

CALIPERTM **essentials**

Competency Report for Selection **Crisis and Recovery Leadership Model**

Keith Perry
For Chief Operating Officer
With ABC Company, LLC.

May 7, 2020

Assessment Date: May 7, 2020

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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 Competency Report landing page](#).

ABOUT THE CRISIS AND RECOVERY LEADERSHIP MODEL

Crises are low-probability, but high-impact events that can significantly affect stakeholder outcomes, weaken business performance, and potentially threaten the viability of the organization. Not only are they unexpected, ambiguous, and often leave little time to respond, they are also catalysts for both positive and negative change.

Leading through crisis and recovery requires a strength and a leadership style that instills confidence, engagement, and a sense of purpose in the midst of deep uncertainty and extraordinary challenge. Whether it's as local as a company restructure or as vast as a worldwide event, crisis situations require leaders to project the steadiness and confidence their team needs, even as they themselves are also struggling. Not only that, but it is also gathering critical information to make sense of the situation, communicating purposefully, and acting decisively.

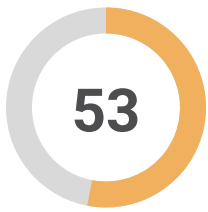
The Caliper Profile Crisis and Recovery Leadership model represents a set of 10 competencies, identified through scientific research, that support leader performance in preparing for, navigating through, and recovering from crisis situations.

The assessment results reflected in this report provide a deep understanding of how personality traits come together to give rise to behavioral patterns, motivational tendencies, and ways of thinking during crisis situations. Armed with this information, the individual can build on strengths and close developmental gaps to ensure that they will be prepared for when the time comes.

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.

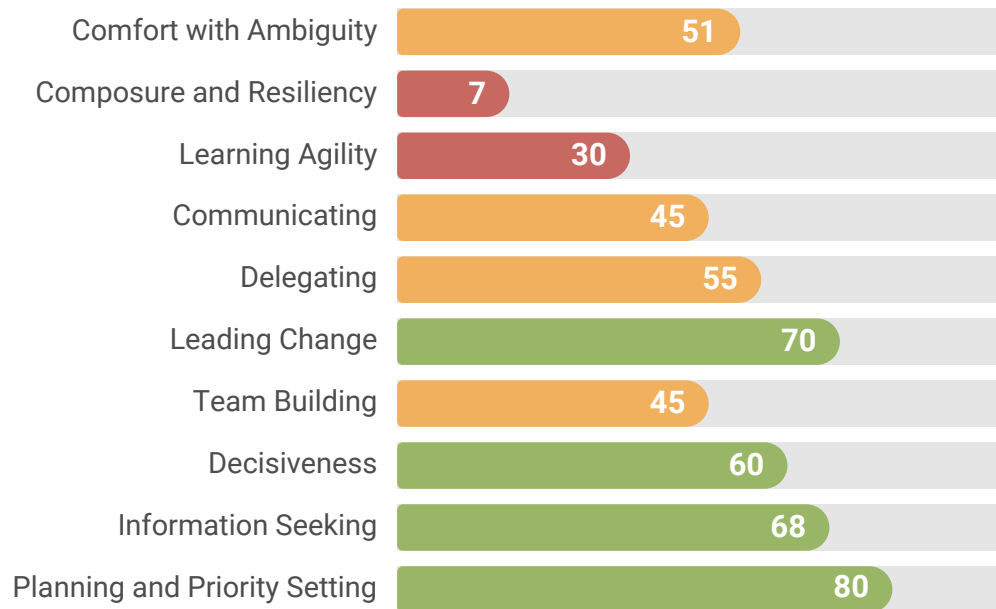


FIT: CRISIS AND RECOVERY LEADERSHIP



While Keith Perry displays some strengths to leverage, overall, this individual would tend to have difficulty performing up to expectations in your role.

