



Caliper Profile Individual Development Report

Confidential assessment of
David Manager

Prepared for
ABC Company Ltd

Prepared by
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INTRODUCTION

This special report has been produced to aid in your career development. The ultimate value of this information is to serve as a point of reference for considering where you are at present in your career, where you would like to be, where you could be and how you can further develop your skills in order to achieve your full potential. The report should not be considered in isolation however, of any other information or assessments that may be available to assist in looking at your career development.

The Profile is a battery of personality self-report questionnaires, which is relevant for use in the assessment of individuals for a range of managerial and sales related roles in both a selection and developmental context. The Caliper Profile has been revised and re-validated on several occasions over the past 40 years.

As individuals can change over time the contents of the report should be disregarded after a period of about two years.

PROBLEM SOLVING AND DECISION MAKING

(i) Strengths

As you appear to be very analytical in your approach, you are likely to enjoy dealing with complex intricate data and problems. As well as scoring well on the reasoning sections of the Profile you indicate a very thorough and detail-minded approach and are likely to take pride in the accuracy of your diagnosis. You will probably address the issues in a very methodical manner, adhering well to the rules and procedures applicable to your role. As somewhat of a perfectionist, who takes great pride in the quality of your work and in satisfying your customers, you will also want to be respected for your abilities to solve others' problems.

In general, you will tend to rely on job-related training, past experience, and basic common sense to make responsible choices. You may also be able to use a degree of practical resourcefulness in developing some new approaches to your work and to take significant responsibility and ownership for the fixes and recommendations that you make. You probably expect a great deal of yourself and will go out of your way to resolve the problems that come your way.

(ii) Areas of Developmental Opportunity

Your performance on the abstract reasoning section of the Profile seems to be sufficient for handling the everyday duties you will take on in this role, and you should understand the "ins and outs" of routine situations that cross your desk, especially when they are situations that you have encountered before and for which you already have potential solutions.

However, whilst you seem oriented to looking at problems from a new perspective, when it comes to considering whether to try more innovative solutions you may ultimately adhere to what is known and so largely utilise tried and test solutions. Therefore, you may need to be more flexible about trying alternative methods and ideas, so that your decisions can be influenced by a wider variety of input.

You seem to have a rather mild sense of urgency and a strong desire to get things "right" and sometimes you may tend to get bogged down in the minutiae of a situation, perhaps at the expense of over-egging the pudding and taking too long to produce results. You may need to discuss with your "customers" the degree to which they need a "Rolls-Royce" solution, or just a car that goes.

PERSONAL ORGANISATION AND TIME MANAGEMENT

(i) Strengths

Your strong sense of personal responsibility suggests that you will take ownership of your assignments. Your sensitivity to the prevailing structures and procedures can help to ensure that you operate in strict compliance with the company's instructions. You are likely to prefer a well-defined set of procedures and operating instructions and to know clearly what is expected of you. You will be at your best in a world of logic and hard data, rather than of intuition and ambiguity.

You are likely to react to the prevailing issues and work which is in the pipeline with an immediate need to help and respond and will tend to react to these exigencies in a highly responsive and supportive manner.

(ii) Areas of Developmental Opportunity

To function more independently and proactively, you may need to enhance your ability to direct your own efforts and plan ahead longer term, rather than fight fires or predominantly support others in the execution of their objectives, as stated above.

As your personal sense of urgency also seems relatively mild, you may be inclined to take your time to ensure accuracy. Similarly, you may be reluctant to move forward, especially if there is an element of uncertainty involved, especially when dealing with matters that are outside your immediate realm of experience, or where there are no guidelines in place to assist you. Since you seem to be perfectionistic, you may sometimes dwell on minor matters and sacrifice efficiency for exactitude.

Therefore, without compromising conscientiousness, you may need to focus more on implementation. You also could benefit from receiving deadlines for projects that require a quick turnaround.

LEADERSHIP

(i) Strengths

You are likely to be effective in a "lead by example" setting, and those who work with you and for you are likely to respect your expertise, as well as the standards and reliability with which you work. They are likely to value your dedication and may well come to you for solutions and help in the technical aspects of their own work. You may have a reputation for being the one person who can always be relied upon to solve the problems that have beaten other trouble-shooters. You should provide a strong role model for the manager who does not expect things of his team that he cannot or will not do himself and someone who will not compromise his standards and values.

