

CALIPERTM **essentials**

Highlights Report Mid-Level Manager Model

**Frank Kozlowski
For Operations Manager
With ABC Company, LLC.**

November 2, 2018

Assessment Date: November 2, 2018

Caliper Management,
500 Alexander Park Drive,
Suite 200,
Princeton, NJ 08540-6687
Tel. 609 524 1400
info@calipercorp.com



CALIPER

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 Competency Report 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 (609) 524-1400.

FIT: MID-LEVEL MANAGER



Overall, Frank Kozlowski shows good potential in your role but could experience some challenges to successful performance that you may want to consider when making a final decision.

COMPETENCY OVERVIEW

CRITICAL COMPETENCIES



IMPORTANT COMPETENCIES



SUPPORTING COMPETENCIES



CRITICAL COMPETENCIES

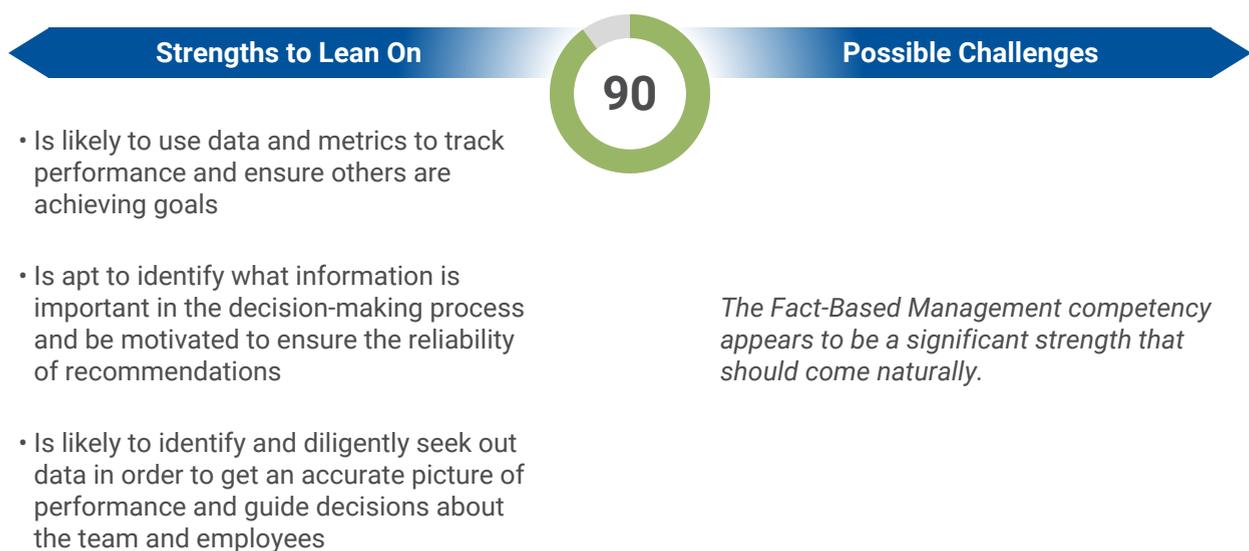
Driving Results

A person who shows this competency motivates 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.



Fact-Based Management

Individuals who exhibit this competency view the organization as an open system, synthesize information from diverse sources, come to conclusions, and make decisions that are rational and based on sound evidence.



Coaching and Developing Others

Individuals who show this competency provide quality time and planned commitment to direct reports and provide processes and opportunities for them to understand their strengths and limitations in relation to a range of high-quality and relevant competencies.



IMPORTANT COMPETENCIES

Leadership Communication

Someone who displays this competency generates a shared commitment to the organization, building morale and encouraging ownership of mission, goals, and values.



Process Management

Individuals who exhibit this competency take a systematic approach in contributing to making the company's workflow more effective, efficient, and capable of adapting to an ever-changing environment.



