



**for Selection
Sales**

**John Smith
For Sample Position
With ABC Company, Ltd.**

August 9, 2022

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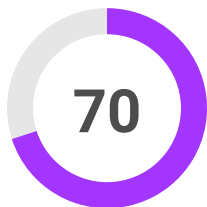


ABOUT THIS REPORT

To find out more about how to interpret, understand, and apply the information in this report, we invite you to visit the [Caliper Essentials 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 1200.

YOUR CONSULTANT'S RECOMMENDATION

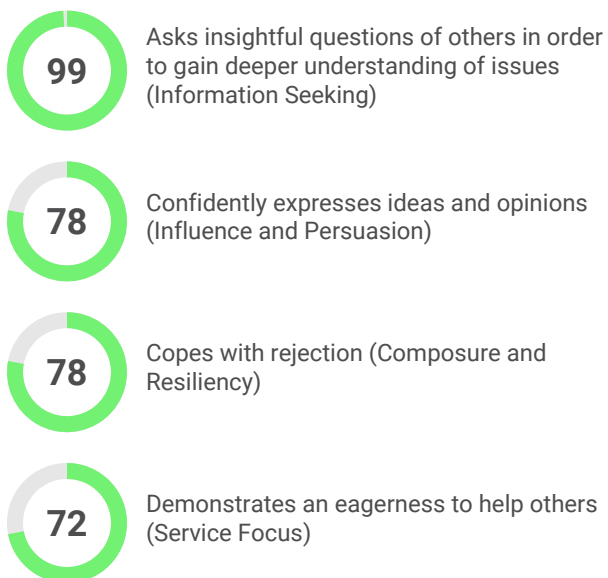


Overall, John Smith shows good potential in this role, but there may be some behavioral limitations that could affect this individual's performance.

KEY FINDINGS

These Key Findings outline the behaviors that are likely to serve John Smith well in a Sales context and those that may 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



Behaviors to Investigate



BEHAVIORAL INTERVIEW QUESTIONS

As a next step, Caliper suggests investigating possible challenges using these Behavioral Interview Questions. These questions were generated specifically for John Smith, based on the Caliper Profile results.

Reviews all work to ensure completeness and accuracy (Quality Focus)

Please describe the methods you use to ensure that your work is complete and accurate before moving forward. Provide an example of how you have used this method that demonstrates why it was effective.

Evaluates short- and long-range implications of decisions (Deliberative Decision Making)

Tell me about a time when you had to balance short-term and long-term priorities when making a decision. What was your thought process, and how did you determine what action to take?

Stays on top of open issues and opportunities in order to drive them to closure (Accountability)

Tell me about a project for which you took responsibility. What steps did you take to measure progress and stay abreast of any issues?

Independently sets goals, objectives, and priorities (Initiating Action)

Tell me about a project that required you to set your own goals and priorities. How did you determine what course of action to take? What was the result?

MANAGER RECOMMENDATIONS

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

Reviews all work to ensure completeness and accuracy (Quality Focus)

Advise this individual to set an artificial deadline in advance of the actual deadline for detailed tasks. Recommend that he or she then use the additional time to review his or her work for accuracy and completeness. Encourage him or her to request a peer review of lengthy or particularly complex assignments. However, remind this person to plan his or her time appropriately to allow for this added step to task completion.

Evaluates short- and long-range implications of decisions (Deliberative Decision Making)

When making key work decisions, have this individual think through and list both the possible short-term and long-term implications of his or her actions. Have this person identify the pros and cons of decisions and determine whether any short-term gains would be worth it, given the likely long-range consequences. Likewise, ensure he or she looks beyond just the short-term implications that might be difficult so as to determine whether, in the long term, the decision will have a positive impact.

Stays on top of open issues and opportunities in order to drive them to closure (Accountability)

Instruct this person to maintain an urgency for results. Recognize that people leave items open-ended for two main reasons. Either the task is too mindless and momentum is lost, or the task is too difficult and support is required. Advise him or her to identify open-ended items within the area of responsibility. Help him or her identify what is causing the lack of closure on these tasks, and challenge him or her to set deadlines for completion.

