



# The Ultimate Caliper Dictionary

### Action Learning:

Action learning is a method of placing a diverse group of individuals together on a team in order to solve an organization's most pressing challenges by learning from one another's unique perspectives and experiences. **This method** guides not only future training and development strategy, but also can be used to help streamline and narrow in on process to help achieve business objectives.

*"If you don't have good talent and develop that talent to get even better, your employees won't be able to deliver on today's challenges, let alone tomorrow's challenges."*

*- George Brough, VP, Organizational Development Services at Caliper*

### Candidate Selection:

Selection is the process of screening, identifying, recruiting, and hiring the best job candidates to fit in with your organization. The critical function of candidate selection is the process of both finding the right candidate for the right role and ensuring that they become top performers in that role through data-driven assessments.

### Competency:

Competencies are a grouping or categorization of related behaviors defining what employees do in a job or type of role and are typically used as predictors of success. Having certain competencies can affect the potential for success in a specific role or position, giving organizations an advantage when selecting candidates. This can be accomplished through different models or validations, but at its core, competency mapping helps you identify the specific skills, abilities, knowledge, and behaviors required to operate effectively and efficiently in a particular job or organization.

### Competency-Based Training:

Customized training - in a self-paced format - where learners aren't necessarily restricted to just the classroom. **This approach** enhances training efforts and provides a more flexible learning schedule for employees. Competency-based training focuses on improving the skills used in an individual's current role, specifically related to their areas of development, as determined by a validated personality assessment like the **Caliper Profile**. It doesn't look to cover the depth of a subject, but the development of an area or skill.

## Employee Coaching:

This is a form of development in which a mentor supports an individual in achieving a specific goal by providing training and guidance. Ultimately, it's a talent strategy where a manager or mentor builds a relationship, listens to the individual throughout the process, and encourages them to grow and strive to reach their full potential.

## Employee Retention:

Employee retention relates to an organization's ability to keep its employees from becoming disengaged at work and leaving. Employee turnover is difficult — it can be a bottleneck to the development of departments, products, or teams.

To combat turnover, companies can hone in on what's going wrong and how to solve it.

### Here are a few suggestions:

- ✓ Encourage employee autonomy and creativity
- ✓ Provide constructive feedback on a consistent basis
- ✓ Challenge your employees intellectually with ambitious projects or tasks
- ✓ Ask for employees' input and follow up to demonstrate it's valuable
- ✓ Advocate for a better work/life balance

For more on employee retention and why it's important, [read our blog](#).

## Employee Training and Development:

**Employee development** is critical to the success of an organization. Without a development plan in place, it's more likely employees will become unengaged, lose confidence, become less productive, and potentially leave the company. Individuals need resources and support to both learn the extent of their job function, and also explore their interests and find success. Implementing a **coaching program** is an effective way to build out your training and development strategy.

## HR Compliance:

An organization's compliance structure is extremely important; there are an abundance of laws and regulations guiding employment decisions. **During the hiring process, there are two important considerations to make when ensuring compliance:**

1. Ensure your screening process reflects a true attempt at assessing a candidate's potential to perform the core components of a job
2. Ensure all candidates are treated fairly and the effort is consistent

## Human Potential:

Human potential is a relative concept regarding the path to and result of achieving success. It's definition varies by context, but there is a stable concept of what success looks like, which can be determined in people using data-driven assessments, and there are a number of [tools to help tie it to a framework](#).

## Mental Toughness:

Mental toughness is having the natural psychological edge that enables you to cope better than your opponents with the many demands that sports place on a performer. [Caliper's research](#) has shown that these same traits also contribute to high-performing salespeople. It's measured through [6 key personality traits](#) including: level-headedness, stress tolerance, resiliency/ego-strength, energy/persistence, self-structure, and thoroughness.

## Organizational Culture:

Organizational culture is your [identity as a company](#). It's your value system, mission statement, and the behavioral norms that have arisen organically over time.

## Personality Assessment:

Personality assessments, such as the [Caliper Profile](#), use science to predict performance potential and can be used to drive talent management. It measures an individual's characteristics and motivations to predict potential for a certain role. For an [assessment to be effective](#), it needs to be validated by data and scientifically-backed to hold credibility.

## Personality Attributes:

These are the traits assessed and used to determine a candidate's potential fit to a specific role. While all attributes are considered important, the attributes that most significantly predict success vary from job to job. Depending on the job, an attribute can either push performance in a positive direction or interfere.

