

CALIPER

Consulting Services

We are trusted advisors in:

- > **Hiring and Selection**
- > **Employee Development**
- > **Leadership Development and Succession Planning**
- > **Team Development**

By partnering with our world-class consultants to develop customized talent management solutions, you will be able to enhance your greatest competitive edge — your people.

Hiring and Selection

Whether you are hiring new employees or promoting or reassigning existing employees, we will help you make the most informed decisions.

Q: “How do I know if I’m hiring the right people for critical jobs?”

A: Our *Validation Studies* pinpoint the traits that relate most directly to top performance in a specific job role. So, when you compare this information with the traits of your most promising applicants, you can immediately see who has the greatest potential for succeeding in your organization. And, when you enhance your accuracy in your hiring decisions, you also reduce your turnover rate.

Q: “How can I hire people with the potential to grow with my company?”

A: By incorporating Caliper’s *Job Analysis and Competency Models*, you will clearly define job roles in terms of key outcomes, performance expectations, and competencies critical to success. This information helps you select and develop top performers, identify training needs, and design an effective performance management system.

Solutions

Job Analysis

Interview Guides

Hiring Workshops

Validation Studies

Competency Models

Q: “Sometimes people seem really good in the interview but then they don’t work out. How can I ask the right questions so that I avoid hiring mistakes?”

A: Our *Structured Interview Guides* help you ask behaviorally-based questions about past performance so you can predict future performance. We give you the most impactful questions to ask, the way to ask them, and how to interpret the responses so you can make the most of every interview.

Q: “Our hiring practices are really inconsistent. Some managers are really good at picking the right people and some have a terrible track record. How can I improve the skills of all of my managers so that they can make good hiring decisions?”

A: Caliper’s *Hiring Workshops* explore everything you need to know to select the right people—the first time around. Hiring right the first time means you will spend less time and money on the selection process, get people up to speed more quickly, and end up with happier, more loyal and productive employees—all of which can lead to greater revenue.



Employee Development

Most employee development programs fall short because they do not focus on the unique needs and potential of each individual. Caliper's approach to development starts with a comprehensive understanding of every participant's potential for success along with the areas that need improvement.

Solutions

Onboarding: Accelerator

Coaching

Mentoring Program

New Managers Program

Women Leaders Program

Caliper ThreeSixty Plus

Training and Development

Workshops

"My first Caliper Three Sixty showed I needed to work on time management and delegation. I took a second Three Sixty after I completed Caliper's New Managers Program and it showed I had completely turned things around. Within one year of the program I was promoted from Assistant Controller to Controller."

Tonya Jones
Controller
PointRoll

Q: "How can I help new employees hit the ground running when they first start with us?"

A: Caliper's onboarding solution, the *Caliper Accelerator*, gives new employees a six-month head start. An Account Consultant provides each new hire with specific insights to help them work more effectively, understand their manager's work style, and create measurable action plans to give them a roadmap for success. And when this report is combined with a mentoring program, the results are even more dramatic.

Q: "How can we help employees whose performance is starting to slip before it gets out of control?"

A: Our *Coaching* process identifies and reinforces strengths and effective behaviors while also helping the individual identify and overcome gaps in knowledge, skills, or confidence. Coaching can also be combined with our *Mentoring Program* which matches mentors and protégés and fosters healthy work relationships. Mentoring programs provide a forum for discussing real life situations with an experienced internal leader so you can amplify the probability of success.

Q: "We prefer to promote from within, but a lot of our top individual contributors don't do very well as managers. How can we help them make the transition so that they remain successful as they move up through the company?"

A: Caliper's *New Managers Program* is specifically designed for people who are relatively new to leading others or who have received minimal management training. In addition, our *Women Leaders Program* targets key success factors for women and enables you to advance your diversity goals in a meaningful way. These programs, which include assessments, skills training, and

coaching, are delivered in a highly interactive format and practiced in real time to ensure that the new skills are integrated.

Q: "How can we help our managers learn to improve performance and avoid losing valuable employees due to personality conflicts?"

A: The Caliper *ThreeSixty Plus* is an excellent start. It provides a unique combination of external ratings, self-ratings, and Caliper Profile results on twenty-two different performance areas. Managers gain deep insight into how their own perceptions of their performance and management effectiveness compare to the perceptions of their direct reports and team members. Based on the areas identified as developmental opportunities, they can then create actionable personal development plans. These plans can be used independently or as part of an ongoing coaching program that focuses on integrating change by working in real, on-the-job situations.

Q: "What kind of training programs does Caliper offer?"

A: In Caliper's *Training and Development Workshops* an experienced Caliper consultant will review your company's most pressing challenges and recommend solutions to effectively address your concerns. Our customized workshops take into account each individual's specific needs, inherent strengths, and personal style so they are extremely effective in allowing everyone to discuss real issues, learn valuable new skills, and reach their full potential. Some of our most popular training workshops are: Developing Your People, Leadership and Communication, Making Decisions, Managing Priorities, Coaching for Improved Performance, Negotiation Skills, and Managing Conflict in the Workplace.