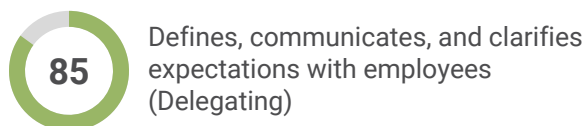
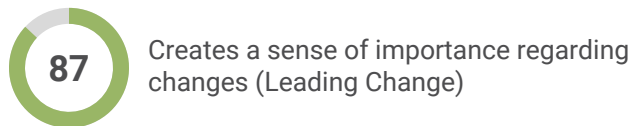
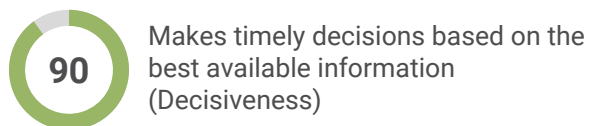
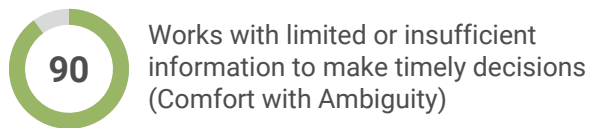
COMPETENCY OVERVIEW



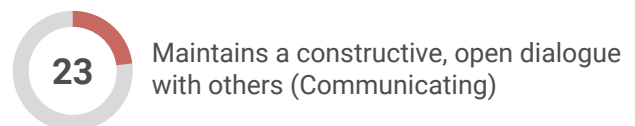
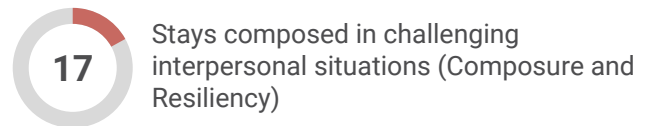
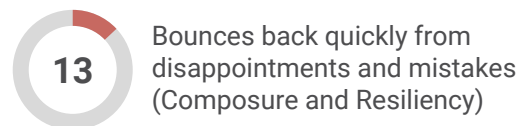
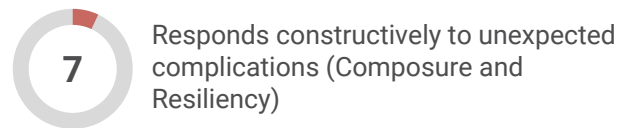
KEY FINDINGS

These Key Findings outline the behaviors most likely to impact Keith Perry's success in the Crisis and Recovery Leadership context, whether they serve as a strength or 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 Keith Perry, based on the Caliper Profile results.

Responds constructively to unexpected complications (Composure and Resiliency)

Tell me about a time when you encountered unexpected complications when working on a high-impact project. What did you do to ensure your response was constructive? How did you have to alter your plans, and what impact did that have on the overall project?

Bounces back quickly from disappointments and mistakes (Composure and Resiliency)

Describe a situation in which you feel you failed to achieve the desired result. Please frame the issue and describe your strategy and preparation, your process, and what caused the shortfall. What did you learn?

Stays composed in challenging interpersonal situations (Composure and Resiliency)

Describe a time when you faced adversity from a customer, colleague, or supervisor. What planning steps did you employ to ensure a positive resolution? What was the outcome? What were the long-term effects on the relationship?

Maintains a constructive, open dialogue with others (Communicating)

Tell me about a time when you had to speak directly and honestly with someone to convey a difficult message. What techniques did you use to ensure a constructive, open dialogue?

MANAGER RECOMMENDATIONS

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

Responds constructively to unexpected complications (Composure and Resiliency)

Remind this person to pause before reacting to unexpected complications. Quite often, initial reactions are charged with anxiety and are not always productive. Challenge him or her to identify opportunities to be constructive when responding to unforeseen circumstances. Question him or her, "What can be learned from this setback?"

Bounces back quickly from disappointments and mistakes (Composure and Resiliency)

Coach this individual to remain focused on the future when attempting to deal with losses or mistakes. Advise him or her to take ownership of the current disappointment, consider what steps contributed to the loss, and then shift attention to future opportunities. Affirm that the current disappointment can serve as a learning opportunity to aid in improving future performance.

Stays composed in challenging interpersonal situations (Composure and Resiliency)

Coach this person on effective strategies that he or she can use during challenging or emotional interpersonal situations. Common strategies include pausing before replying, asking open-ended questions, and admitting feelings of stress to the other party. Role-play future interactions that may be stressful, and offer feedback following such interactions.