(ii) Areas of Developmental Opportunity

You may not be as comfortable in a role that calls for a "take-charge" style of management where people need influencing to follow your lead and where there is no SOP or procedure to give them to follow.

You do not seem to be persuasively inclined, and may not appear to be assertive enough to deal with formidable challenges or controversial issues. Rather, you are likely to avoid "uncertain" situations that could result in a confrontation, and you may tend to view negative feedback from staff or colleagues as a reinforcement of your negative self-picture.

Therefore, you could benefit from receiving support to manage resistant individuals, deal with staff performance or disciplinary matters and to deal with situations that are outside your realm of expertise, experience, or comfort.

Furthermore, you seem to have a rather structured supervisory style. When people give you input that conflicts with your own perspective, you may not be flexible about adjusting your approach to best address individual needs. Consequently, your reactions may not consistently be "situation-specific," and as a result sometimes it could be difficult for you to get others "on board" with your objectives.

Whilst it can on occasions be viewed as a strong point in a leadership role to adhere to your views, there may be circumstances where flexibility and an open-minded approach is extremely facilitative of arriving at an appropriate compromise in order to move things forward.

To express your ideas effectively to an unreceptive or dissenting audience, you could benefit from communicating more assertively. However, you should ensure that you also listen actively, taking in what others have to say and understanding their concerns so that you can also address these in an open and constructive manner. By utilising these approaches you are likely to find that you are more consistently able to get people on board with the initiatives that you want to implement.

INTERPERSONAL

(i) Strengths

Although you seem to have an accommodating nature, you may not be especially comfortable when you need to serve as an "ice breaker." In general, you may be rather reserved with new people and might take time to warm up. Once others have a chance to work with you however, they are likely to find that you are very cooperative and team oriented.

You seem very gratified by receiving a "thank you" for your contribution and are inclined to maintain a service-minded approach toward those around you.

You will tend to "bend over backwards" to help, support, respond to and generally drop everything to oblige someone who applies to you for help or advice and in providing that level of service. You are also likely to derive a great deal of job satisfaction when recognised for your contribution.

(ii) Areas of Developmental Opportunity

As indicated above you may be somewhat reserved at first meeting and prefer that someone else take the initiative in establishing contact and building a relationship. Although your apparently strong interest in being liked and "thanked" indicates a potential to cooperate when your assistance is requested, you may nevertheless take a while to warm up and allow others to get close to you.

You may not always be receptive to another person's perspective when it is different from your own. As you may also be somewhat sceptical of people's intentions, guarding against hidden agendas might cause you to keep others at a distance. On the other hand, it might help you to avoid over accommodating people and make you more astute in assessing others' needs. However you could benefit from openly assessing a wider variety of viewpoints and making greater use of people's input and feedback. By adopting a more objective and adaptable attitude, you could tailor your behaviour to reflect specific needs and not rely so much on your assumptions or past experiences as a guide.

Since you display relatively low levels of assertiveness and self-confidence, you could be overly sensitive to criticism and reluctant to speak up, either on your own behalf or in support of others, unless dealing with a receptive audience or like-minded individuals. To capitalise on your potential for participating in collaborative activities, you may need to cultivate a more proactively sociable manner.

In addition, we suggest that you try to be more resilient in the face of setbacks and disappointments. Developmentally, to strengthen your communications and enhance your effectiveness as a consultative resource to others, you could benefit from assertiveness training and self-confidence building.

SUMMARY

Your Profile displays some powerful qualities as a problem solver, trouble shooter and support person. With some coaching and support to enhance your self-belief and some skills to be able to harness some more assertive responses, you could be even more effective. You may need to check out the observations related to your tendency to be overly “pedantic” and perhaps change-resistant at times. Additionally coaching in utilising a more flexible and consultative, empowering management style may also help your overall leadership effectiveness.

This report is an interpretation of an individual's behaviour, based solely on their personality and motivations, as presented in their Profile and is related to the role for which they are being considered. Results of this assessment should never be used as the sole basis for making a hiring, developmental, promotional or career decision.