
CALIPER

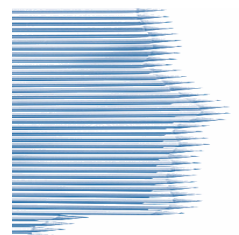
Solutions for peak performance

MANAGEMENT DYNAMICS REPORT

Assessment of:

for

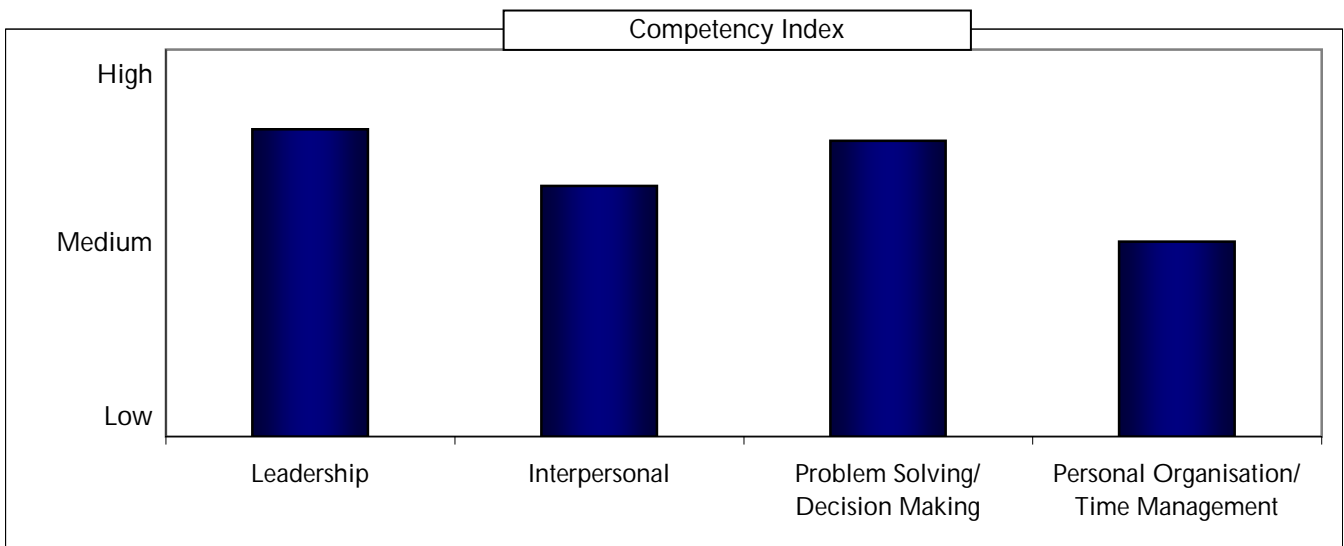
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Management Dynamics Report

This report is reviewing the Profile of Mr Candidate as it relates to the role of Manager with ABC Company. In this role, he will be expected to oversee the activities of his staff, and this will include hiring and firing, scheduling, training and development, and performance review. In addition, he will need to undertake budgetary concerns, such as forecasting, strategic planning, and the overall profit and loss of his assigned department. Mr Candidate's Profile indicates that he has many strong dynamics to help him in this role, but we also have some concerns.

Based upon the following Caliper Profile results the following interpretive report indicates the degree to which the individual is likely to demonstrate key work-related behaviours for this role.



Leadership

Mr Candidate is apt to take a highly assertive, fast-paced and proactive approach to achieving his management goals and displaying sales instincts. He is likely to be a directive manager who can be quite forthright when communicating his and the organisation's expectations to his staff members, as well as use persuasion to gain agreement for his programs. Additionally, he is inclined to take the initiative to get things done quickly, and his Profile indicates little patience for people who do not share his sense of immediacy. Mr Candidate does not seem afraid to hold others accountable for their actions, but he could benefit from taking time to fully address the specific requirements of the individuals with whom he interacts. While some people may do well with a 'take-charge' manager, many tend to work better with someone who invites them to participate by welcoming their viewpoints. By empathising more with those around him, Mr Candidate could enhance his ability to nurture his staff and build consensus for tough decisions. Also, he might benefit from tempering his high standards, in regard to himself and others.

