



Franchisees operate one or more franchise units licensed from a larger organization. They use the franchisor's licenses, trademarks, advertising, brand recognition, and proven operating methods. In exchange, the franchisee typically pays the franchisor a recurring fee as well as a percentage of gross sales or profits. Even with access to these tools and frameworks, Franchisees often must independently set up their operation and generate business.

Example Positions

Food Services Franchisee, Automotive Franchisee, Home Services Franchisee

Competencies

Business Acumen – Franchisees 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 one's own discipline or functional area.

Leadership Communication – They generate a shared commitment to the organization, build morale, and encourage ownership of mission, goals, and values.

Driving Results – They motivate 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.

Influence and Persuasion – Franchisees 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.

Strategic Thinking – They 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.

Relationship Building – They 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.

Negotiating – They identify key bargaining points for all parties and work effectively toward win-win solutions.

Representative Behaviors

- Effectively considers financial implications of decisions, including assessing risk and return
- Clearly communicates vision and strategy across all organizational levels
- Drives the execution of business plans
- Persuasively sells ideas to gain support and buy-in
- Pursues initiatives, investments, and opportunities that fit with and support company strategies
- Builds collaborative relationships and alliances
- Uses various communication techniques to gain cooperation



Franchisee Job Model

Leading	Active Communication	Interpersonal Dynamics	Making Decisions	Solving Problems	Managing Processes	Self-Management
Leadership Maturity	Influence and Persuasion	Interpersonal Sensitivity	Deliberative Decision Making	Creativity and Innovation	Quality Focus	Composure and Resiliency
Leadership Communication	Conflict Management	Helpfulness	Decisiveness	Analytical Thinking	Compliance	Generating and Expressing Enthusiasm
Driving Results	Negotiating	Service Focus	Strategic Thinking	Learning Agility	Response Orientation	Strength of Conviction
Leading Change	Active Listening	Relationship Building	Organizational Citizenship	Scientific Acumen	Safety Focus	Achievement Motivation and Perseverance
Managing Innovation	Communicating	Collaboration and Teamwork	Information Seeking	Business Acumen	Process Management	Self-Awareness
Managing Quality	Instructing	Organizational Savvy			Time Management	Adaptability
Team Building		Global Mindset			Planning and Priority Setting	Initiating Action
Coaching and Developing Others					Organizing and Documenting Information	Accountability
Delegating					Applying Standard Practices	Professionalism
Fact-Based Management						Continuous Learning
Strategic Talent Management						Extended Task Focus
Directing						Comfort with Ambiguity

For more information on Caliper Competencies,
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