

CALIPERTM **essentials**

Individual Developmental Guide **Mid-Level Manager Model**

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For Operations Manager
With ABC Company, LLC.

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ABOUT THIS REPORT

To find out more about how to interpret, understand, and apply the information in this report and to download a development plan template, we invite you to visit the [Caliper Essentials Individual Developmental Guide 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 Tel. 609 524 1400.

JOB-FOCUSED BEHAVIORS: NATURAL STRENGTHS AND DEVELOPMENTAL OPPORTUNITIES

This section of the report highlights specific behaviors related to Mid-Level Manager roles that are likely to be natural strengths for you or that you should investigate, as they may pose developmental opportunities.

Natural Strengths

Determines the necessary processes to accomplish goals

Why this is likely to be a strength

You seem able to envision what existing workflows or processes are needed to drive a goal to closure. You show the potential to convert ideas into tangible work steps that enable you and your team members to achieve an objective.

Building on this strength

Keep an open mind when considering others' perspectives and experiences. You and your peers may be able to reference that input when working to set new processes or build upon existing structures. Collaborating with a diverse group will allow you to test potential processes most effectively.

Points for consideration and discussion

- What does determining the processes necessary to accomplish goals mean to you in your role? What do you find difficult when you need to exhibit it on the job? Discuss with your manager why this behavior is relevant to success and how you could enhance your capacity to display it.
- Reflect on a situation in which you needed to coordinate a process or series of processes in order to accomplish a key business goal. Please describe the relationship of the process(es) to the business goal. What did you do well in this situation, and where did you experience difficulty? How might you have changed your approach to help you work more effectively?

Ensures that development occurs by removing obstacles and leveraging appropriate resources

Why this is likely to be a strength

You seem motivated to ensure your team members have the opportunity to receive ongoing training and development. You would probably recognize that learning is continuous and should never truly cease, even when an employee has seemingly mastered his or her role. You are apt to identify relevant courses, seminars, or skills training that would be beneficial for team members. Furthermore, you would probably identify ways to maximize resources and work around obstacles when money and/or time are tight.

Building on this strength

Despite your apparent willingness to support their development, employees should also be encouraged to take ownership of their individual learning needs. Encourage your team members to share their own ideas around training they'd like to receive, skills they'd like to develop, or conferences they'd like to attend. While you might not be able to commit to each item in the near term, it can be helpful to keep a running list of learning interests for each employee and to prioritize those that are most applicable and feasible.

Points for consideration and discussion

- What does this behavior mean to you, and how is it relevant to your role? How do you ensure team members develop appropriately? Discuss with your manager how this behavior contributes to your success and what you might do to continually leverage it.
- Evaluate a situation in which you needed to remove an obstacle for an individual and thereby helped him or her to grow professionally. What was the issue, and how did your efforts enable that person to develop? Would you change anything about your approach?

Uses data and reporting to hold people accountable for meeting goals

Why this is likely to be a strength

Once you've communicated expectations to your team members, you tend to place emphasis on appropriate execution. You are likely to rely on the reporting you have at your disposal to track various performance metrics, which may help to ensure successful achievement of goals.

Building on this strength

The use of data to drive accountability might be a new concept for some. From the outset, explain what the numbers indicate and how you'll be using the information to uphold expectations and drive results. Doing so might allow you to more readily garner support for your process.

Points for consideration and discussion

- What does using data to hold people accountable mean to you in the context of your role? What do you do when you need to exhibit this behavior on the job? Discuss with your manager how it contributes to success in your role and how you might grow in this area.
- Reflect on a time when you utilized data to help increase performance and hold others accountable for achieving objectives. What was the situation, and what was your process for collecting and synthesizing data? How might you be able to leverage your technique and any lessons learned going forward?

Assesses what data are needed to make well-informed, accurate business decisions***Why this is likely to be a strength***

You appear motivated to ensure the reliability of your recommendations when advising on matters that impact the business. You are likely to identify which pieces of information would impact your decision and would be important to include in your vetting process.

Building on this strength

In addition to your own determinations of which data are relevant, be sure to check in with other stakeholders to assess what information they feel would be important to include. They might come up with something you hadn't considered.

Points for consideration and discussion

- What does assessing data mean to you in your role? What do you do when you need to exhibit it on the job? Discuss with your manager why this behavior is relevant to success and how you could continually display it.
- Consider a time you had to source relevant competitive and market information and then analyze it. How did you go about it? What conclusions did you reach? Reflect on the impact of this decision, and think about where you excelled during the process, where you might be able to improve, and what strategies might help you do so.

