as identifying the individuals who have the characteristics to be successful in the organization and in targeted role(s). Those who demonstrate this competency recognize the contributions of individuals in achieving goals and focus on the professional development of others with respect to the current and future needs of the organization.

Representative Behaviors

Defines essential employee skills, experiences, and capabilities required to accomplish goals

WEAK	58	MODERATE	STRONG

Brings the right people together to accomplish goals

WEAK	MODERATE	70	STRONG

Employs defined selection methodology that identifies appropriate candidates

WEAK	MODERATE	65	STRONG

Plans ahead for changes in personnel

WEAK	55	MODERATE	STRONG

Proactively communicates rationale for selection and succession-planning decisions

WEAK	MODERATE	83	STRONG

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About the Summary

The next section of your Caliper Report contains summary information about the individual and outlines Caliper's recommendations. The Key Findings section provides summary information about the behaviors where the individual's personality attributes aligned most with those of effective performers in those behaviors, as well as the behaviors where the individual's personality attributes were different from those of people who received high performance ratings in those behaviors.

The Key Findings section depicts the range within which the individual's highest and lowest percentile ranks fall. Here is a legend that explains how to interpret that information.

%ile Band Icon	Description
↑	80 or higher: This signifies very strong alignment between the individual's personality and factors that predict performance in the competency or behavior. Engaging in this area is likely to come naturally. It should serve as a significant strength, but it may also be beneficial to guard against overuse.
↗	60 to 79: This signifies strong alignment between the individual's personality and factors that predict performance in the competency or behavior. This area could serve as a strength, as this person seems to show inherent potential.
→	40 to 59: This signifies moderate alignment between the individual's personality and factors that predict performance in the competency or behavior. Some aspects may come more naturally than others, which may result in inconsistency or selectivity in application.
↘	20 to 39: This signifies weak alignment between the individual's personality and factors that predict performance in the competency or behavior. This person may not be inclined to engage in this competency or behavior, and he or she may need to focus to be successful in it.
↓	19 or lower: This signifies very weak alignment between the individual's personality and factors that predict performance in the competency or behavior. This person does not appear motivated in this area. Performing successfully could require significant focus and effort on this individual's part to compensate for their apparent disinclination.

The alignment of an individual's motivations and tendencies with the competencies and behaviors associated with a job function does not account for experience, acquired knowledge, and learned skills. Therefore, to apply the results of this report most effectively, Caliper suggests using the data here along with information about the individual.

How effectively has this individual engaged in these competencies and behaviors in the past? If their personality attributes are different from those displayed by people who have been successful in that area, it is especially valuable to explore the individual's experience. Doing so should enable you to gain insight into how they were able to achieve that success and determine whether they could apply the same techniques in the context of your job. Likewise, if they do not have experience, you will be able to then understand what development they may require in order to take advantage of a natural strength.

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Key Findings

Behaviors With Natural Alignment

⬆ Leading Change: Helps others to adapt and cope with change

⬆ Leading Change: Advocates for initiatives in the face of resistance

⬆ Deliberative Decision Making: Challenges assumptions and the perceived wisdom in addressing varying issues

⬆ Leadership Maturity: Serves as a role model and sets an example for highly credible leadership

⬆ Organizational Savvy: Leverages contacts to stay informed of new company developments

Behaviors For Further Exploration

↘ Strategic Thinking: Evaluates and addresses potential future consequences of strategic plans

➡ Deliberative Decision Making: Evaluates short- and long-range implications of decisions

➡ Deliberative Decision Making: Considers all pertinent information before making a decision

➡ Strategic Talent Management: Plans ahead for changes in personnel

➡ Deliberative Decision Making: Applies lessons from experience to make effective decisions

Managing for Success

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

Strategic Thinking: Evaluates and addresses potential future consequences of strategic plans

When involved in strategy-development sessions, have this individual evaluate both the pros and cons of different ideas and also the potential long-term consequences. Support this person in taking an idea through to its logical conclusion and discuss pros and cons, as well as come to some agreement as to whether the idea is worth pursuing. Keep this individual focused on the business benefits or drawbacks rather than on whether the idea or plan will be popular with others.

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

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 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 he or she looks beyond just the short-term implications that might be difficult so as to determine whether, in the long term, the decision will have a positive impact.

Deliberative Decision Making: Considers all pertinent information before making a decision

Train this individual to seek ideas about probable problem causes from everyone involved as well as to engage in his or her own research so as to gain clarity about causal factors, implications, and consequences. Ensure this person gives value and consideration to various opinions and facts as well as confirms the reliability of information sources and considers the practicality and viability of potential solutions. Review his or her thought process so as to identify information or logic gaps and to offer additional insights or opinions he or she has not previously considered.

Strategic Talent Management: Plans ahead for changes in personnel

Work with this person to develop clear transition plans for all key roles within his or her functional area so as to ensure effective onboarding of new talent and a smooth transition of responsibilities when people move in or out of specific jobs. Ensure he or she thinks about the knowledge that needs to be acquired and the training that must occur so as to develop detailed training and onboarding plans that provide new personnel with the information they need for a smooth transition. If possible, have this individual also plan for meetings or sessions between incoming and outgoing personnel so the incumbents can assist with knowledge transfer and share valuable insights about job requirements.

Deliberative Decision Making: Applies lessons from experience to make effective decisions

When this person must make important business decisions, have him or her identify similar experiences and situations and determine which actions were most effective in resolving the problem or addressing the challenge. Work with this individual to identify links between past and present work issues, and coach him or her to apply the constructive lessons he or she learned from the past experiences to the present matter.

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For Further Exploration

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

Strategic Thinking: Evaluates and addresses potential future consequences of strategic plans

Think about a situation where you had to assess the future consequences of a strategic plan. What factors did you consider, and what steps did you take to act on your assessment? What was the end result? In retrospect, where might you have improved on your performance in this area?

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

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?

Deliberative Decision Making: Considers all pertinent information before making a decision

Consider a time when you had to make a decision on a complex situation. What information did you consider before making that decision? What additional resources might you have considered?

Strategic Talent Management: Plans ahead for changes in personnel

Reflect on a time when you needed to plan for future personnel needs. What was your approach, and what action did you take? Did your plan accurately reflect eventual business needs? What might you have done to make it more effective?

Deliberative Decision Making: Applies lessons from experience to make effective decisions

Think about your approach to learning from previous experiences. Please provide an example of a time when you applied the lessons you learned from prior experiences to a current decision. What was difficult about this process and how did you respond?

Caliper Profile Attribute Graph

The graph below displays John Smith's Caliper Profile results. For attribute definitions, please click here.

Attribute	Score
Abstract Reasoning Ability	80
Accommodation	79
Aggressiveness	54
Assertiveness	94
Cautiousness	38
Ego-Drive	83
Ego-Strength	93
Empathy	95
Energy	74
External Structure	77
Flexibility	80
Gregariousness	90
Idea Orientation	60
Openness	86
Risk-Taking	86
Self-Structure	62
Skepticism	25
Sociability	34
Thoroughness	51
Urgency	45