

*The Caliper Profile*

# User's Guide



**CALIPER**

*Solutions for peak performance.*

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**Use It Today. Get Results Today. Make Better Decisions Today.**

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With the Caliper Profile, our consultants are able to provide you with a **clear, accurate picture of an individual's strengths, limitations, motivations and potential so you can match the right people to the right jobs**—and help them maximize their performance.

# 1 QUICK START

## Choose the paper format or the online e-Caliper.

The Caliper Profile can be taken in a paper format (call our office if you need a test booklet mailed to you) or online by visiting Caliper's Web site and logging in with a customer number provided by one of our customer service representatives. You can also download and print a copy of the Caliper Profile from our Web site. **Note: For the paper format, please have the individual use black ink rather than a pencil, and be sure you do not re-use the test booklet since people often write in them and this could affect the results of the next person taking the Profile.**

## Provide a quiet location in your office.

Regardless of the test format you choose—paper or online—we strongly recommend the individual be in a supervised setting where they cannot refer to outside sources, especially other people. It is important to ensure the answers are really those of that individual and not the result of collaboration with someone else. If the answers are even partly someone else's, the results may be less reliable.

## Complete the employer information section, and have the individual taking the assessment complete the applicant section.

You will be asked to supply your name, title and general information about the company. You also need to provide the title of the position the candidate is being considered for, the primary job responsibilities and whether the individual is an applicant or current employee.

The individual needs to provide name, address, date, phone number, and basic employment information. The individual is then required to agree with the statement, "I understand that this assessment is to be used as one of many criteria in the decision-making and/or development process, and that the confidential results are the sole property of the company for which I am being assessed." There is also a page requesting answers to optional questions on ethnicity, gender and age.

## Explain the assessment process to the individual.

While people generally complete the Caliper Profile in about ninety minutes, it is not a timed test, so allow as much time as necessary to complete the assessment. It is also self-administered so the individual should be instructed to very carefully read the directions at the start of each section—and ensure that no questions are left blank. Every item needs to be completed.

It is also very important to explain that the Caliper results are just one portion of the decision-making process, and an individual will never be hired or discounted based solely on their Caliper results.

## Ensure all information is complete and submit the answer sheet.

For the paper version of the Caliper Profile, review the answer sheet to make certain all identifying information has been supplied and that all items have been responded to. **We will be unable to score answer sheets with items left blank.** If any answers are missing, ask the individual to complete those items. Administrators can either mail or fax the completed answer sheet to Caliper for scoring of the responses and interpretation of the results.

Answers for the online version will be submitted automatically upon the completion of each section. While a partially completed e-Caliper Profile can be accessed later if necessary, the answers are saved only when an entire section is completed. Therefore, if an individual exits a section halfway through, the answers for that section will not be saved. After the last section, the applicant is asked to contact the administrator. You will then click the "Continue" button to submit the answer sheet for scoring.

## Discuss the results with your Caliper consultant.

If we receive the completed answer sheet by 2:00 PM Eastern Time, one of our consultants will call you the same day with an in-depth analysis of the results. The verbal consultation is then followed by a personalized, written report that reflects the conversation with your consultant. This report is typically sent out two days later via fax, email or regular mail, based on your preference.

The first time you receive feedback you should set aside enough time to discuss your goals, management approach, corporate culture and the requirements of your key positions so your consultant gains a thorough understanding of your needs. We suggest allowing for 30 to 45 minutes for a first consultation.



# 2 FREQUENTLY ASKED QUESTIONS

## WHEN DO I ADMINISTER THE CALIPER PROFILE?

When hiring someone for a vacant position, we recommend using the Caliper Profile once you've narrowed down your choices to the few top candidates. The Profile will provide insights into each individual's strengths, motivators and potential trouble spots so you can make the best choice between individuals who appear similarly suited to the job.

For current employees, you can administer the Caliper Profile at any time in order to help you make decisions about promotions or a new position within the company, as well as to provide advice for developing someone's full potential or to uncover the source of an employee's performance issues.

## HOW SHOULD I EXPLAIN THE PURPOSE OF THE CALIPER PROFILE TO AN APPLICANT OR CURRENT EMPLOYEE?

When introducing the Caliper Profile, it is important to stress that this is a personality assessment, not a medical or psychological assessment. It strictly measures and reports on how the individual's traits relate to job performance. Also stress that it is not a pass/fail test. Instead, the Caliper Profile is part of the process of gathering information about an individual's natural strengths, motivators and potential to succeed in a particular role.