Developmental Opportunities

Might wait for official announcements for information about new hires or employees leaving the organization or changing roles, possibly losing key contacts

Why this might be a developmental opportunity

You tend to wait to be told about upcoming personnel changes by those in authority, instead of taking initiative to ask people what they have heard or sharing your own insights about staff changes in a proactive way.

This could be a challenge for you...

<i>When you experience</i>	<i>So, instead of</i>	<i>Consider</i>
<ul style="list-style-type: none"> • A work environment where there is little informal communication among employees in different functional areas • A small number of internal contacts outside your department or team 	<p>Waiting for official communications about personnel changes or being disconnected altogether from news about people leaving or changing roles</p>	<p>Regularly touching base with your contacts in different parts of the organization to keep mutual lines of communication open and proactively trying to build your number of accessible contacts</p>

Developmental suggestions

- Make sure to stay in touch with your contacts throughout the organization and keep up on company news, both official and unofficial. Asking people what’s going on will help you keep up to date. Providing information of your own can make others more willing to share what they know.
- 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 regarding personnel shifts or changes. Broach the subject with sensitivity, in terms of understanding how such shifts or changes might affect their work areas and the other personnel involved, and offer reciprocal information about your work function, in order to keep the lines of communication open.

With your manager

- What does talking with others to learn of personnel changes mean to you, and how does it affect your success in this role? With your manager, discuss what might help you to exhibit this behavior more consistently.
- Evaluate your current method for staying up to date on what is happening regarding 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?

Might be able to provide performance feedback, but is not always inclined to consider the best way to deliver the message

Why this might be a developmental opportunity

You seem able to deliver performance feedback to others, but you might not consider the best way to deliver the message, based on your audience. You may point out what was done incorrectly, without pointing out what was done well or expanding the conversation into the area of what could be done differently in the future so as to achieve a better outcome.

This could be a challenge for you...

When you experience	So, instead of	Consider
<ul style="list-style-type: none"> • Individuals who are barely meeting expectations • A need to deliver performance feedback 	Avoiding the potentially difficult conversation or taking a 'telling' approach to offering performance feedback	Tailoring your approach to the individual and maintaining constructive dialogues in order to gain a deeper understanding of one's needs and motivations

Developmental suggestions

- Strive for a positive tone in the way you convey criticism in order to encourage others to view developmental areas as opportunities to learn rather than as shortcomings. Focus on what the employee can do to improve rather than dwelling on past performance. Set concrete strategies and interim goals to measure their progress and ensure that your expectations are clear.
- Consider the outcome you 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. Provide feedback in this comprehensive fashion so as to allow others to improve their overall performance, not just correct a specific poor outcome.

With your manager

- What does giving constructive feedback mean to you in the context of your role? What do you do when you need to exhibit this behavior on the job? Discuss with your manager how it contributes to success in your role and how you might improve in this area.
- Think about 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?

May address obvious performance improvement needs but fall short of mapping out an involved, extended plan that could involve difficult resource and staffing decisions

Why this might be a developmental opportunity

You may not look beyond your own work area to evaluate organizational performance as a whole and, subsequently, could miss opportunities to identify broader areas of underperformance. In addition, you might be uncomfortable broaching the subject of performance gaps, and you may worry that people will not be receptive to your ideas.

This could be a challenge for you...

When you experience	So, instead of	Consider
<ul style="list-style-type: none"> • A business need with no clear answer • Having to deliver difficult messages about poor performance • A complicated, drawn-out execution plan with many obstacles 	Relying on others to take the lead in identifying and pursuing initiatives	Identifying gaps in performance, developing an improvement plan that aligns individual goals with organizational objectives, and holding others accountable

Developmental suggestions

- First, it is important to understand the role different parts of the company play in helping the business achieve its goals. Doing so can help you identify any performance gaps and reassess the standards and expectations for that group. Try to avoid over accommodating others during this process, as it can lead to you accepting lower levels of performance. When working to implement new standards, openly accept feedback and work to gain buy-in, but stand firm on the core objectives.
- Establish methods for evaluating and monitoring work performance relative to company goals. Once performance gaps have been identified, develop performance-improvement plans aimed at helping both individuals and the company get on track. Consistently monitor the progress of improvement initiatives and get hands-on with the tactical details, as needed.