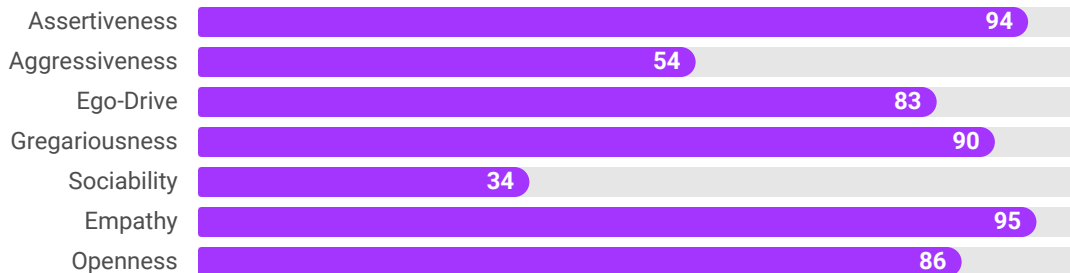
Independently sets goals, objectives, and priorities (Initiating Action)

Advise this individual to write down goals and objectives at the start of each project or measurable time frame. Coaching him or her to record intended plans will encourage greater accountability and allow for easier tracking. It will also allow for more detailed and productive reflection during performance reviews.

COMMUNICATION

Personality Traits

This graph shows the personality traits directly measured by the Caliper Profile that are most strongly associated with Communication in a Sales context. 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.



How does John Smith prefer to communicate?

- Motivators**
 Finding agreement within the group; Being liked and supported by others
- Preferred Communication Environments**
 Influence-driven; Interactive; Interconnected
- How to Communicate With Them**
 Prioritize future options and opportunities for influence; Focus on the people involved
- Potential Stressors**
 Emphasis on precision or tactical details at the expense of relationships; Impersonal, objective-focused communication
- Reaction to Stress**
 Emphasizing reaching agreement over depth; Relying on friendliness
- How to Minimize Stressors**
 Define options and remain flexible; Demonstrate personal support and offer face time

Job-Focused Behavior Potential

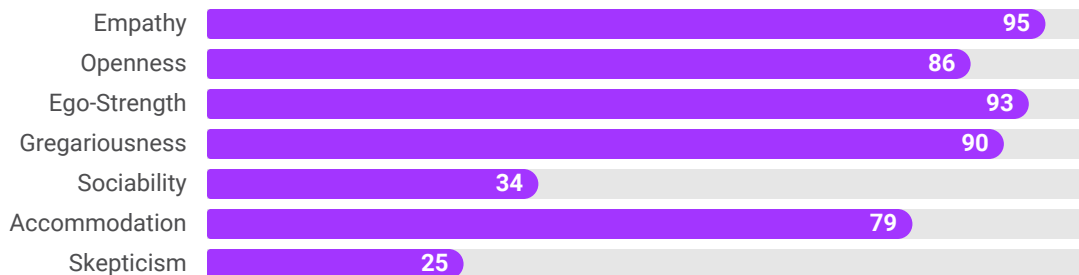
Scoring for each of these behavioral tendencies is derived from a weighted algorithm of personality traits that Caliper's research has found to be most predictive of success in that behavior.

- 78**
Confidently expresses ideas and opinions (Influence and Persuasion)
 Tends to communicate assuredly, expressing thoughts and recommendations without prompting
- 70**
Pushes forward to achieve a close (Influence and Persuasion)
 Is apt to communicate with intent and push toward gaining commitments
- 99**
Asks insightful questions of others in order to gain deeper understanding of issues (Information Seeking)
 Is inclined to ask questions that show insight into others and promote understanding
- 71**
Strives to exceed goals, targets, and standards (Achievement Motivation and Perseverance)
 Is inclined to put in extra effort to perform at higher levels than expected

INTERPERSONAL DYNAMICS

Personality Traits

This graph shows the personality traits directly measured by the Caliper Profile that are most strongly associated with Interpersonal Dynamics in a Sales context. 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.



How does John Smith prefer to interact with others?