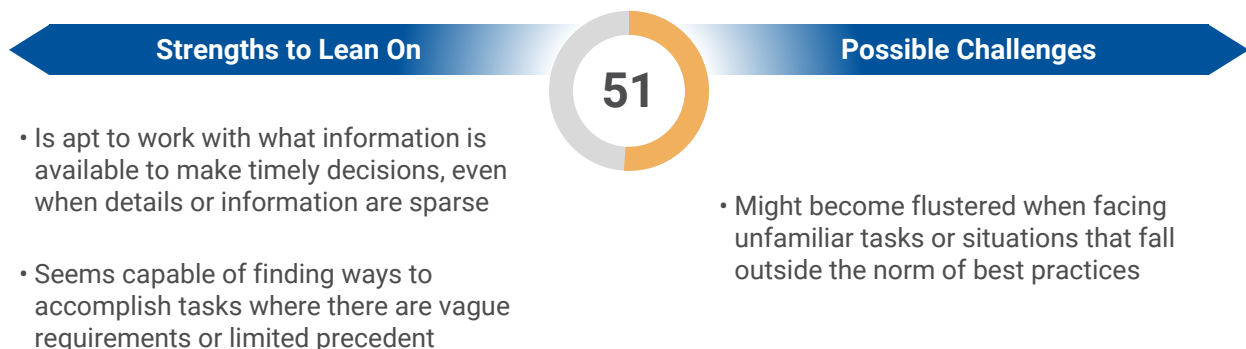
Maintains a constructive, open dialogue with others (Communicating)

Train this individual to listen to others with the intent to understand rather than with the intent to reply to or refute what people are saying. Ensure this person allows others to finish explaining their points of view and makes an effort to understand where others are coming from, as opposed to pointing out why he or she thinks they are wrong or becoming defensive if opinions differ. In addition, coach this individual to confirm his or her awareness of others' opinions and concerns so as to keep the conversation moving in a positive direction.

COMPETENCIES

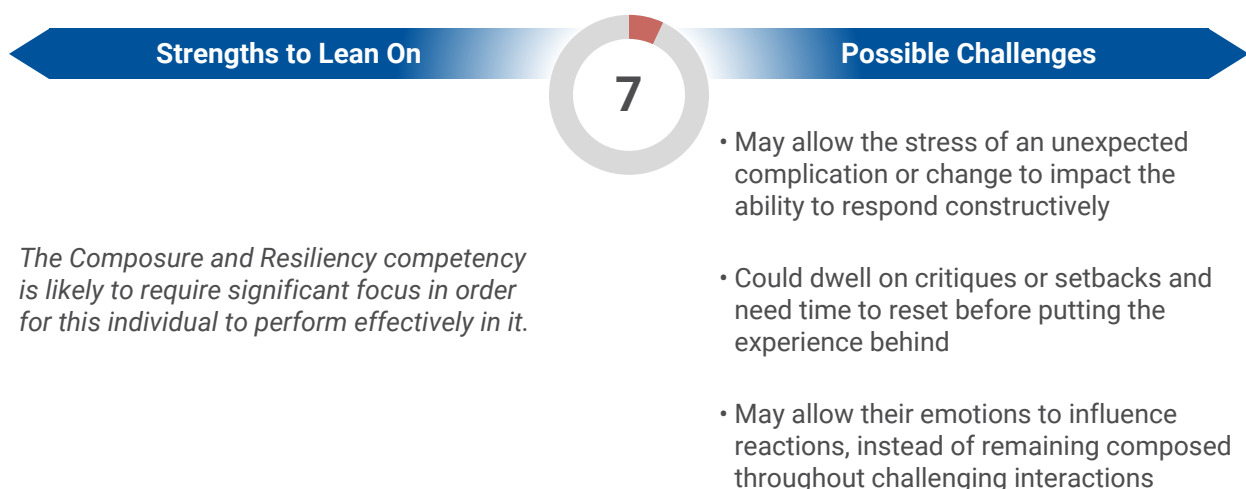
Comfort with Ambiguity

People who show this competency are at ease in work situations without clear guidelines, structure, or known outcomes. They are able to operate effectively within ambiguous environments and view novel situations as challenges rather than as stressors.



