Caliper Profile
Overview

Understanding Traits, Behaviors, and Your Caliper Data

People succeed when they are in positions that play to their potential, strengths, and motivations. The forced-choice format of the *Caliper Profile* provides insight into individuals' motivators, behaviors, and personalities by way of 22 personal attributes. Armed with this information, you will be equipped to make more reliable decisions regarding a candidate or current employee's degree of job fit.

How is the Caliper Profile constructed?

The **Caliper Profile** consists of 112 questions presented in five sections and includes an Abstract Reasoning component. It measures 22 attributes that have been found to be predictive of success in the workplace and provides insights into an individual's potential to engage in specified workplace behaviors. It takes 75 to 90 minutes to complete and is not timed.

Trait Data from the *Caliper Profile*

The Caliper traits are grouped into four Competency Categories, which are representative of Caliper's methodology for analyzing personality. Those four categories are:

Leadership/ Persuasiveness

Problem Solving and Decision Making

Interpersonal/ Service Orientation

Personal Organization and Time Management

Specific traits are used to provide insights into how a person is likely to approach areas that fall into that Competency Category. Below you can see which traits correspond with each Competency Category as well as learn how Caliper defines those traits and what types of behaviors they can trigger.

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Leadership/ Persuasiveness

Assertiveness:	Potential to communicate information and ideas in a direct manner. Individuals scoring high on this quality should be willing to communicate their ideas and opinions. People with low Assertiveness scores may be uncomfortable expressing their viewpoints.
Aggressiveness:	Inclination to push forcefully. People who have high scores in Aggressiveness tend to be forceful when defending their ideas or actions. Individuals with low scores would be unlikely to take a firm approach.
Ego-Drive:	Degree of satisfaction gained from persuading others. Highly ego-driven individuals should be motivated to win others' commitment. People with low scores on this attribute are unlikely to invest much effort in gaining consensus. Ego-Drive can sometimes inhibit performance. In those cases, individuals with strong Ego-Drive could overemphasize gaining people's agreement, possibly at the expense of accomplishing work goals. Individuals with low scores would be unlikely to sacrifice job performance in order to persuade others.
Ego-Strength (Resilience):	Capacity to handle rejection and criticism. Individuals with high scores on Ego-Strength tend to be unconcerned by setbacks. On the other hand, people who score low on this scale may be sensitive to criticism or rejection.
Energy:	Potential to sustain a high level of activity over extended periods. People who score high on this attribute tend to be active in the workplace, while individuals with low scores might be unenergetic in their work approach.
Level-Headedness:	The potential to remain calm and to maintain a steady disposition in everyday situations. People scoring high on this scale should be capable of remaining composed. Those who score low are inclined to respond emotionally.

Interpersonal/
Service Orientation

Accommodation:	Desire to help others. Individuals who have high scores on this attribute tend to be motivated to help people. Those with low scores might be uninterested in providing assistance. In certain jobs, Accommodation can inhibit performance. In such cases, individuals who have high Accommodation scores are apt to be motivated to please people, which may interfere with performing key tasks. Individuals with low scores are unlikely to sacrifice job performance in order to satisfy others.
Empathy:	Potential to perceive others' feelings and to adapt as needed. An empathic individual should be capable of understanding others and adjusting accordingly. Low scorers are likely to misinterpret people's needs or feelings.
Gregariousness:	Comfort with meeting new people and initiating conversations. Highly gregarious people are likely to be comfortable establishing contact and networking. Those who have low scores on this attribute may be uneasy about taking the initiative in social situations. Gregariousness can inhibit performance in some jobs. When this attribute inhibits performance, people with high scores could allow their motivation to meet new people and start conversations to interfere with fulfilling position requirements. Low scorers are unlikely to initiate interpersonal contact at the expense of handling job responsibilities.
Skepticism:	Inclination to doubt or question others' motives. Caliper's research has shown that this attribute can inhibit performance in some jobs. Highly skeptical individuals tend to be guarded and wary of others' intentions. People with low levels on this scale are likely to be trusting and willing to give others the benefit of the doubt.
Sociability:	The enjoyment of being around people and working with others. Individuals who score high on Sociability are likely to be motivated to interact with others. Low scorers on this attribute could be uninterested in having frequent social interaction. Sociability can detract from job performance in some roles. In those circumstances, high scorers could become distracted by their motivation to socialize, while those with low scores would be unlikely to interact with others at the expense of producing results.