Other factors to be considered in any important personnel decision include: impressions conveyed in interviews, a review of past performance, and referrals from former supervisors. We suggest that you introduce the assessment process as one of many criteria for making a hiring or promotional decision. Make it very clear that no single factor, including the Caliper assessment, is used to make a final decision.

## HOW IS THE CALIPER PROFILE SCORED?

The Caliper Profile is a valid, reliable, and unbiased EEOC-compliant assessment. The same scoring procedure is used regardless of race or ethnicity, gender, age, educational level, religious affiliation or disability status of the individual. There is no group norming, adjustment of scores, or alternative scoring scheme based on demographic factors.

## SHOULD I SHARE THE RESULTS?

You should not share Caliper results with applicants, particularly if the feedback is negative. Sharing the results opens you up to potential liability, especially if the individual is disgruntled about not being selected, as well as if results are shared with some candidates and not with others.

On the other hand, when an individual is hired or was already



employed when they completed the Caliper assessment, we encourage sharing the information. This feedback can help the person develop and grow, while also demonstrating your commitment to seeing the employee succeed.

## DOES CALIPER OFFER A GUARANTEE?

Yes. We are so confident in the accuracy of the Caliper Profile that if, within six months of starting the job, the recommended candidate fails to perform as described, your replacement applicant will be assessed absolutely free.



### Tying it all together

Whether you are hiring someone new or need to understand the performance problems or future potential of existing employees, the Caliper Profile is the starting point. Once an individual takes the Profile, your Caliper consultant will explain how the person's natural tendencies, strengths, motivators and developmental opportunities will play out on the job.

This Caliper Profile information can be used throughout each employee's entire life cycle within your organization—for everything from selection, to helping an individual improve performance, to getting an entire team to work more effectively together, to serving as the foundation for executive coaching, or assisting you with a reorganization after a merger.

For example, when it comes to **Hiring**, we can use the Caliper Profile results to tell you whether someone is a good candidate to pursue for the role you have in mind, provide targeted interview questions and describe how the individual is likely to perform. In essence, we can provide a six-month head start on getting to know a new individual you just brought on board, as well as provide developmental guidance for getting them off to the best possible start. We can also create a benchmark of your top performers to use as a guide for hiring more people like your best.

Or, if you want to **Develop the Potential** of your current employees, you will have information at your fingertips about how to evaluate if

someone has the potential to succeed in a higher level position, would perform better in a completely different role or could benefit from coaching and training. Ultimately, you'll be able to determine if people are in positions that play to their true strengths, or if they are being asked to carry out responsibilities that require talents they do not naturally possess.

And, when you need to **Build More Effective Teams**, you can compare the Profiles of each member of the team, so everyone has a clear understanding of each other's strengths and how to overcome differences. When you know the underlying dynamics of a team, you can uncover why some people are constantly at odds with each other and show them how to communicate more effectively. You can also ensure you have people in place who complement each other.

The Caliper Profile provides a foundation for understanding each individual, then lets you build on that information to **create a peak-performing organization**, where you can spend less time dealing with problems and more time exploring opportunities.

# 4 DEFINITION OF CALIPER TERMS

## ABSTRACT REASONING

This is a sub-set of intelligence and an important component in problem solving. Those with higher levels tend to be somewhat more expansive in their ability to handle complex or multidimensional problems. They are likely to have the ability to apply or modify general problem-solving techniques in new situations and will often develop new skills informally, without participation in well-structured training programs. Those with lower levels tend to be more concrete in their approach to problem solving.

## ACCOMMODATION

Measures affability, or friendliness in personal interactions; a willingness to be helpful and provide service. Individuals who score high on this trait have a need to be liked, they respond to recognition, and they work hard to please others. They will usually seek out situations in which they can demonstrate their compassion.

## AGGRESSIVENESS

Measures domination and ascendance over events and others. Individuals who have high scores may tend to be "heavy-handed" in their approach to "getting their way." While some degree of aggressiveness is valuable, it must be tempered with a good level of self-discipline, empathy and thoroughness, if it is to be used in a positive manner.

