

CALIPERTM **essentials**

Competency Report for Coaching Mid-Level Manager Model

**Frank Kozlowski
For Operations Manager
With ABC Company, LLC.**

November 2, 2018

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CALIPER

ABOUT THIS REPORT

To find out more about how to interpret, understand, and apply the information in this report, we invite you to visit the [Caliper Essentials Competency Report for Coaching landing page](#).

If you have additional questions about this report or how to apply these results, please feel free to reach out directly to your Caliper Account Team or call (609) 524-1400.

MID-LEVEL MANAGER

Frank Kozlowski is being assessed using Caliper's Mid-Level Manager Model.

COMPETENCY OVERVIEW

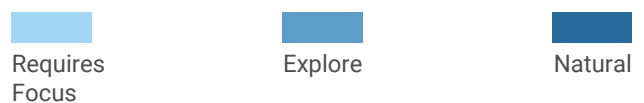
CRITICAL COMPETENCIES



IMPORTANT COMPETENCIES



SUPPORTING COMPETENCIES



KEY FINDINGS

These Key Findings outline the behaviors most likely to impact Frank Kozlowski's success in the Mid-Level Manager context, whether they serve as a strength or pose a challenge. Caliper suggests further exploring these areas to gain insight into this individual's potential for success in your role.

Most Natural Behaviors

- 


Determines the necessary processes to accomplish goals (Process Management)
- 


Ensures that development occurs by removing obstacles and leveraging appropriate resources (Coaching and Developing Others)
- 


Uses data and reporting to hold people accountable for meeting goals (Fact-Based Management)
- 


Assesses what data are needed to make well-informed, accurate business decisions (Fact-Based Management)

Behaviors to Investigate

- 

Talks with others to learn of personnel changes within the organization (Organizational Savvy)
- 

Gives constructive feedback in a way that motivates the individual or team to improve (Coaching and Developing Others)
- 

Executes improvement plans in underperforming parts of the company (Driving Results)
- 

Assists individuals in identifying their training and development needs (Coaching and Developing Others)

COACHING QUESTIONS

As a next step, Caliper suggests reviewing the strengths and possible challenges outlined above with a manager, mentor, or coach in order to help Frank Kozlowski further develop professionally. Together, they can use the Coaching Questions listed below to start a constructive dialog, which could serve as the foundation of Frank Kozlowski's development plan. These questions are designed to put Frank Kozlowski's potential in the context of current performance.

Talks with others to learn of personnel changes within the organization (Organizational Savvy)

Describe your current method for staying up to date on what is happening with personnel changes within the organization. Now, think about a time when knowing more about what was going on would have helped you. What steps could you have taken that would have helped? What actions will you take to successfully grow your internal network?

Gives constructive feedback in a way that motivates the individual or team to improve (Coaching and Developing Others)

Describe a time when you had to deliver performance feedback to someone. How did you handle the situation, and what did you do to target that person's specific developmental needs? What did you do well in this process, and what might you have improved upon?

Executes improvement plans in underperforming parts of the company (Driving Results)

Discuss an experience in which you were tasked with making improvements in an underperforming area of the company. How did you ensure a measured, objective perspective when assessing the current versus desired state? How did you hold people accountable during the process, and how did you measure success? How might you be able to maintain this success going forward?

Assists individuals in identifying their training and development needs (Coaching and Developing Others)

Describe a situation in which you identified a person's strengths, development needs, or goals and then used that knowledge to appropriately coach and motivate that person. What was the end result? Looking back, how, if at all, would you adapt your approach to the situation?

MANAGER RECOMMENDATIONS

Caliper recommends keeping these factors in mind if you bring Frank Kozlowski on board. It might be beneficial for Frank Kozlowski's manager to address the following areas.

Talks with others to learn of personnel changes within the organization (Organizational Savvy)

Train this individual to touch base consistently with people in different work functions within the organization to ask questions about what is going on in their work areas, particularly around personnel shifts or changes. Coach this person to broach the subject with sensitivity, in terms of understanding how such shifts or changes might impact the work area and the other personnel involved, and to offer reciprocal information about his or her respective work area, so as to keep the lines of communication open.

Gives constructive feedback in a way that motivates the individual or team to improve (Coaching and Developing Others)

Recommend that this person consider the outcome that they are hoping to achieve before delivering performance feedback to a team member. Feedback is most constructive when it acknowledges what was done well, identifies what could have been improved, and explains desired future outcomes. Instruct him or her to provide feedback in this comprehensive fashion so as to allow others to improve their overall performance, not just correct a specific poor outcome.