Problem Solving and Decision Making

Abstract Reasoning Ability:	Potential to solve problems and understand the logical relationships among concepts. People who show a high level of Abstract Reasoning Ability should be capable of understanding complex issues. Individuals with low levels tend to be most effective when handling problems that have straightforward solutions.
Flexibility:	Willingness to modify an approach and to adapt to changing circumstances. Individuals who score high on this measure should be adaptable to change. Those who show low scores are likely to be reluctant to change their approach.
Idea Orientation:	Preference for thinking creatively and generating new ways to solve problems. Individuals with high Idea Orientation are likely to be motivated to develop creative, original solutions, while low scorers are inclined to use well-established methods. In certain jobs, high Idea Orientation can derail performance. In these situations, people who show high scores are apt to be distracted by their need to innovate. Those with low scores are unlikely to become sidetracked by the desire to think creatively.
Openness:	Receptiveness to new or alternative ideas. People who show high scores on Openness should be willing to consider others' input. Those who have low scores tend to be focused on their own way of doing things.

Personal Organization and Time Management

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External Structure:	Degree to which a person is sensitive to existing rules. Individuals who show a high level of External Structure are likely to be receptive to a structured environment with rules. People with low scores could be unresponsive to authority. Caliper's research shows that high scores in External Structure suggest weaker performance in certain jobs. In such cases, high scorers are apt to follow rules closely, possibly at the expense of achieving objectives. By contrast, low scorers may be willing to disregard rules when necessary in order to accomplish work goals.
Cautiousness:	Inclination to make decisions carefully and think through relevant facts and alternatives. High scorers tend to be careful when deliberating options and calculating outcomes. By contrast, low scores on this attribute might act without thinking things through.
Risk Taking:	Willingness to take chances. Individuals scoring high on this attribute are likely to take chances on untested initiatives. People with low scores tend to be reluctant to risk failure.
Self-Structure:	Preference for independently determining work methods. Individuals with high scores are apt to be motivated to independently determine their work approach, while those who show low Self-Structure scores are unlikely to define their own work methods.
Thoroughness:	The tendency to pay attention to detail. Individuals who show high scores on this attribute are apt to be conscientious when handling detail-intensive tasks. Those who score low may be uninterested in focusing on fine points.
Urgency:	The motivation to take quick action in order to obtain immediate results. High scorers on this attribute tend to be driven to act quickly. Individuals with low levels of Urgency are inclined to take their time when handling tasks.

Using Trait Data to Help You Understand Behaviors on the Job

- **A trait is an innate quality that makes one individual or thing different from another. In short, it is an inherited characteristic.**

- **A behavior is an observable action that a person takes in response to external and internal stimuli.**