With your manager

- What does executing improvement plans mean to you, and how is it relevant to your role? How do you demonstrate it in your everyday work tasks? Discuss with your manager how this behavior contributes to your success and what you might do to exhibit it more consistently.
- Review 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 improve on your results going forward?

Could create developmental plans for team members based on observations, without soliciting employees' input or considering their future goals

Why this might be a developmental opportunity

You tend to assign training materials to team members based on the typical courses and programs that are associated with their jobs rather than looking beyond the standard training options and asking your team for input about what courses or programs they feel would be helpful to them. You could also focus on short-term training needs based on current jobs, instead of initiating conversations about long-term career goals and aspirations.

This could be a challenge for you...

<i>When you experience</i>	<i>So, instead of</i>	<i>Consider</i>
<ul style="list-style-type: none"> • Team members who are struggling • Challenges in identifying an individual's strengths and developmental needs 	Assuming you know what others need and developing action plans for individuals without their input	Initiating conversations with direct reports and giving thought to their goals and aspirations for the future, not just the immediate demands of their current position

Developmental suggestions

- You might see employees' performance from a more objective standpoint than they do. Speaking up about developmental needs you notice can help them identify areas to improve and address them constructively.
- Guard against identifying others' training and developmental needs without their input. Initiate conversations with direct reports around this topic. Consider not only the immediate demands of others' current position, but also their goals and aspirations for the future.

With your manager

- What does assisting people in identifying development needs mean to you in your role? What do you find difficult when you need to exhibit it on the job? Discuss with your manager why this behavior is relevant to success and how you could enhance your capacity to display it.
- Reflect on 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?

LEVERAGING YOUR WORK STYLES

The previous portion of your report targeted behaviors specifically related to your job. Here, we will help you make the most of your natural work styles in different situations.

COMMUNICATION

Your Communication Style

- **Preferred Communication Approach**

Taking a direct, commanding approach and being up front and candid when imparting information and conveying expectations

- **Communication Strengths**

Bringing clarity of purpose and prompting others to move tasks and projects toward completion

- **Potential Communication Stress Reactions**

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

- **When you notice yourself reacting to stress, try the following:**

Ask questions to ensure consideration of others' needs, feelings, and perspectives

Tips to build your Communication skills

- Ask others to share their opinions before you make a decision. Take the time to listen and consider their suggestions, thank them for sharing and incorporate their suggestions when it makes sense to do so, and give them credit for their contributions.
- Create a safe environment that encourages others to participate. Pay attention to your actions to ensure that you are not dominating the conversation.

Strengths to leverage to improve your Communications with others

- Be objective, direct, and concise when providing feedback.
- Use a logical, organized approach to explain feelings or values.

Tips for working with your manager to develop your Communication skills

- Be mindful of when behaviors are creating the perception of closed-mindedness. Partner with your manager to explore different viewpoints by asking questions and practicing effective listening skills.
- When others communicate their issues, you may want to jump to providing solutions. This can cause behaviors such as interrupting and finishing others' sentences. Work with your manager to learn how to take the time to ask clarifying questions and be comfortable exploring the key issue.

INTERPERSONAL DYNAMICS

Your Interpersonal Style

- **Preferred Interpersonal Approach**

Developing comfort before opening up and taking an observation-first approach

- **Interpersonal Strengths**

Bringing insightful observations and a steady focus on the desired outcome

- **Potential Interpersonal Stress Reactions**

Withdrawing from others into own thoughts and feelings

- **When you notice yourself reacting to stress, try the following:**

Prepare for meetings when possible and ask thought-provoking questions to buy response time, if put on the spot

Tips to build your Interpersonal skills

- If you encounter a difficult, intense, or emotional meeting, try to check in with the other individuals in attendance. Ask how they are feeling and show interest in their responses.
- Your independent style produces focused results. There are times when it is critical to include others in the process. Intentionally stop and think about key stakeholders and specific actions that you can take to connect with them.

Strengths to leverage to improve your interactions with others

- You demonstrate the focus to lock in on and complete your tasks. Be careful to not push so hard that your stress level is too high and you become burned out.
- You innately strive to create high-quality results from your efforts. Try to build on that tendency to improve other aspects of your work as well, such as project hand-offs and ad hoc collaboration.