Organizational Savvy

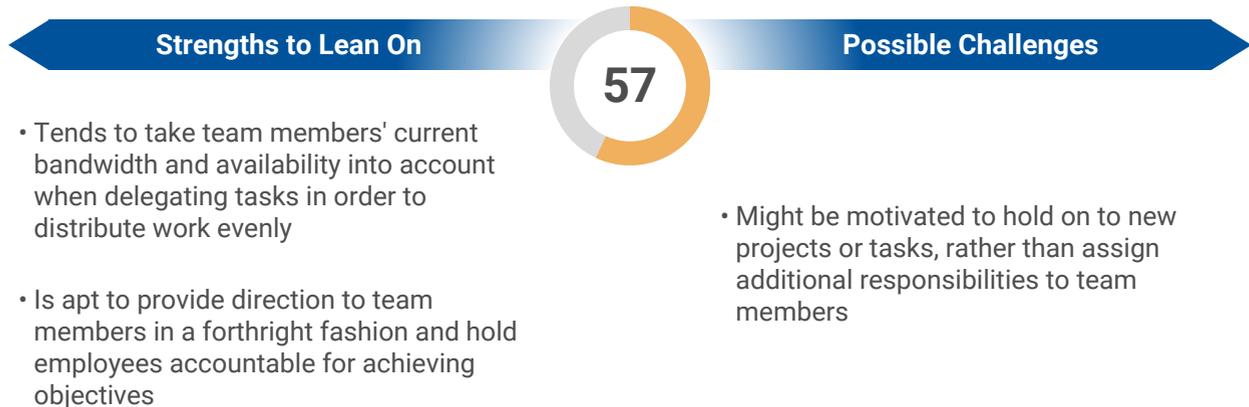
Those who display this competency gather and accurately assess information related to the organization's formal and informal communication channels and power relationships.



SUPPORTING COMPETENCIES

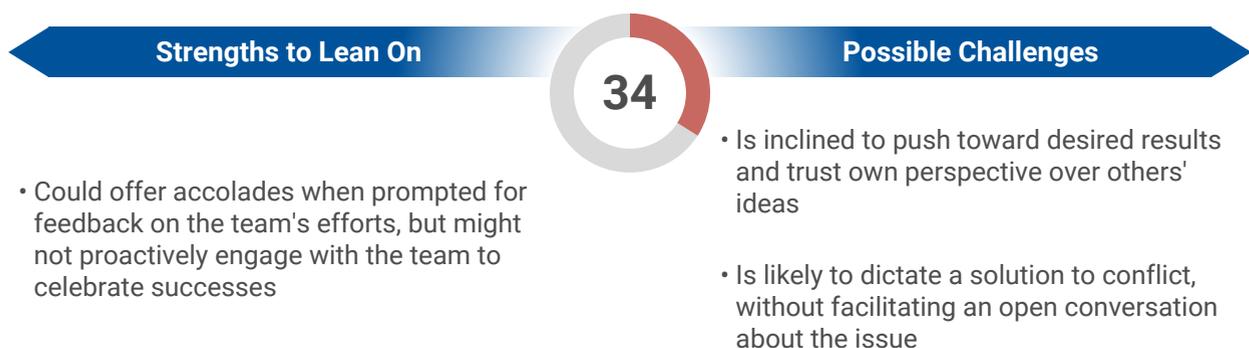
Delegating

Those who exhibit this competency display strong awareness of when, how, and to whom to delegate and will clearly communicate objectives, tasks, long-term benefits, and expectations for outcomes in order to empower others to take greater responsibility.



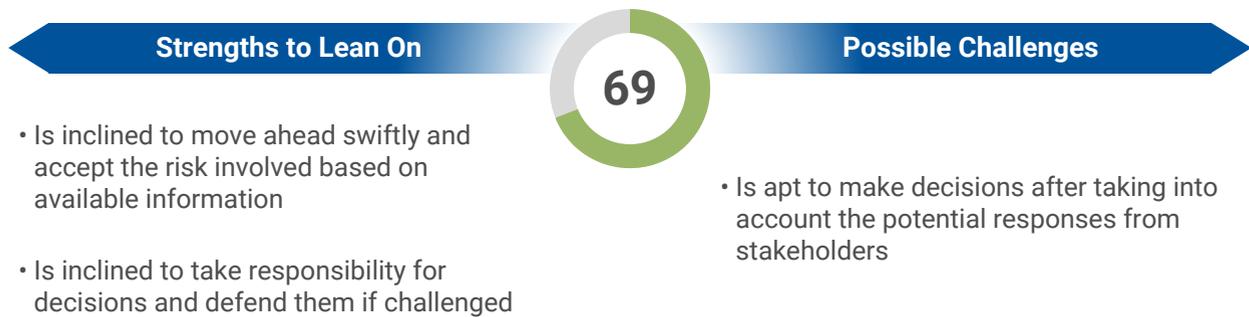
Team Building

A person who exhibits this competency enables and encourages group members to work together to complete tasks and accomplish goals that individual members could not accomplish alone.