Composure and Resiliency

Individuals who display this competency are able to deal effectively with pressure, maintain focus and intensity, and remain optimistic and persistent, even under adversity. This competency includes the ability and propensity to recover quickly from setbacks, rejections, and conflicts and to maintain self-control in the face of hostility or provocation.



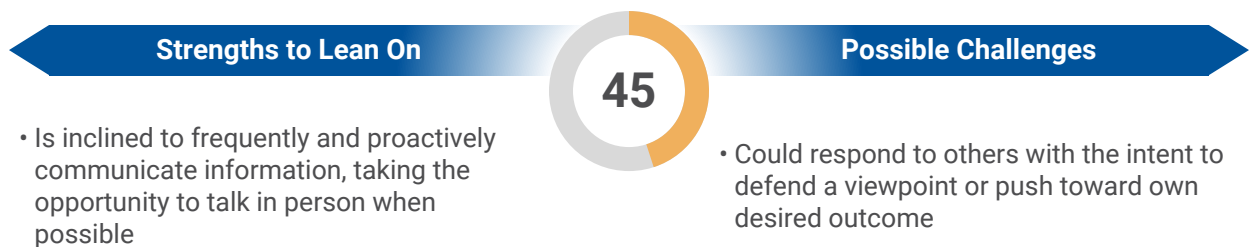
Learning Agility

Individuals who display this competency discern patterns in data, recognize relationships between concepts, and rapidly apply learning from one context to solve analogous problems in different contexts.



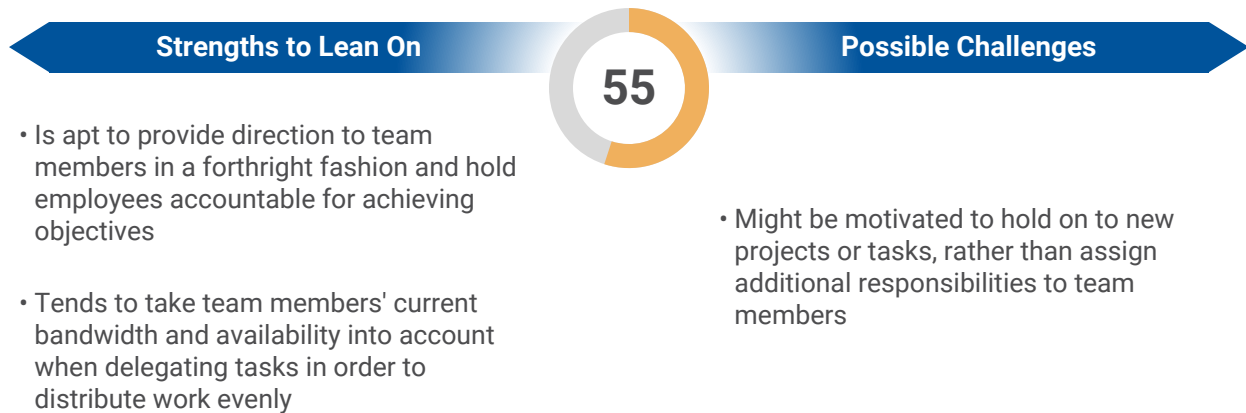
Communicating

An individual who exhibits this competency provides the information required by others in a concise, direct, and unambiguous way. He or she perceives how the message affects the receiver and strives to ensure that the receiver clearly understands the specifics and function of the message.



