

CALIPER | Definitions

Caliper defines competencies as bundles of personal attributes that come together with the work environment to give rise to strong performance in business-critical outcome areas. The following is a list of brief descriptions of the 49 validated competencies found in Caliper's competency library:



LEADERSHIP

ACTIVE COMMUNICATION



INTERPERSONAL DYNAMICS



DECISION MAKING



PROBLEM SOLVING



MANAGING PROCESS



SELF-MANAGEMENT





LEADERSHIP

Leadership Maturity An individual who exhibits this competency serves as a role model for performance and organizational behavior by demonstrating humility, confidence, and courage in his or her leadership role.

Leadership Communication An individual who exhibits this competency generates a shared commitment to the organization, building morale and encouraging ownership of mission, goals, and values.

Driving Results An individual who exhibits this competency motivates individuals to achieve and exceed goals by establishing accountabilities, clarifying performance expectations, agreeing to high standards and measures, monitoring and reviewing performance, and providing timely and relevant feedback.

Leading Change Individuals who exhibit this competency effectively create a vision for change and engage others to implement the change process.

Managing Innovation An individual who exhibits this competency will create opportunities by fostering an environment open to new or radical alternatives to traditional methods, approaches, and products.

Team Building An individual who exhibits this competency enables and encourages group members to work together to complete tasks and accomplish goals that individual members could not accomplish alone.

Coaching and Developing Individuals who exhibit this competency provide quality time and planned commitment to direct reports and provide processes and opportunities for them to understand their strengths and limitations in relation to a range of high-quality and relevant competencies.

Delegating Individuals who exhibit this competency display strong awareness of when, how, and to whom to delegate and will clearly communicate objectives, tasks, long-term benefits, and expectations for outcomes in order to empower others to take greater responsibility.

Fact-Based Management Individuals who exhibit this competency view the organization as an open system, synthesize information from diverse sources, come to conclusions, and make decisions that are rational and based on sound evidence.

Strategic Talent Management Individuals who exhibit this competency attract, hire, engage, and develop talented people to build the capabilities required for the organization to perform at high levels

Directing Individuals who exhibit this competency manage the contribution and performance of individuals and teams to ensure company objectives are achieved and standards met. This involves communicating with others to make clear what is expected of them and conveying expectations about timeliness and quality.



ACTIVE COMMUNICATION

Influence and Persuasion Individuals who exhibit this competency are effective in persuading, convincing, influencing, or impressing others in order to get them to support a specific agenda, make a specific type of impression, or take a specific course of action.

Conflict Management Individuals who exhibit this competency address problems openly and objectively and bring substantial conflicts and disagreements into the open with the intention of resolving issues in an unemotional and constructive manner.

Negotiation Individuals who exhibit this competency identify key bargaining points for all parties and work effectively toward win-win solutions.

Active Listening Individuals who exhibit this competency enhance mutual understanding in communicating with others by expressing genuine interest in, and providing full attention to, the content and meaning of others' messages.

Communicating An individual who exhibits this competency provides the information required by others in a concise, direct, and unambiguous way. He or she perceives how the message affects the receiver and strives to ensure that the receiver clearly understands the specifics and function of the message.

Instructing Individuals who exhibit this competency demonstrate confidence in their area of expertise, display the patience to thoroughly explain concepts or information to others, and work with their audience to ensure understanding.



INTERPERSONAL DYNAMICS

Interpersonal Sensitivity Individuals who exhibit this competency relate effectively to other people, sense the impact of their own behavior upon others, and modify their approach in order to achieve productive outcomes.

Service Focus Individuals who exhibit this competency place emphasis on creating customer loyalty by continually enhancing the customer experience. They show the capacity to identify and understand the needs of customers, manage expectations, and give priority to meeting and exceeding those needs.

Relationship Building Individuals who exhibit this competency develop effective long-term professional interactions with others based on trust: trust that they will always work toward the best interest of those involved and that they are sufficiently competent to provide positive results.

Collaboration and Teamwork Individuals who exhibit this competency work interdependently and collaboratively with others to achieve mutual goals. They subordinate individual aims in the interest of working with others in a way that promotes and encourages each person's contributions toward achieving optimal outcomes.

Organizational Savvy Individuals who exhibit this competency gather and accurately assess information related to the organization's formal and informal communication channels and power relationships.

Global Mindset Individuals who exhibit this competency appreciate diversity in norms, values, beliefs, customs, and points of view. They value and manage cultural differences and consider diversity of thought as an asset to leverage.



DECISION MAKING

Deliberative Decision-Making Individuals who exhibit this competency tend to gather, consider, and evaluate all relevant information to make logical conclusions before being moved to action.

Decisiveness Individuals who exhibit this competency tend toward taking calculated risks by making decisions and taking action, even in the absence of all information.

Strategic Thinking Individuals who exhibit this competency develop and help drive a shared understanding of a long-term vision that describes how the organization needs to operate now and in the future.

Organizational Citizenship Individuals who exhibit this competency focus efforts toward the common good; place the organization's goals before individual, functional, or business unit goals; and demonstrate the desire to be a part of something that extends beyond their own self-interest.