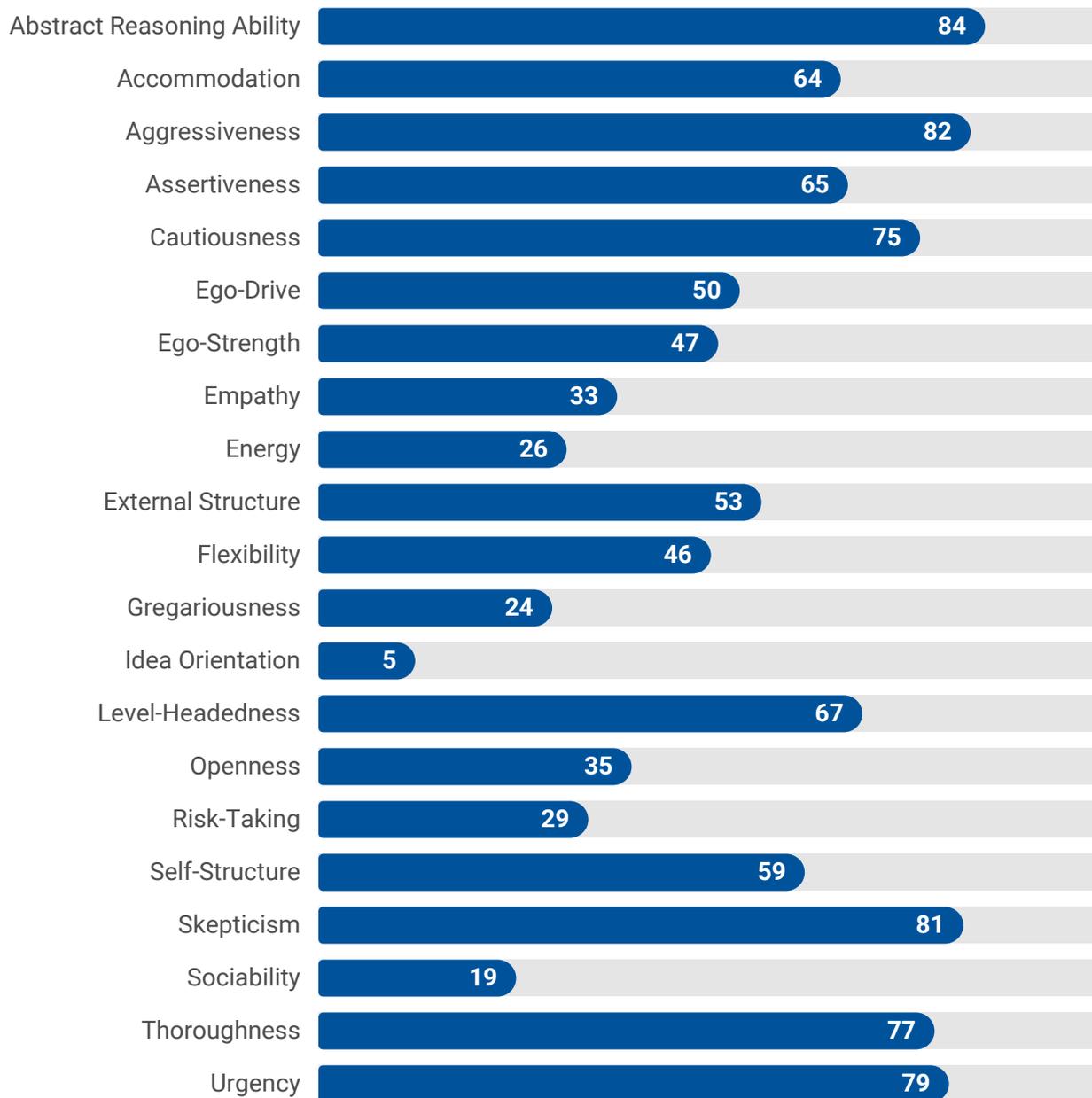
Decisiveness

Individuals who exhibit this competency tend to take calculated risks by making decisions and taking action, even in the absence of all information.



CALIPER PROFILE TRAIT SCORES

This graph shows Frank Kozlowski'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. For trait definitions, please [click here](#).



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.