

CALIPER

Individual **DEVELOPMENTAL**
Guide

Caliper Evaluation® of:

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CALIPER *Individual* DEVELOPMENTAL Guide

This Individual Developmental Guide is a special report, designed to provide a perspective on your Motivational Strategies, Job-Related Strengths, and Areas of Developmental Opportunity. The ultimate value of this information is to serve as a point of reference for considering where you are in your career, where you might be, and how you can develop a roadmap for the future. We suggest viewing the information as a point of discussion. Perhaps it will add insights to aspects of yourself you had not considered before, or confirm what you already know. Whatever the case, do not simply take this information at face value. Rather, we suggest sharing these findings with friends, colleagues, and mentors, and consider where those conversations can take you. Such discussions (including your own internal dialogue) can go a long way toward clarifying where you are, where you want to be, and how to get there.

Motivational Strategies

The comments in this section are intended to provide you with suggestions concerning the activities and work environments that you are likely to find enjoyable and rewarding. As these are based solely on information taken from your Caliper Profile results, they should be considered in light of other feedback and information you have about yourself.

Personal Motivators

Control

You are motivated by the desire for control—the ability to have and/or maintain a precise and defined outcome as it relates to environments, people or situations.

- Tasks, projects, and roles in which there is the opportunity to work within or create environments, methods, procedures and/or rules that result in predictable outcomes, will sate your desire for control.
- Environments in which mandatory systems provide Management By Objectives, precise input, and feedback toward task completion and goal attainment, and in which individuals are held accountable for all aspects of the work, would prove beneficial to satisfying your motivation for control.
- Well defined authority over processes, resources and territory, as well as reward systems, would serve as valuable incentives to you.

Security

A need for security, the assurance and guarantee that work conditions, demands and/or rewards will remain constant and at an acceptable level, motivates you.

- You would find rewarding those tasks and opportunities in which work activities, performance measurements, and rewards are well defined and articulated, understood by all parties, and stable over time.

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- You would do well in environments in which the professional and personal needs of the individual worker are protected and guaranteed by the company.
- Appropriate incentives for you would include contracts, career paths, training, benefits, guaranteed salary for work performed, written policies, and proactive communications about change.

CALIPER *Individual* **DEVELOPMENTAL** *Guide***Job-Related Strengths**

Based on your Caliper Profile results, you have exhibited the following job-related strengths that can be applied to a variety of opportunities to further your career objectives. These are qualities that you are likely to bring to virtually any situation or environment. If built upon and refined, these qualities will serve you well as your career progresses.

Maintaining Accuracy

You tend to be very careful and conscientious in approaching tasks and assignments.

Following Through

As you work on projects, you tend to display the urgency to move them forward quickly or at least have the discipline and focus needed to stay on task and bring your assignments to fruition.

Working Within Guidelines

Because you seem to prefer a structured environment, you will generally want to accommodate the needs of the organization and will set your priorities accordingly.

Accepting Guidance

You tend to be respectful of outside structure and are often willing to take direction.

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Areas of Developmental Opportunity

In addition to your strengths, there are also some areas that may be inhibiting you from taking your career where you would like it to be. If viewed as an opportunity, developing these areas can go a long way toward helping you reach your goals.

Several suggested areas of development are listed. You may find it useful to think about these suggestions, and where appropriate, establish a developmental strategy with managers, mentors, and others who may be in a position to help.

Negotiating Acceptable Outcomes

You might lack the stronger forcefulness, or persuasive drive, to deal with circumstances that might be of an especially adversarial nature.

- Be willing to compromise within certain parameters, but don't allow a negotiation to become unproductive just to avoid working out challenging terms. Neutralize negative perceptions of your proposal, initiative, product, or service by presenting its strengths and the rationale for any perceived weaknesses.
- Assume a more tough-minded stance when challenged during negotiations.
- Don't be so quick to walk away from an opportunity because it involves negotiating. Look at your options, study the other negotiators' issues and try to create a win-win outcome. That means getting something for your side as well as theirs.

Suggested Resources

- "Getting to the Yes: Negotiating Agreement Without Giving In." (by Fisher, Ury & Patton, Penguin USA, 1991)
- "Bargaining for Advantage: Negotiation Strategies for Reasonable People." (by Richard Shell, Penguin USA, 2000)
- "Secrets to Power Negotiating." (by Roger Dawson, Career Press, 2000)

Identifying Problems

You might not be as big picture oriented as others and you could be less inclined to identify matters that require strategic attention or that can effect improvement in the organization.

- You may be eager to solve problems but may sometimes be a bit short sighted when it comes to viewing the big picture. Develop strategic partnerships with people who seem to be more analytical and linear in thinking. They can share their systems and help you to develop greater skill in reviewing information to determine cause and effect.

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- To enhance your analytical skills, you may look for additional training in specific areas where you might not feel comfortable. There are a wide variety of workshops available on creative, critical and analytical thinking.
- Though you may not always feel comfortable with your analytical skills, you can still brainstorm with others to gather additional information and gain new insights. This will give you more options for resolving problems and you may learn some new techniques for thinking through options and looking at cause and effect.

Suggested Resources

- "Passion and Purpose: How to Identify and Leverage the Powerful Patterns that Shape your Work/Family Life." (by M. Hanson et al., Pathfinder, 2002)

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This Individual Developmental Guide is personalized to your Caliper Profile results. We expect that you will experience some positive benefits from the feedback presented in this report. Most individuals who are effective at work receive some kind of coaching feedback. You may now wish to discuss the results of your Individual Developmental Guide with your manager, a mentor, or others whose viewpoints you find valuable, in order to further assimilate the information presented here. Additionally, the final section of your report includes resources that are designed to help people achieve more positive results at work.

A calendar is included on the next page to help you prioritize and implement your action steps.

This Individual Developmental Guide is solely based upon your Caliper Profile results. It is intended to provide you with general feedback regarding your Motivational Strategies, Job-Related Strengths, and Areas of Developmental Opportunity. Consider it as just one of many ways in which you can obtain a perspective on developing your career opportunities.

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July Goals