Interpersonal

Mr Candidate is apt to exhibit excellent networking skills, and one of the strongest attributes in his Profile is an outstanding ability to initiate a rapport. Mr Candidate should be able to put people at ease quickly and display a sociable, upbeat manner. While he may not be highly accommodating out of a need for others' recognition, he is likely to provide service in the interest of delivering on the commitments he makes and achieving his goals. His empathy level suggests that he has some strong opinions, and knowing when to put them aside could help him to address people's specific needs. Still, others are likely to view Mr Candidate as being responsive, overall, in how he relates to their expressed concerns.

Problem Solving/Decision Making

Given his high level of abstract reasoning ability, Your Candidate should be able to evaluate complex, conceptual work problems. When making difficult decisions, he would tend to take a "snapshot" view of a situation and formulate a quick fix. In so doing, he is apt to experiment with innovative approaches and take advantage of short-lived opportunities. However, as he seems proactive and venturesome, he might not take time to consider possible consequences or pay close enough attention to potentially important details, and might make some hasty choices. Therefore, to help him prevent mistakes and thereby enhance his value as a problem-solving resource, he could benefit from balancing his tendency to "wing it" with a higher degree of caution, thoughtful planning, and greater patience for analytic activities. Moreover, Mr Candidate should allow more information references to influence his decisions, as well as customise his strategy to account for changing variables.

Personal Organisation/Time Management

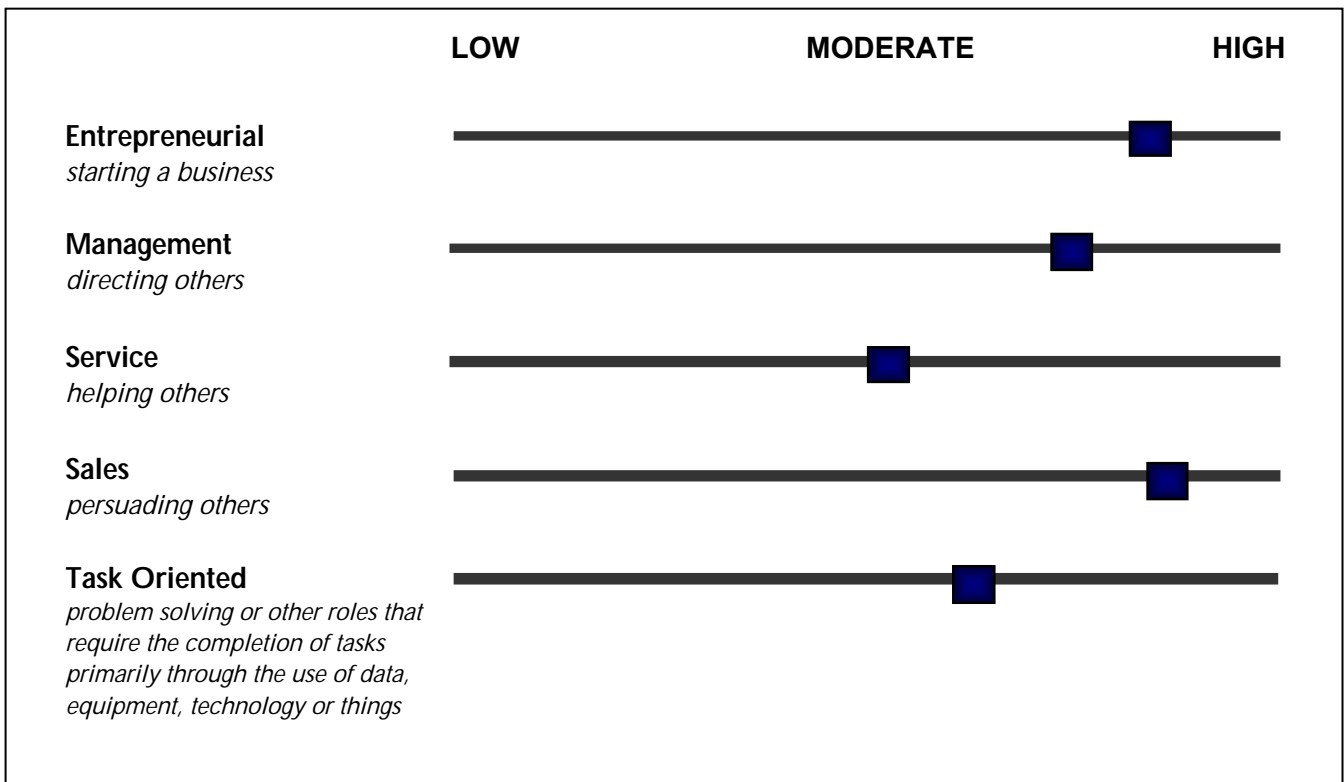
Mr Candidate is likely to be most effective in an environment where the organisation's policies and procedures allow him to handle a varied workload. He shows a strong need for results and may prefer to work on short-term projects that give him the opportunity to get closure quickly. As a task juggler who tends to be rather impatient, impulsive, and disinclined toward details, Mr Candidate could sometimes gloss over his administrative responsibilities or place them on a back-burner. Developmentally, he may need to seek support when he has to set priorities and maintain his focus on long-range tasks or projects. If management were to supply him with a work plan or infrastructure and outline minimum requirements for documentation and other follow-up procedures, it would help ensure Mr Candidate stays in synch with the organisation's overall objectives.