- Motivators**
Maintaining a sense of connectedness; Leveraging relationships to accomplish their own goals
- Preferred Interacting Environments**
Collaborative; Supportive; Networking
- How to Interact With Them**
Find common ground and prioritize people issues; Be direct and focus on the goal and whom to involve
- Potential Stressors**
Feeling isolated or excluded and letting others down; Loss of control
- Reaction to Stress**
Seeking support and advice; Becoming argumentative or controlling
- How to Minimize Stressors**
Help them identify their own priorities; Reinforce the value of their involvement

Job-Focused Behavior Potential

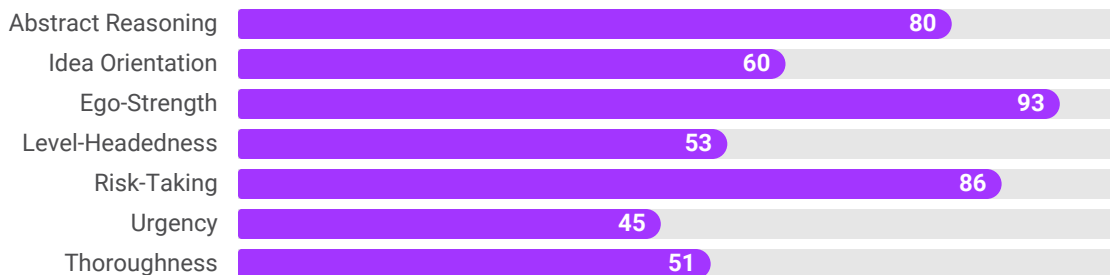
Scoring for each of these behavioral tendencies is derived from a weighted algorithm of personality traits that Caliper's research has found to be most predictive of success in that behavior.

- 69**
Develops new contacts and initiates relationships (Relationship Building)
Is apt to make the first move to engage with people and build a rapport with them
- 72**
Demonstrates an eagerness to help others (Service Focus)
Is inclined to eagerly provide assistance and give others the benefit of the doubt when they request help
- 78**
Copes with rejection (Composure and Resiliency)
Tends to maintain a confident, composed demeanor in response to setbacks or rejections
- 59**
Interacts with others in ways that build trust and loyalty (Professionalism)
Might place more or less emphasis on fostering strong workplace relationships, depending on the perceived importance of the relationship or comfort with the individual

PROBLEM SOLVING AND DECISION MAKING

Personality Traits

This graph shows the personality traits directly measured by the Caliper Profile that are most strongly associated with Problem Solving and Decision Making in a Sales context. 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.



How does John Smith prefer to solve problems?

- Motivators**
 Seizing opportunities and reaching conclusions;
 Gaining social reward and receiving recognition
- Preferred Problem-Solving Environments**
 Enterprising; Response-driven; Consensus-based
- How to Solve Problems With Them**
 Focus on potential gains and provide key facts;
 Emphasize social benefits and draw connections
 between people and the decision
- Potential Stressors**
 Indecision and refusal to seize opportunities;
 Overthinking and getting bogged down in details
- Reaction to Stress**
 Taking risks to seize opportunities without fully
 considering the implications; Making decisions based
 on gut reactions or emotional bias
- How to Minimize Stressors**
 Demonstrate how taking time to think things through
 can maximize positive outcomes; Recognize their
 feelings and offer encouragement