Executes improvement plans in underperforming parts of the company (Driving Results)

Support this individual in putting methods in place for evaluating and monitoring work performance relative to company goals. Once performance gaps have been identified, work with this person to develop performance-improvement plans aimed at helping both individuals and the company get on track. Train this individual to consistently monitor the progress of improvement initiatives and to get hands-on with the tactical details as needed.

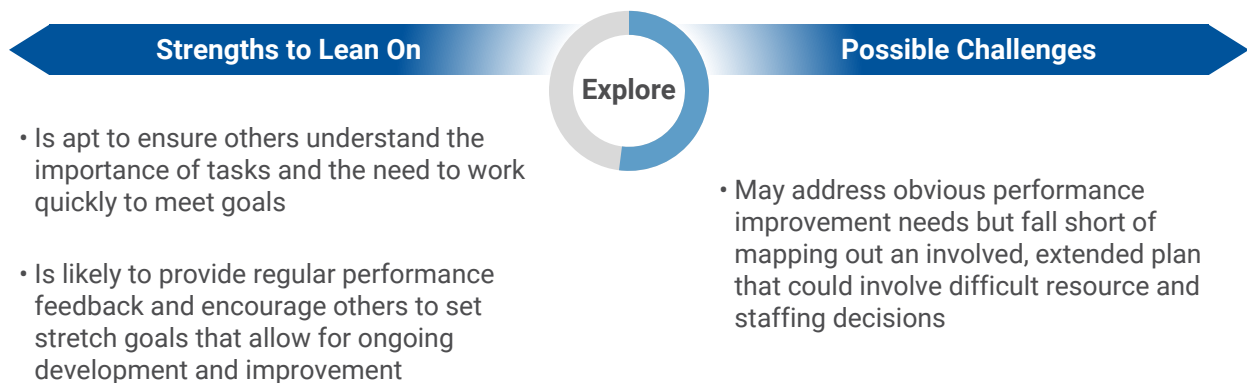
Assists individuals in identifying their training and development needs (Coaching and Developing Others)

Caution this individual against identifying others' training and developmental needs without their input. Advise him or her to initiate conversations with direct reports around this topic. Encourage him or her to consider not only the immediate demands of others' current position, but also their goals and aspirations for the future.

CRITICAL COMPETENCIES

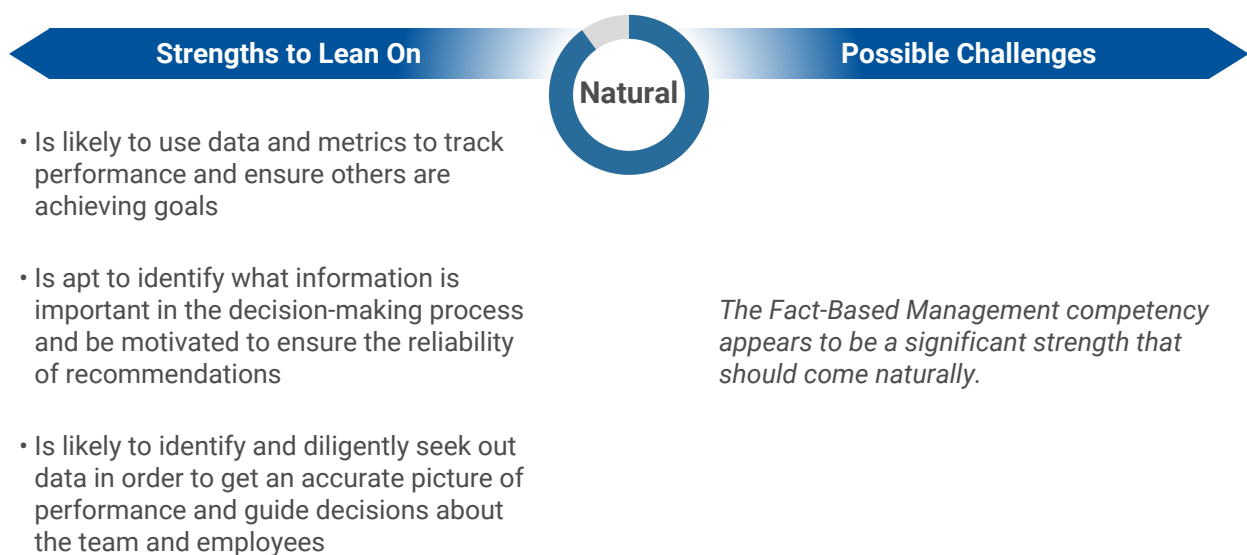
Driving Results

A person who shows 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.