Summary

Upon reviewing Your Candidate's Profile, it appears that he is has many dynamics to help him in the role of Manager with ABC Company. He appears to be persuasive, assertive, and able to direct others in a highly enthusiastic manner. His strong drive to bring others around to his way of thinking will be an asset in motivating others to work together toward mutually shared goals. However, he may need to fine-tune his listening skills, so that he is better able to understand the needs and concerns of his staff. It will be helpful for him to listen with the intent to understand, rather than the intent to reply. Moreover, increasing his flexibility will allow him to 'switch gears' more readily to adapt to the uniqueness of every situation. With those developmental suggestions in mind, we feel that Your Candidate can fulfil his potential within this role with ABC Company.

Individual Ideal Role Profile

Based upon results of the Caliper Profile, this individual is likely to find job satisfaction in positions which correspond to the following job/role profile. It is important to note that jobs are not typically comprised of only one role. Rather, most are a combination of roles and key tasks.

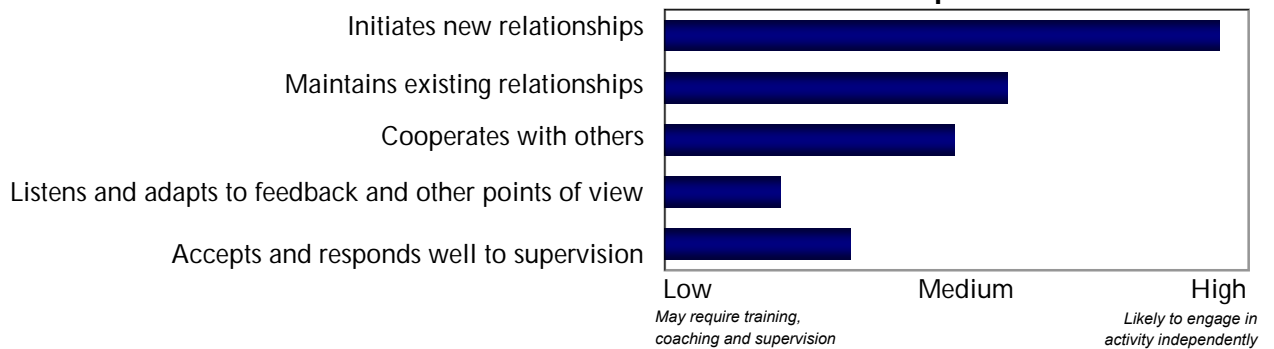


MANAGEMENT DYNAMICS REPORT

Leadership



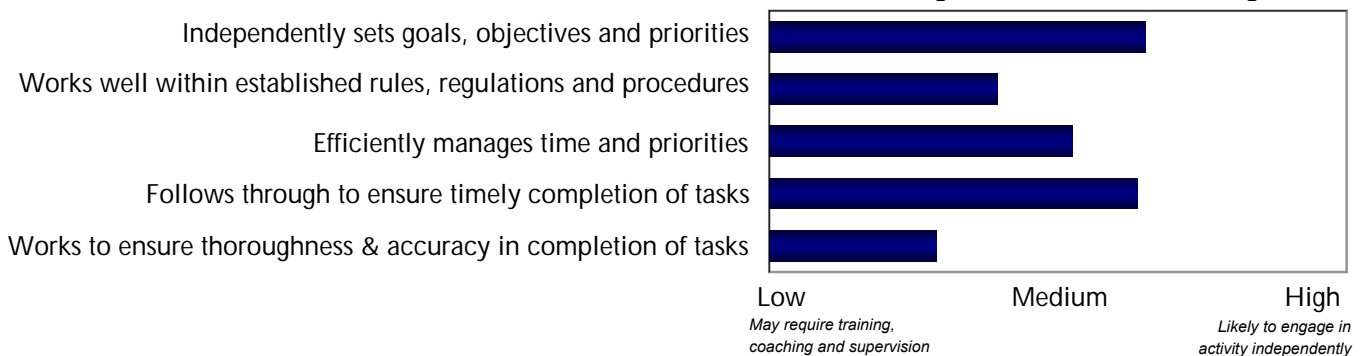
Interpersonal



Problem Solving/Decision Making



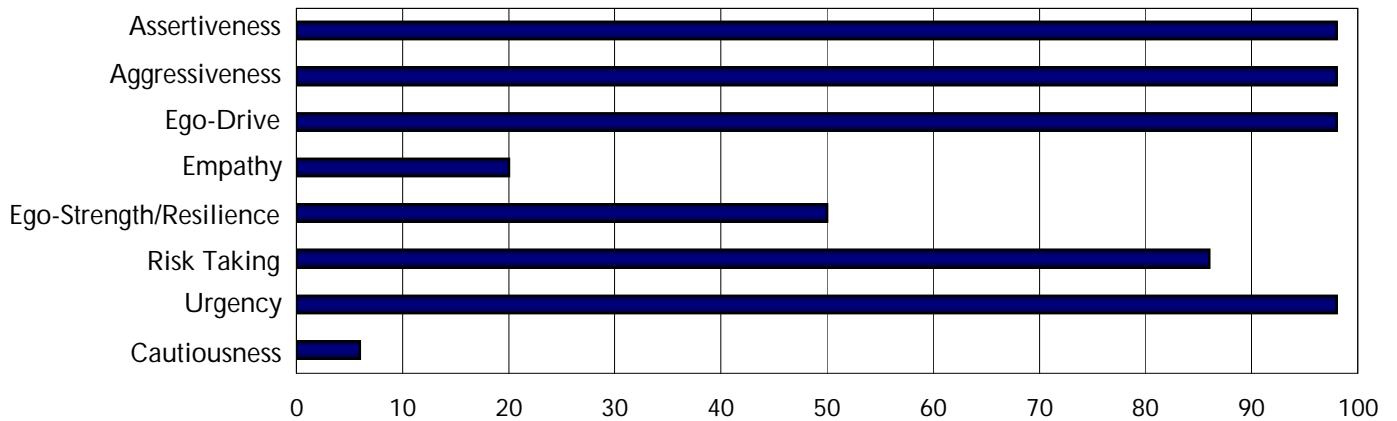
Personal Organisation/Time Management



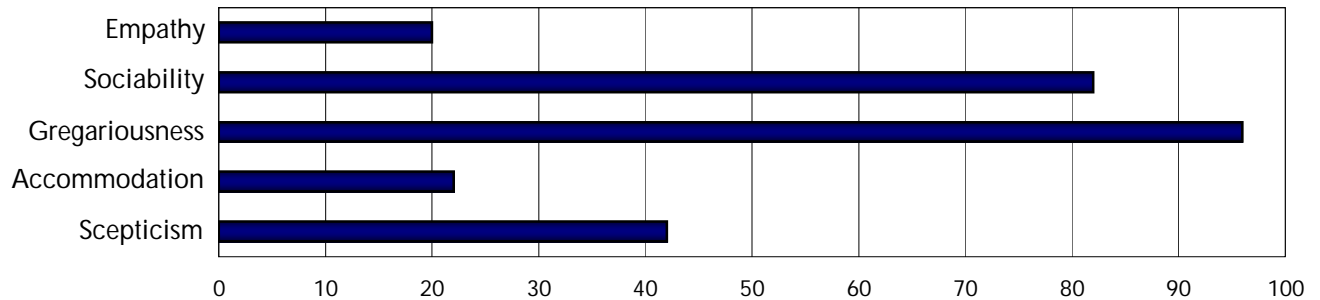