Information Seeking Individuals who exhibit this competency are driven by an underlying curiosity and desire to know more about things, people, or issues. This involves going beyond routine questions and includes digging or pressing for exact information; resolving discrepancies by asking a series of questions; or conducting less-focused environmental scanning for opportunities or miscellaneous information that may be used in the future.



PROBLEM SOLVING

Creativity and Innovation Individuals who exhibit this competency tend toward divergent thinking and the propensity to question existing practices; challenge commonly held assumptions; originate new or radical alternatives to traditional methods, processes, and products; and build on others' ideas.

Analytical Thinking Individuals who exhibit this competency grasp the underlying concepts in complex information, are able to identify root causes of problems, and formulate solutions based on a synthesis of information.

Learning Agility Individuals who exhibit this competency discern patterns in data, recognize relationships between concepts, and rapidly apply learning from one context to solve analogous problems in different contexts.

Scientific Acumen Individuals who exhibit this competency consistently and appropriately implement best practices in scientific inquiry and empirical reasoning to identify trends in data.

Business Acumen Individuals who exhibit this competency make sound business decisions based on a strong understanding of the company's business model, strategic goals, and relevant policies, as well as best practices and current technologies in their own discipline or functional area.



MANAGING PROCESS

Quality Focus Individuals who exhibit this competency ensure that all work in one's own area of the business, throughout the organization, by vendors, suppliers, etc. is performed with excellence and to high standards for quality and integrity.

Compliance Individuals who exhibit this competency work to ensure that they, team members, other employees, contractors, strategic partners, and other relevant stakeholders act in accordance with all pertinent rules, regulations, policies, and best practices, and that behavior in the organization meets the company's standards of conduct.

Safety Focus Individuals who exhibit this competency take the practical actions necessary to ensure that the incidence and probability of workplace accidents, injuries, and illnesses are minimized. This competency involves keeping up to date with current workplace safety laws, research, and best practices; ensuring awareness of safety-related issues; remaining vigilant for potential hazards; and taking all precautions to ensure the wellbeing of all employees.

Process Management Individuals who exhibit this competency take a systematic approach in contributing to making the company's workflow more effective, efficient, and capable of adapting to an ever-changing environment.

Time Management Individuals who exhibit this competency focus on completing all work tasks in a timely manner while remaining responsive enough to react to competing demands and shifting priorities. This competency is about managing multiple responsibilities, being organized, keeping on top of important time-sensitive tasks, and performing all work accurately.

Planning and Priority Setting Individuals who exhibit this competency identify the priorities, processes, and practical actions that are necessary to achieve an objective or an idea. This competency requires developing detailed action or project plans including objectives, accountabilities, time frames, standards, review stages, and contingencies.



SELF-MANAGEMENT

Composure and Resilience	Individuals who exhibit this competency are able to deal effectively with pressure, maintain focus and intensity, and remain optimistic and persistent, even under adversity. This competency includes the ability and propensity to recover quickly from setbacks, rejections, and conflicts and to maintain self-control in the face of hostility or provocation.
Achievement Motivation and Perseverance	Individuals who exhibit this competency display a determination to achieve ever-increasing levels of performance. This competency involves setting high standards and challenging goals for oneself, others, and the organization, and requires a constant focus on achieving and exceeding those goals.
Self-Awareness	Individuals who exhibit this competency accurately recognize their own emotional reactions and thoughts, seek insight into the causes of these reactions, and objectively analyze how their emotional and cognitive reactions affect decisions, behavior, and chosen courses of action.
Adaptability	Individuals who exhibit this competency demonstrate the ability to work effectively and shift course when external influences affect an initial plan, condition, or situation. They are willing to change their own ideas or perceptions on the basis of new information or evidence and are able to alter standard procedures when necessary and juggle multiple demands as required.
Initiating Action	Individuals who exhibit this competency will tend to be self-starters and will take a lead role in improving or enhancing a product or service, avoiding problems, or developing entrepreneurial opportunities. They will often demonstrate a sincere positive attitude toward getting things done and will seek out additional responsibilities that may go beyond the scope of their formal job description.
Accountability	Individuals exhibiting this competency take responsibility for their own performance and accept full ownership of issues, problems, and opportunities, regardless of the source.
Professionalism	Individuals who exhibit this competency set high standards and serve as role models for work performance, ethical conduct, and respect for others. They consistently conduct themselves in a manner consistent with generally accepted moral principles and values and within the guidelines and best practices of their chosen profession.
Continuous Learning	Individuals who exhibit this competency take responsibility for their own learning and professional development. They are objectively aware of the knowledge and skills required to grow in their career, actively seek out professional development resources to address knowledge and skills needs, and exhibit the personal discipline to accomplish learning goals.
Extended Task Focus	Individuals who exhibit this competency are able to perform the same work function for a significant amount of time while remaining focused and without becoming disengaged. This competency is about being comfortable with a structured schedule and well-defined work tasks.
Comfort With Ambiguity	Individuals who exhibit this competency are at ease in work situations without clear guidelines, structure, or known outcomes. They are able to operate effectively within ambiguous environments and view novel situations as challenges rather than as stressors.