Tips for working with your manager to develop your Interpersonal skills

- Seek support from your manager to help you communicate your opinions and perceptions of others' thoughts and feelings.
- You might operate in a way that extroverted colleagues do not readily understand and unintentionally pushes them away. Ask your manager for techniques that may help you work more comfortably with extroverted colleagues.

PROBLEM SOLVING AND DECISION MAKING

Your Problem-Solving Style

- **Preferred Decision-Making Approach**

Seizing opportunities, even in ambiguous circumstances; Engaging in rational analysis

- **Decision-Making Strengths**

Bringing purpose and resolve; Employing an empirical, fact-based approach to decision making

- **Potential Decision-Making Stress Reactions**

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

- **When you notice yourself reacting to stress, try the following:**

Check in with a sounding board to consider the facts and details in context of their impact on others; Challenge yourself to view the decision from other people's perspectives

Tips to build your Decision-Making skills

- Create safe spaces for others to share their ideas and concerns during the decision-making process. Recognize that honoring people's feelings is a necessary step in decision making.
- Recognize when an opportunity presents itself that requires a calculated risk. Conduct your due diligence and move forward.

Strengths to leverage to improve your Decision Making

- You are comfortable working within ambiguity and can help drive the team forward during times of change or uncertainty.
- Continue to share what information you know that can help to make an informed decision.

Tips for working with your manager to develop your Decision-Making skills

- Collaborate with your manager on how to incorporate asking for suggestions from others into the decision-making process.
- If there is a lot of analysis that needs to be done, ask your manager for assistance to determine what steps can be taken immediately and create a timeline to keep the project moving forward.

PERSONAL ORGANIZATION AND TIME MANAGEMENT

Your Prioritization Style

- **Preferred Prioritization Approach**

Focusing on comprehensive planning and efficient multitasking; Thinking through all of the steps in a process without overlooking details

- **Prioritization Strengths**

Planning and introducing structure and process; Reviewing work for correctness and providing detailed analysis of options or ideas

- **Potential Prioritization Stress Reactions**

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

- **When you notice yourself reacting to stress, try the following:**

Remain open to slowing down to fully explore all of the options for project execution; Request clarification on where to focus your efforts when working under tight deadlines or on multiple projects concurrently

Tips to build your Prioritization skills

- Stay open to new data, approaches, and options, even if the alternatives may take more time to implement.
- Be careful to not get too involved with details that you lose focus or don't recognize the overarching threats or needs.

Strengths to leverage to improve your Prioritization skills

- Your desire to identify opportunities to provide structure can help the team improve its overall efficiency.
- Continue to help the team explore in detail, the options and ideas that are in front of them. Your insights will enable others to make the most informed decision possible.

Tips for working with your manager to develop your Prioritization skills

- When prioritizing work, partner with your manager to realistically describe concrete, practical issues that the team is facing and how best to confront these issues sooner than later.
- At times, you can appear to be closed to change. Explore with your manager how well-thought-out changes can help improve overall efficiency.

JOINT ACTION PLAN

Now that you have feedback from a coach, mentor, or manager and ideas for development, work together to create an action plan for the behavioral changes you would like to make.

For more information about filling out your Joint Action plan and to get an interactive PDF copy, please visit the [Caliper Essentials Individual Developmental Guide landing page](#).

Here is an example of how a Joint Action Plan might look.



Joint Action Plan

Development Goal #1

Participant Name: Sally Sample

Reset Form

<i>Goal:</i> What do I want to accomplish?	<i>Behavioral Change:</i> What am I going to do differently?	<i>Resources and Strategies:</i> What tools or support are available to me?	<i>Practice:</i> In what situations can I practice the new behavior?	<i>Evaluate Success:</i> How will I know I have been successful?
Initiate relationships with customers and business associates	<ul style="list-style-type: none"> - Take more initiative in meeting new people - Refine my ability to briefly express ideas and opinions about our company's products and services 	<ul style="list-style-type: none"> - Go through the relationship building module in the company system - Meet at least 4 new colleagues informally and 4 new associates in 2 months 	<ul style="list-style-type: none"> - Informal company events - Upcoming professional conference 	<ul style="list-style-type: none"> - Confirm number of new contacts added to the system by target date - Check in with my accountability partner for an external perspective on progress

Target Date: 7/1/2019

[Please click here to download your interactive Joint Action Plan.](#)