Job-Focused Behavior Potential

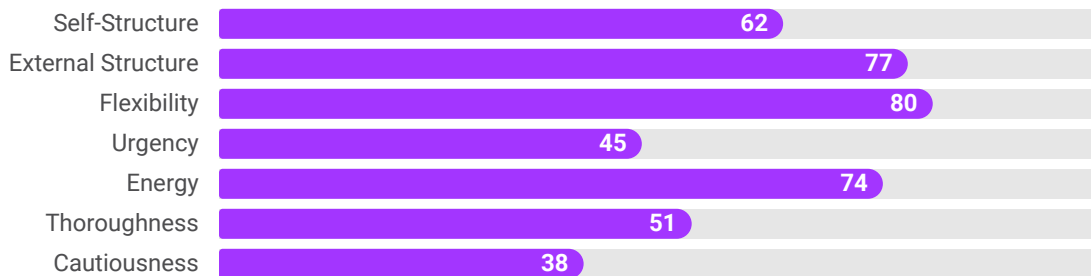
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- 61**
Recognizes problems, issues, and opportunities (Analytical Thinking)
 Shows the potential to grasp complex or strategic work issues and recognize opportunities, even if they fall outside the norm
- 54**
Gathers all information needed to make informed recommendations (Information Seeking)
 Is inclined to collect some amount of information before making recommendations, but may miss some sources due to time constraints or difficulty in finding relevant information
- 67**
Creates new concepts and approaches to solve problems (Creativity and Innovation)
 Tends to think outside standard approaches and explore new, creative methods when solving problems
- 48**
Evaluates short- and long-range implications of decisions (Deliberative Decision Making)
 Could pay attention to both immediate and long-range effects of decisions, but may forgo careful analysis at times

PERSONAL ORGANIZATION AND TIME MANAGEMENT

Personality Traits

This graph shows the personality traits directly measured by the Caliper Profile that are most strongly associated with Personal Organization and Time Management in a Sales context. 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.

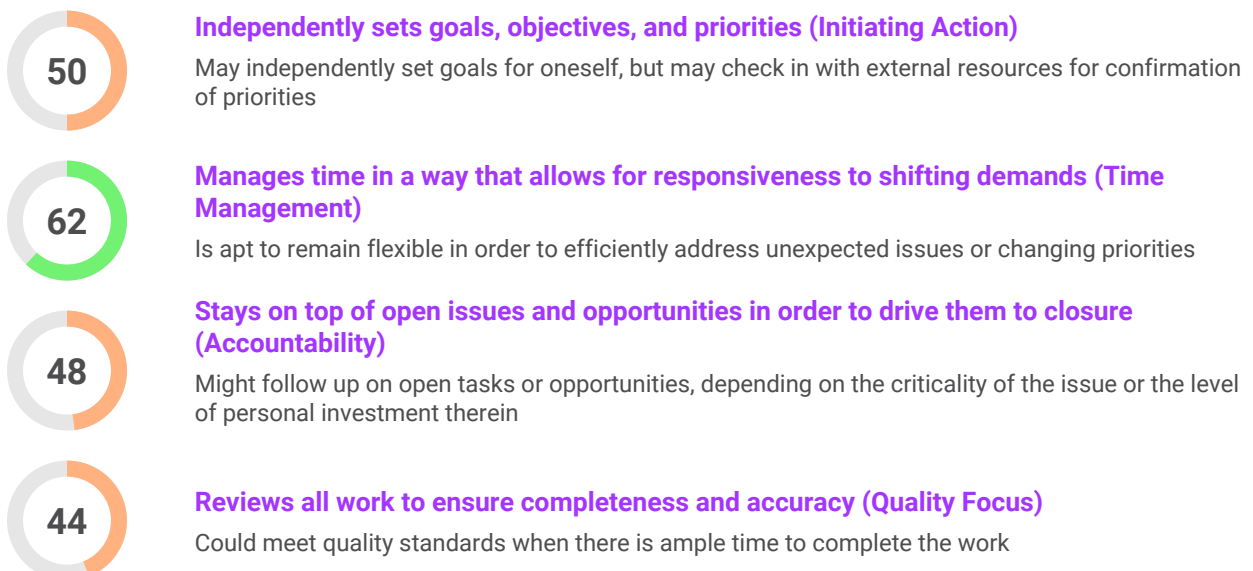


How does John Smith prefer to prioritize?