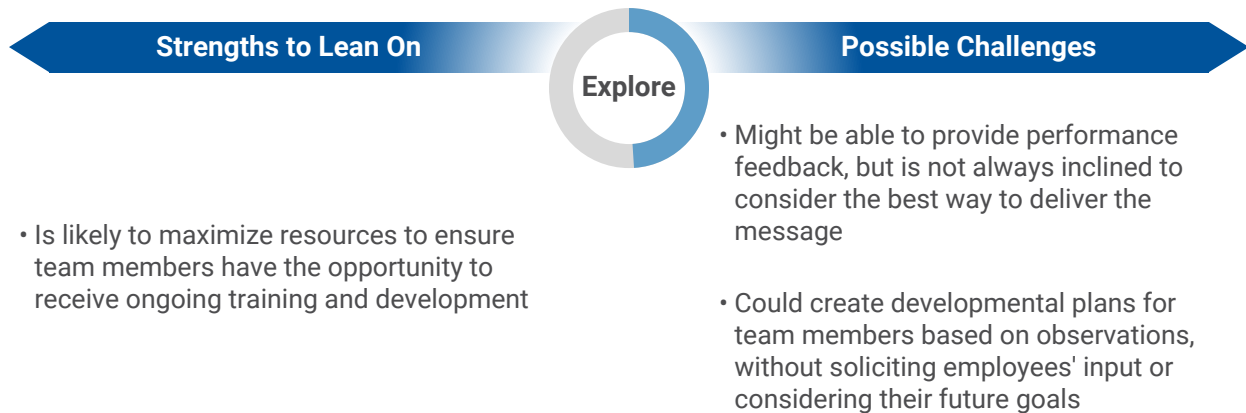
Fact-Based Management

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.



Coaching and Developing Others

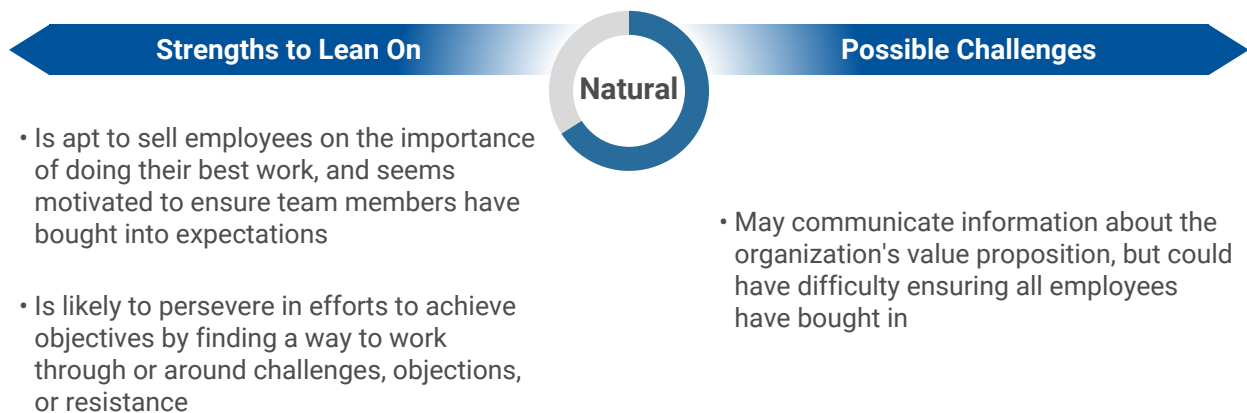
Individuals who show this competency provide quality time and planned commitment to direct reports and provide processes and opportunities for them to understand their strengths and limitations in relation to a range of high-quality and relevant competencies.