**Abstract Reasoning Ability:** *The 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.*

**Accommodation:** *A desire to help others. Individuals who have high scores on this attribute tend to be motivated to help people.*

**Aggressiveness:** *An inclination to push forcefully. People who have high scores in Aggressiveness tend to be forceful when defending their ideas or actions.*

**Assertiveness:** *The 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.*

**Cautiousness:** The inclination to make decisions carefully and think through relevant facts and alternatives. High scorers tend to be careful when deliberating options and calculating outcomes.

**Ego-Drive:** A degree of satisfaction gained from persuading others. Highly ego-driven individuals should be motivated to win others' commitment.

**Ego-Strength:** The capacity to handle rejection and criticism. Individuals with high scores on Ego-Strength tend to be unconcerned by setbacks.

**Empathy:** The potential to perceive others' feelings and read social cues. An empathic individual is likely to be perceptive of people's feelings.

**Energy:** The 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.

**External Structure:** A 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.

**Flexibility:** The willingness to modify an approach and to adapt to changing circumstances. Those who score high on this should be adaptable to change.

**Gregariousness:** Comfort with meeting new people and initiating conversations. Highly gregarious people are likely to be comfortable establishing contact and networking.

**Idea Orientation:** A 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.

**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.

**Openness:** Receptiveness to new or alternative ideas. People who show high scores on Openness should be willing to consider others' input.

**Risk-Taking:** A willingness to take chances. Individuals scoring high on this attribute are likely to take chances on untested initiatives.

**Self-Structure:** A preference for independently determining work methods. Individuals with high scores are apt to be motivated to independently determine their work approach.

**Skepticism:** An inclination to doubt or question others' motives. Highly skeptical individuals tend to be guarded and wary of others' intentions.

**Sociability:** The enjoyment of being around people and working with others. Those who score high are likely to be motivated to interact with others.

**Stress Tolerance:** The capacity to remain unworried about possible negative consequences. Those showing high scores in Stress Tolerance may remain unconcerned when faced with events beyond their control.

***Thoroughness:** The tendency to pay attention to detail. Those 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.*

## Professional Growth:

Professional growth takes shape when employees are provided with opportunities to improve upon their skills and capabilities. The goal is to build employee morale by investing in their professional well-being, career goals, and true motivations so that they can **reach their full potential**.

## Self-awareness:

Those who demonstrate **high self-awareness** are able to understand where their strengths lie, in what areas they struggle, how they can adapt, and what they learn along the way. It's a key component of emotional intelligence, which means that being self-aware not only signals the ability to recognize and understand emotions in yourself, but also how to use this awareness to manage behavior and relationships. Self-awareness is the first step to being able to help others.

## Self-management:

Self-management is a **critical skill** for high-performing individuals who are engaged and motivated. **More specifically, it includes these six key components:**

- ✓ The ability to keep cool and remain calm under pressure
- ✓ Having self-awareness
- ✓ Being open to change
- ✓ Maintaining integrity and professionalism
- ✓ Owning the work and delivering on promises

## Succession Planning:

A succession plan is a strategy to **develop your employees into future leaders** who can fill roles that become vacant due to retirement or leadership changes with minimal friction or disruption. It requires foresight of personnel changes; an understanding of organizational goals, culture, and talent pool; and a strong training and development plan.

## Talent Analytics:

Talent analytics is the use of data and scientifically-validated methods to drive decision making for an organization. More specifically, these analytics are tailored to identifying, hiring, and developing talent within an organization. With the **right system in place**, you'll see positive performance at the individual level affect the organization as a whole.

## Team Effectiveness:

Team effectiveness is a scale of how well a team can accomplish a goal. **Effective teams** are the crux of your business. You can set strategies, create goals, and plan to the last detail, but without carefully selected, high-performing teams, the journey is a much longer process. Team effectiveness measures the efficiencies and skill levels of your teams.

## Team-building Skills:

There are multiple ways to build high-performing teams, but one of the **most important factors is mental toughness**. Good teamwork requires a tricky balance, but by ensuring individuals have these key traits, your team will be unstoppable.

**Now that you're an expert in these terms, let's get you set up to utilize them on a consistent basis.**

For more information on the **Caliper Profile** and how to build a strategic plan for hiring top performers, **reach out to our experts today!**