Note: The Caliper Potential Report is an interpretation of potential behaviour, ideal role and degree of job match based solely upon the measurement of personality and motivation. The results provided are intended to offer a description of how one is likely to behave or act in a particular role or situation. Perceived behaviour may vary based upon the perspective of the observer or specific environmental conditions or issues. It is important that results contained in this report be interpreted in light of other information which is available about the individual. Results of this assessment should never be used as a sole criteria for making a hiring, developmental, promotional or career decision.

CALIPER PROFILE TRAITS GRAPH

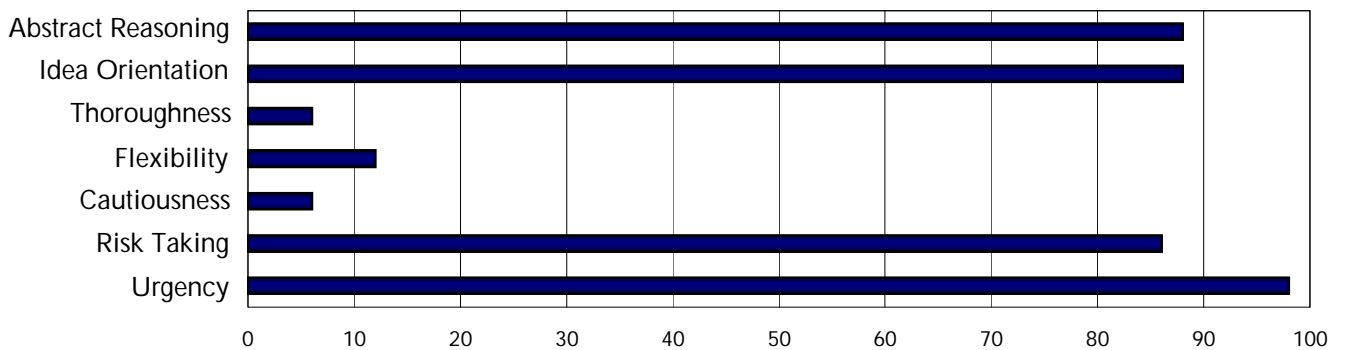
Leadership



Interpersonal



Problem Solving/ Decision Making



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