IMPORTANT COMPETENCIES

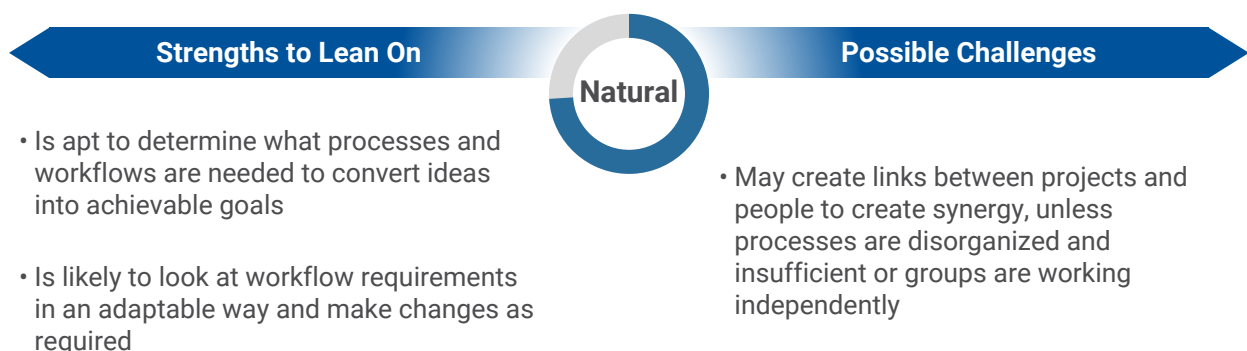
Leadership Communication

Someone who displays this competency generates a shared commitment to the organization, building morale and encouraging ownership of mission, goals, and values.



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.



Organizational Savvy

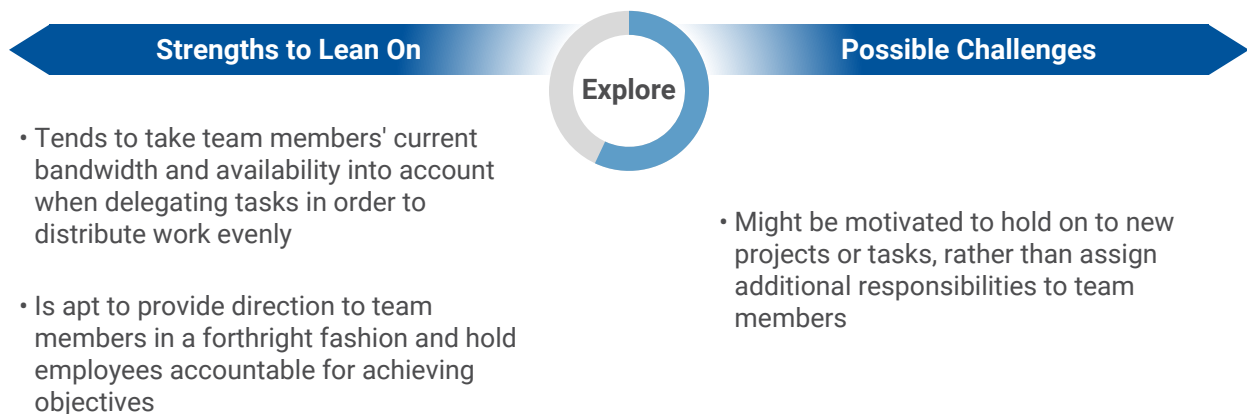
Those who display this competency gather and accurately assess information related to the organization's formal and informal communication channels and power relationships.



SUPPORTING COMPETENCIES

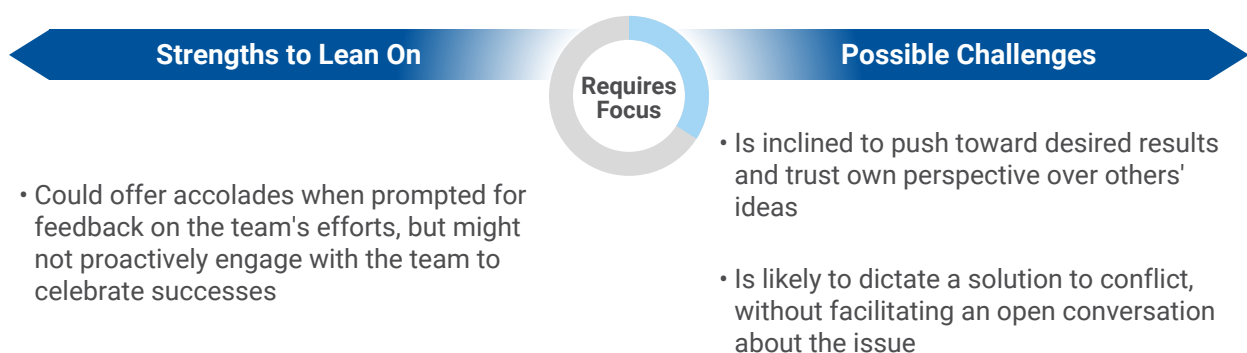
Delegating

Those 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.