Leadership Development and Succession Planning

Caliper's Leadership Development and Succession Planning programs will enable you to find and develop talented leaders within your own company to drive your competitive strategy, reinforce your values, and successfully secure the future of your organization.

Solutions

Talent Assessment and Alignment Systems

Action Learning

Leadership Development

Mentoring Programs

Succession Management

High-Potential Identification and Development

Women Leaders Program

Executive Coaching

“As our Leadership Development Programs with Caliper’s Action Learning continues to roll out, there is a common language that is being built among the participants, a common framework that is being built, and from what I understand it is the program of choice. It’s developed that kind of reputation.”

Lou Forbringer
VP, Strategic Talent Management
Catholic Health Initiatives

Q: “How can we identify the people in our organization who have the greatest potential to grow into leadership roles in the future?”

A: Caliper's *Talent Assessment and Alignment Systems* help you assess the capabilities of your current staff, gauge the needs of your organization, and fill in the gaps between the two. You will learn how to determine who possesses the skills and competencies your company needs to secure a successful future.

Q: “How can we develop the kinds of leaders who will be able to maintain and grow the success of our company?”

A: Caliper's *Action Learning* programs enable organizations to solve real, critical, and complex problems while simultaneously building strong leaders—in real time. This form of “learning by doing” is the primary method that leading companies worldwide are using to develop leaders, build teams, and improve corporate capabilities. In addition, when you set up a *Mentoring Program* with a clearly defined purpose, specific goals, and the appropriate support and guidance, the results can be very powerful for both current and future leaders.

Q: “We know that a lot of our key people will be retiring in the next few years. How do we prepare for that so that we don't have to scramble when they leave?”

A: Caliper can help you identify a pool of *High-Potential Employees* within your company that you can focus on developing into talented leaders. As you learn more about the traits, abilities, and long-term goals of these high-potential employees, you can begin to put a *Succession Management* program in place. We will help you assess your business strategy and continue to develop the leadership talents of the individuals who are the best suited for driving that strategy, promoting your values, and successfully supporting the future of your organization.

Q: “I want to retire in the next few years and turn my company over to my kids, but I'm not sure if they are prepared or if my employees will accept them as they have me. How can I get them ready?”

A: With Caliper's *Executive Coaching* program, we delve into each potential leader's unique strengths and challenges relative to the roles they may be assuming. Based on those strengths and areas for growth, each participant receives a structured plan to guide his or her professional development. We will also determine the “internal wiring” of the members on each potential leader's team to guide training, development, and leadership initiatives.



Team Development

Whether your company is large or small, success often depends on forming a cohesive group out of people who, in other situations, might not even get along — let alone work together toward the same goal. That is the fundamental challenge of team building.

Solutions

Team Analysis

Team Building Programs

Executive Team Building

Action Learning

“Our team building session with Caliper helped us recognize our differences and our strengths. By understanding and using the skills, talents, and behaviors that each one of us brings to the party, we have become much more effective.”

Wayne Perrett
Human Resource Manager
KINZE Manufacturing

Q: “We are in the process of restructuring and need several groups to work as teams. How can we determine which individuals will work together most effectively?”

A: A *Team Analysis* helps everyone understand the chemistry of the team. Managers gain objective information about the strengths and development needs for the team as a whole while also understanding how the interactions of individual team members might support or impede the team’s goals.

Q: “We have certain employees who are very good at their jobs when they work independently, but they struggle when they’re required to work as part of a team. How can we improve this?”

A: Caliper’s *Team Building Programs* offer participants opportunities to enhance business performance. In a workshop setting, the team engages in open and honest discussions of their specific team challenges, and participants come away with a common set of goals and clearly defined roles designed to optimize team cohesiveness. By minimizing sources of conflict, improving trust, accountability, and communication, the overall performance of the team accelerates.

Q: “Our managers and leaders have a real ‘silo’ mentality and don’t work well across functions. How can I make sure we have a winning ‘All-Star’ leadership team?”

A: Caliper’s *Executive Team Building* approach brings your senior leaders together to examine how their individual leadership styles can both enhance and detract from effective teamwork at the executive level. Caliper consultants work with your team to understand each other’s strengths and challenges and work together so that the whole is greater than the sum of its parts. Your leaders come away with a stronger capacity to work together cohesively and set the right example for the rest of the organization.

For over 50 years, Caliper’s expert consultants have been helping clients make the most informed decisions about hiring, employee development, team building, and about reaching their own potential. All of Caliper’s consulting services allow for self-examination and self-correction, resulting in greater accountability, achievement, self-efficacy, and fulfillment.

Through the depth and accuracy of our personality assessments and the strong partnerships we develop with our clients, we continue to help companies grow their businesses and meet their goals for success. The true value of working with Caliper can be measured through the impact we have on our clients’ bottom lines.

Let us help you resolve your workforce issues and achieve your goals. Call us at **609.524.1200**. For more information, you can also visit our website at calipercorp.com.

CALIPER 50th Anniversary
Helping companies hire & develop top performers.