It may be helpful to think of a trait as an atom and a behavior as a molecule. An atom is the smallest particle in an element, and atoms are the basic building blocks that form together to create a molecule. In the same way, a trait is the most basic component of an individual's personality. When you consider a person's various innate traits and how they combine and work together, you start to get a picture of their behavioral tendencies.
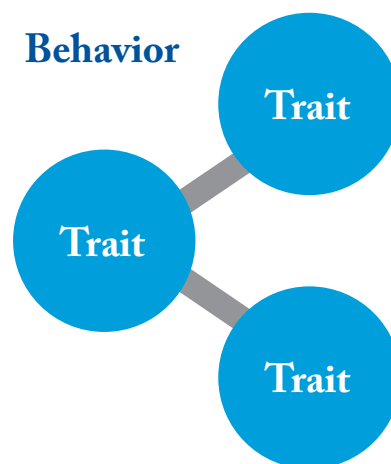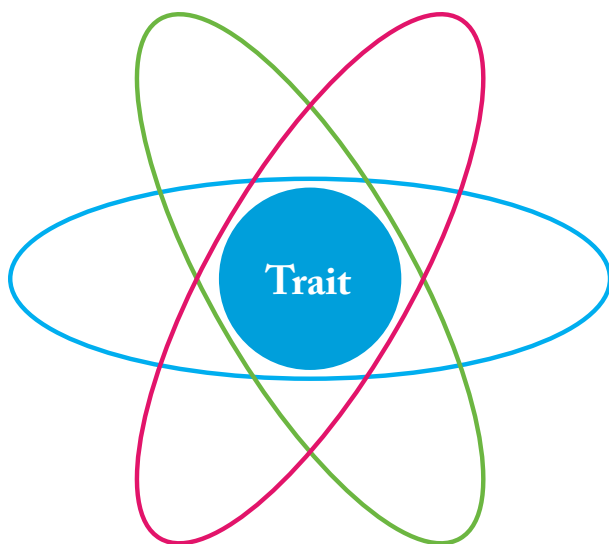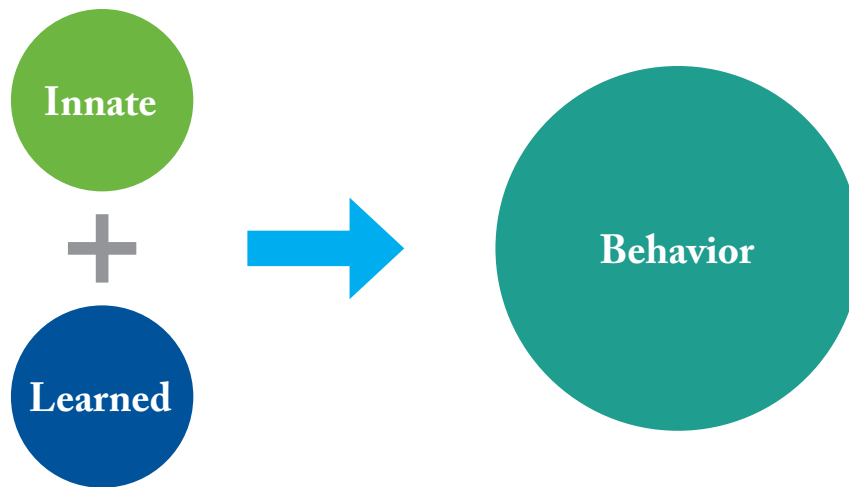
As stated above, Caliper traits and behaviors are grouped into four general Competency Categories:

Leadership/Persuasiveness	Problem Solving and Decision Making
Interpersonal/Service Orientation	Personal Organization and Time Management

The table below provides examples of traits and behaviors
that could fall within each of these four Competency Categories

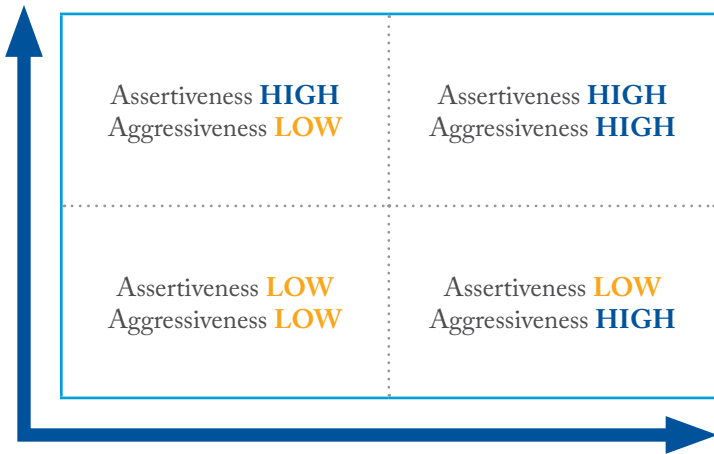| Competency Categories	Example Traits	Example Behaviors
Leadership/ Persuasiveness	• Aggressiveness • Assertiveness • Ego-Drive • Risk Taking • Urgency	• Persuasively sells ideas to gain support and buy-in • Is willing to make tough decisions • Establishes goals, priorities, and expectations for staff members
Interpersonal/ Service Orientation	• Accommodation • Ego-Strength • Empathy • Gregariousness • Sociability	• Develops new contacts and initiates relationships • Demonstrates an eagerness to help others • Copes with rejection
Problem Solving and Decision Making	• Abstract Reasoning • Cautiousness • Idea Orientation • Thoroughness	• Recognizes problems, issues, and opportunities • Gathers and analyzes data • Creates new concepts and approaches to solving problems
Personal Organization and Time Management	• External Structure • Self-Structure • Thoroughness • Urgency	• Manages multiple tasks and activities • Follows established policies and procedures • Works quickly

It's important to remember that a high trait score is not always "good" and a low score is not always "bad." Rather, a high trait score indicates an area to which an individual might gravitate or in which he or she may perform strongly, while a low score suggests that a person might not enjoy or feel comfortable performing in this area.