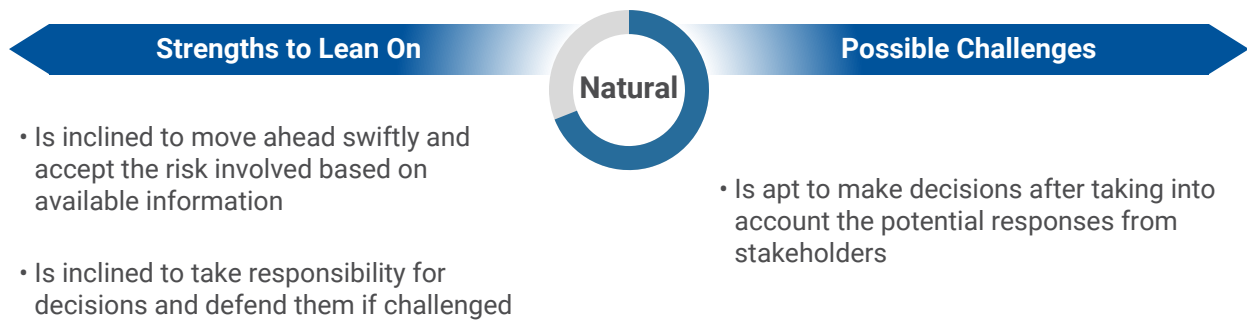
Team Building

A person 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.



Decisiveness

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



PREFERRED STYLES

This section of the report presents information about this individual's general style preferences and how that relates to a work context, rather than analyzing the person's fit with a specific Job Model.

COMMUNICATION

How does Frank Kozlowski prefer to communicate?

- **Motivators**

Having a clear path forward

- **Preferred Communication Environments**

Hierarchical; Command-and-control oriented

- **How to Communicate With Them**

Use facts and data to support viewpoints

- **Potential Stressors**

Indecision and perceived confusion around objectives and desired outcomes

- **Reaction to Stress**

Directing or telling in a seemingly arbitrary and/or forceful manner

- **How to Minimize Stressors**

Be clear and focus on the issues

INTERPERSONAL DYNAMICS

How does Frank Kozlowski prefer to interact with others?

- **Motivators**

Having quiet time to focus on accomplishing their own goals

- **Preferred Interacting Environments**

Business-like; By the book; Focused

- **How to Interact With Them**

Keep your interactions on-topic and allow time to respond

- **Potential Stressors**

Uncertainty, being put on the spot, and large or impromptu meet-and-greets

- **Reaction to Stress**

Withdrawing from others into own thoughts and feelings

- **How to Minimize Stressors**

Provide them a safe, intimate space to discuss the issue and reinforce empowerment

PROBLEM SOLVING AND DECISION MAKING

How does Frank Kozlowski prefer to solve problems?

- **Motivators**

Seizing opportunities and reaching logical, rational conclusions; Using a fact-based approach

- **Preferred Problem-Solving Environments**

Pragmatic; Innovative; Evidence-based

- **How to Solve Problems With Them**

Focus on potential gains and provide key facts; Use data and evidence to support conclusions

- **Potential Stressors**

Refusal to seize opportunities despite supporting evidence; Unsupported compromise and emotion-driven decisions

- **Reaction to Stress**

Discounting the emotional impact of a decision on others; Overemphasizing evidence-based rationale

- **How to Minimize Stressors**

Demonstrate how thinking through the fine points will maximize positive outcomes; Offer facts and data that clarify potential outcomes

PERSONAL ORGANIZATION AND TIME MANAGEMENT

How does Frank Kozlowski prefer to prioritize?

- **Motivators**

Completing tasks efficiently; Thinking through the details

- **Preferred Prioritizing Environments**

Highly scheduled; Procedural; Conscientious

- **How to Prioritize With Them**

Have a focused, agenda-driven discussion; Be prepared to provide details to address questions or concerns