- Motivators**
 Taking initiative to produce results; Addressing all incoming requests
- Preferred Prioritizing Environments**
 Action-oriented; Unrestrictive; Supportive
- How to Prioritize With Them**
 Keep conversations brief and at a high level; Emphasize the personal connection and engage face-to-face
- Potential Stressors**
 Long-term projects or planning ahead; Having to say "no" and lacking time to handle all requests
- Reaction to Stress**
 Becoming distracted by new, exciting tasks; Taking on more than they can handle
- How to Minimize Stressors**
 Provide planning and follow-through support to keep them on track; Provide them with the resources needed to handle their commitments

Job-Focused Behavior Potential

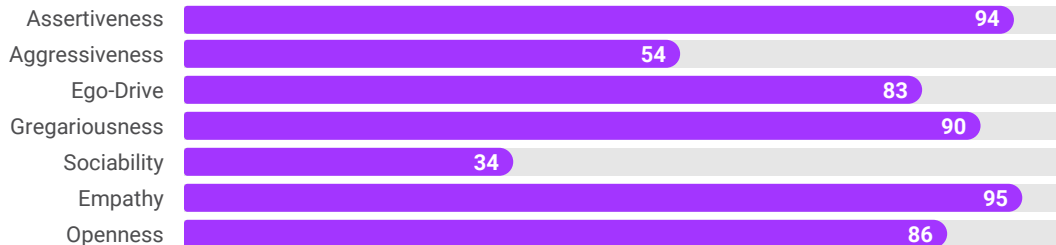
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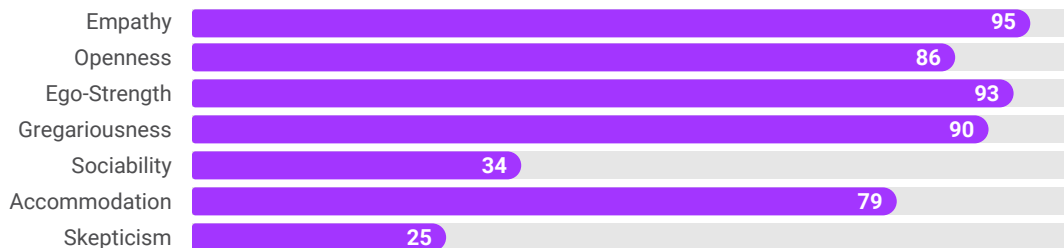
CALIPER PROFILE TRAIT SCORES

This graph shows John Smith'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.

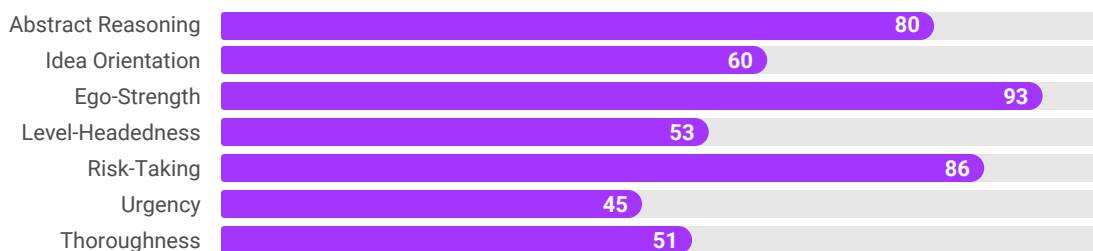
COMMUNICATION



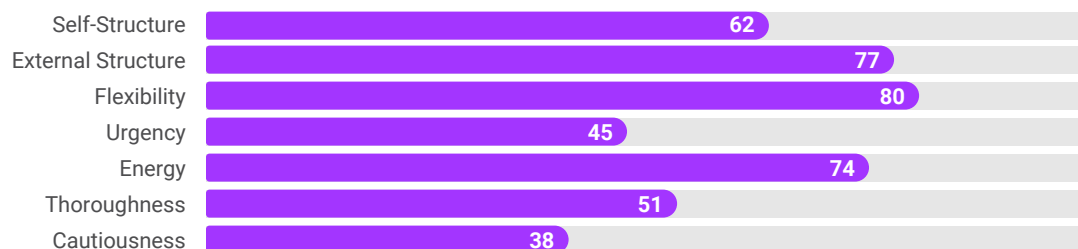
INTERPERSONAL DYNAMICS



PROBLEM SOLVING AND DECISION MAKING



PERSONAL ORGANIZATION AND TIME MANAGEMENT



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.