Common Combinations

No single *Caliper Profile* trait stands alone. In combination, these traits can predict a person's behavioral tendencies, painting a picture that shows how he or she might perform on the job and enabling you to make more informed hiring or development decisions.

The following blocks show some examples of common trait combinations. These samples demonstrate how traits work together to lead to specific behaviors. Please note that this is a very basic way of looking at Profile traits. Caliper does not generally interpret behavior based on only two traits. However, for the purposes of training, we'll use this method to introduce multi-trait interpretation.

Trait Combination:
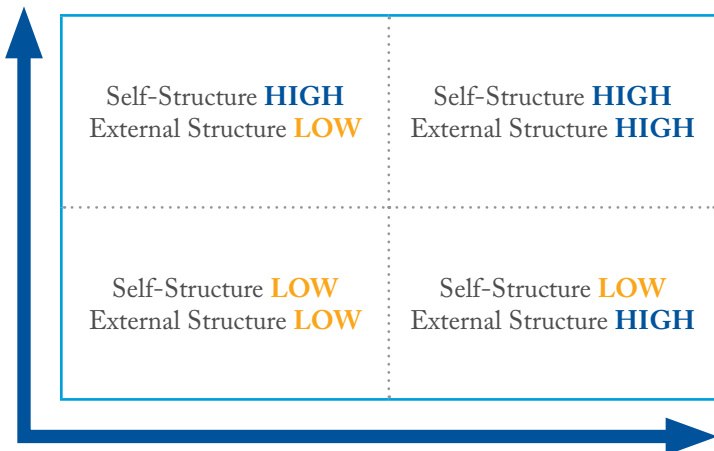### Assertiveness (A) and Aggressiveness (AG)

Assertiveness **HIGH** Aggressiveness **LOW**	Assertiveness **HIGH** Aggressiveness **HIGH**
Assertiveness **LOW** Aggressiveness **LOW**	Assertiveness **LOW** Aggressiveness **HIGH**

Anticipated Behaviors

If a person's *Caliper Profile* scores show…

- High A and High AG, he or she is apt to be a strong, direct communicator.

- High A and Low AG, he or she is likely to initially voice an opinion but back down when faced with resistance.

- Low A and High AG, he or she might not always speak up initially and could respond emotionally when challenged.

- Low A and Low AG, he or she may not feel comfortable voicing opinions and is unlikely to exhibit a commanding presence.

Trait Combination:
Self-Structure (SC) and External Structure (SE)

Self-Structure **HIGH** External Structure **LOW**	Self-Structure **HIGH** External Structure **HIGH**
Self-Structure **LOW** External Structure **LOW**	Self-Structure **LOW** External Structure **HIGH**

Anticipated Behaviors

If a person's *Caliper Profile* scores show…

- High SC and High SE, he or she may want to have guidelines to follow but should be able to create them if needed.

- High SC and Low SE, he or she would probably prefer to handle his or her own agenda and appreciate autonomy.

- Low SC and High SE, he or she might want to be provided with a road map of goals and expectations rather than independently create an agenda.

- Low SC and Low SE, he or she is unlikely to want external direction or to create structure, probably gravitating toward multitasking.

Interpreting and Using Recommendation Codes and Job–Fit Scores

Once candidates or employees have completed the **Caliper Profile** assessment, your Caliper Advisor will make a hiring recommendation. These recommendations are based on the Profile scores, job description, information on the company, and knowledge of the position or manager.

Caliper uses two different sets for hiring recommendation codes. One set is determined by a consultant's expert judgment, and the other set is a numerical scale, which is derived from a performance-model algorithm resulting from a local Validation Study.

Our consultants assess the degree of overall match, while the performance model renders the match in terms of a percentile score.

These recommendations will help you make informed hiring or promotion decisions based on the individual's potential to perform effectively in a specific role and to work well with his or her manager or team.

Using Caliper Profile Results Beyond Selection Purposes

Caliper assessment data will remain valuable throughout the employee's life cycle. An individual's **Caliper Profile** results can be used to develop solutions for onboarding, individual and team development, and even succession planning.

Caliper can use your Profile data to develop and provide:

- Candidate Comparisons
- Manager-Employee Comparisons
- Individual Development Guides
- Coaching and Mentoring Sessions
- Caliper Three Sixty *Plus* Feedback
- Caliper University Modules for Training and Development

When you have a complete picture of your team members, you will be better positioned to hire right the first time, identify trends and patterns, understand people's strengths and shortcomings, and help your employees reach their peak potential.

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