- **Potential Stressors**

Unclear goals and unexpected changes; Being rushed and multitasking

- **Reaction to Stress**

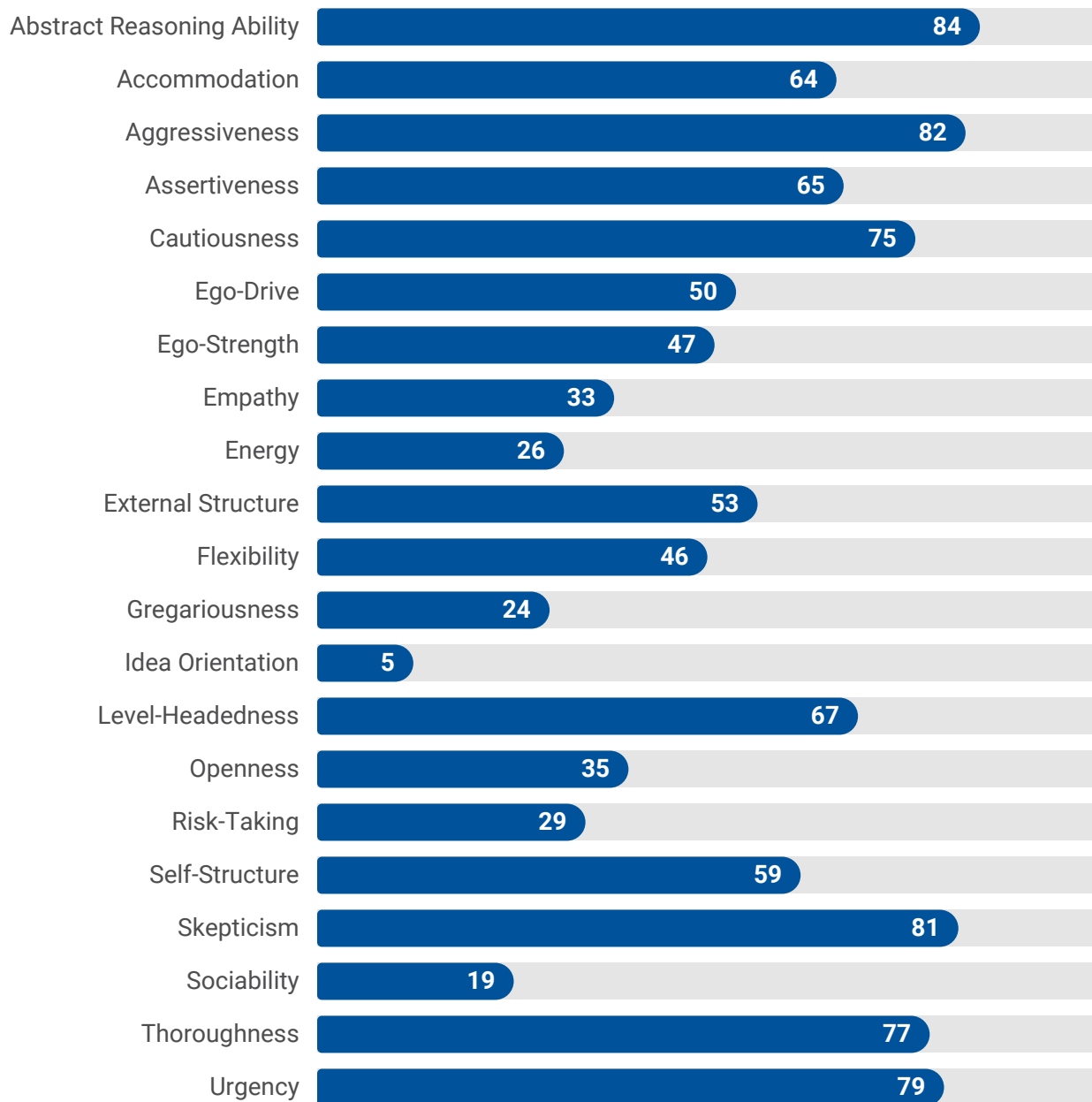
Showing reluctance to adapt to changing circumstances; Getting stuck in the details to the point of inaction

- **How to Minimize Stressors**

Define tasks and goals more concretely and avoid introducing changes; Allow them to focus on one project at a time

CALIPER PROFILE TRAIT SCORES

This graph shows Frank Kozlowski's personality traits directly measured by the Caliper Profile. Each bar shows the percentile rank of how this individual scored on each trait relative to the appropriate Caliper norm group, which is a representative sample of the workforce. For trait definitions, please [click here](#).



The information provided in this report is based solely on data developed from the Caliper Profile assessment. It should be interpreted in light of other information that is available about the individual and should never be used as the sole basis upon which to make a hiring, development, or promotion decision. To make an informed decision about whether this individual is likely to be successful with your organization, Caliper advises you to use this report in conjunction with other knowledge about the candidate, particularly information from the individual's interview, résumé, and application as well as feedback from references.