## ASSERTIVENESS

Indicates the positive forcefulness a person will use to control a situation; it is the ability to express one's thoughts forcefully and consistently, without having to rely on anger. Those scoring high in this quality will often be able to be direct and straightforward even when addressing a somewhat unreceptive audience. Individuals scoring low on this measure may be less comfortable expressing themselves forcefully and may back down or be reactive in certain situations.

## CAUTIOUSNESS

The degree to which a person is hesitant and careful in making decisions. This characteristic relates to the care with which one evaluates situations or materials and takes action. High scores on this trait are likely to indicate a tendency to be deliberate and careful when making decisions. Those scoring extremely low on this quality are likely to be more impulsive or intuitive in their approach to decision making.

## EGO-DRIVE

Ego-drive is a composite trait that incorporates a number of other Caliper measures. Ego-drive is the inner need to persuade others as a means of gaining personal gratification. The Ego-driven individual wants and needs successful persuasion as a powerful enhancement of his or her ego. Ego-drive is not ambition, aggression, energy, or even a willingness to work hard. Rather, it is an internal gratification that comes from getting another person to say "yes."

## EGO-STRENGTH/RESILIENCE

Resilience is the self-confidence and ability to handle rejection and accept criticism in a manner that is positive and growth oriented. Individuals with a healthy, intact ego have a positive picture of themselves. Liking and accepting the way they are allows them to function at or near the top of their capacity. On the other hand, individuals scoring low on this trait may be preoccupied with conflict or feelings of inferiority, thus reducing their effectiveness.

## EMPATHY

Empathy is a composite trait that incorporates a number of other Caliper measures. Empathy is the ability to accurately sense the reactions of another person and to objectively perceive their feelings without necessarily agreeing with them. An empathic individual, therefore, has the capacity to appropriately adjust his or her own behavior in order to deal effectively with people.

## EXTERNAL STRUCTURE

Measures the degree to which a person is sensitive to the environment and the structure that exists. Individuals scoring high in external structure are sensitive to externally defined rules, policies and procedures. They operate with some sensitivity to authority and will generally prefer a working environment in which direction is set.

## FLEXIBILITY

An indicator of flexibility/inflexibility. Individuals who rank high in this quality are generally willing to modify their approach as changing conditions or circumstances require. They can easily "change gears" to respond to the input and feedback of others. Those who score lower may be more tenacious in holding onto their views and less willing to modify their position.

## GREGARIOUSNESS

Measures gregariousness or buoyancy, and overall optimism. It reflects a comfort with people and crowds. Individuals who are gregarious are extroverted, ebullient and optimistic. Gregarious people are outgoing and enjoy working with large groups.

## IDEA ORIENTATION

Measures originality or creativity. Individuals who score high on ideational items show an orientation toward creative problem solving, idea generation and concept development. Lower scores may indicate a preference for practical or concrete solutions.

## RISK TAKING

Determines an individual's willingness to take necessary risks. It is a sense of adventure; an optimistic desire to try new things. It does not necessarily imply recklessness (i.e., one can be a cautious risk taker). Individuals scoring low on this scale tend to prefer conventional or well-established methods as opposed to those in which failure might occur.

## SELF-STRUCTURE/SELF-DISCIPLINE

Measures an individual's ability to determine and direct his/her own priorities. Individuals ranking high in this area are self-defining. They typically establish and manage their own agendas. Those scoring low in this area tend to enjoy variety, can be distractible, and may require some direction to gain focus.

## SKEPTICISM

A concern with the attitudes of others towards oneself. Individuals scoring high on this quality tend to be suspicious of the motives of others. In many roles a degree of skepticism can be helpful in making correct judgments. Low levels on this scale generally suggest a degree of trust or naiveté.

## SOCIABILITY/OUTGOINGNESS

Measures sociability: the ability and desire to be with and work with people. Individuals who rank high in this quality enjoy being with and working with others. More specifically, they relate well in one-on-one and group situations. They are likely to have a large circle of close friends.

## THOROUGHNESS

Measures an individual's attention to detail and tendency to persevere. Individuals who score high in thoroughness tend to be careful and will take ownership of the jobs assigned to them. Those who score lower may be more expeditious than thorough.

## URGENCY

A measure of an individual's sense of immediacy. Urgency is an inner-directed and focused need to get things done. Extremely high scores indicate impatience or unrealistic expectations. Low levels indicate patience and potential complacency.