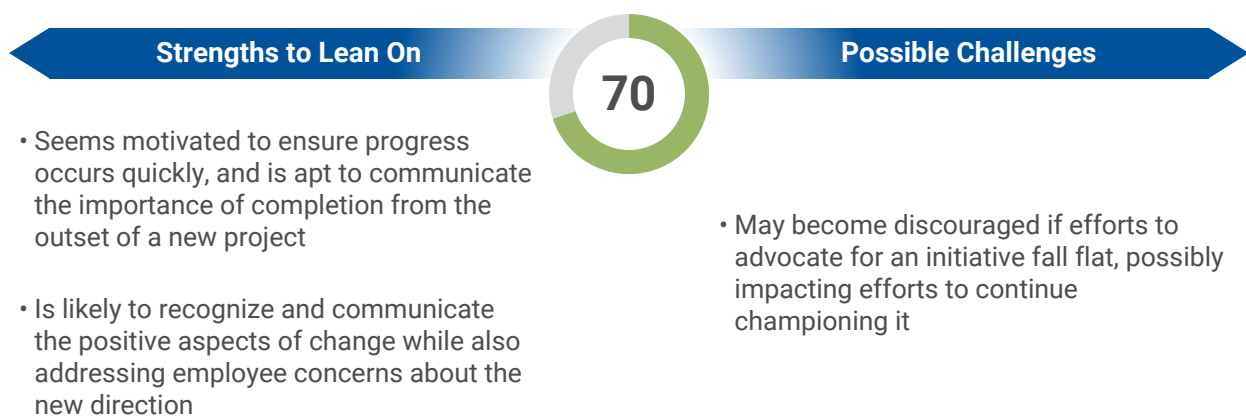
Delegating

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.



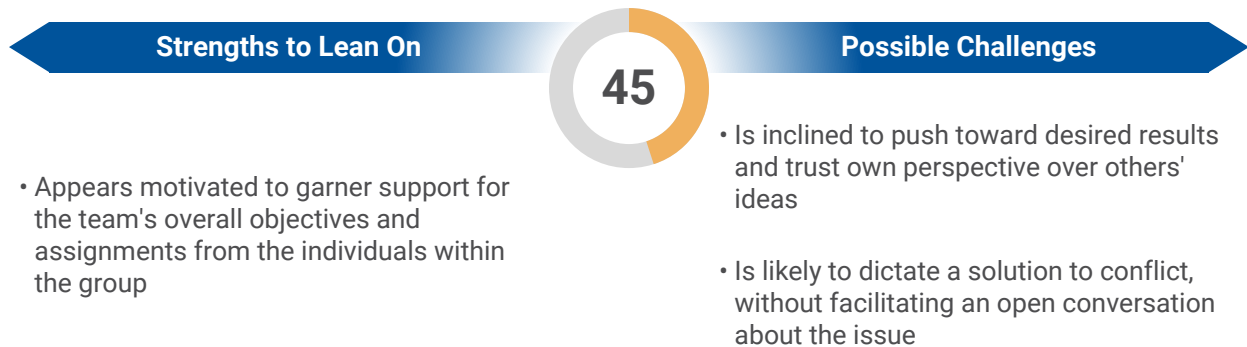
Leading Change

Individuals who exhibit this competency effectively create a vision for change and engage others to implement the change process.



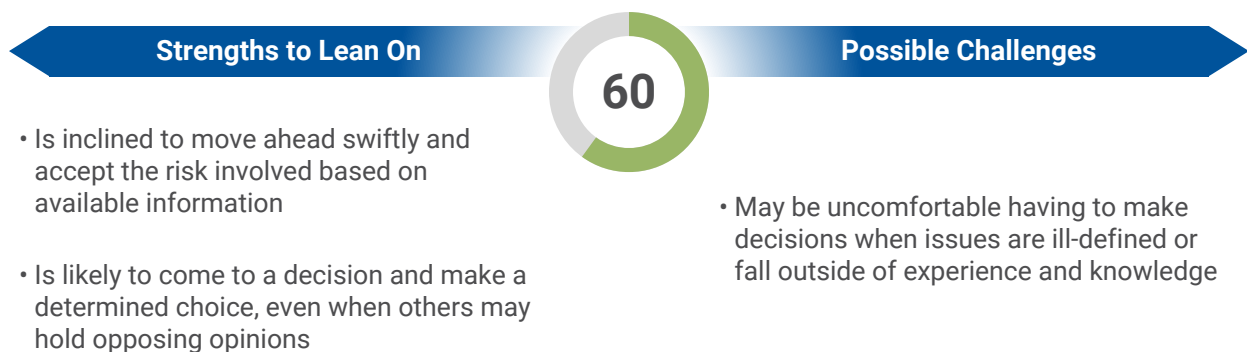
Team Building

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.



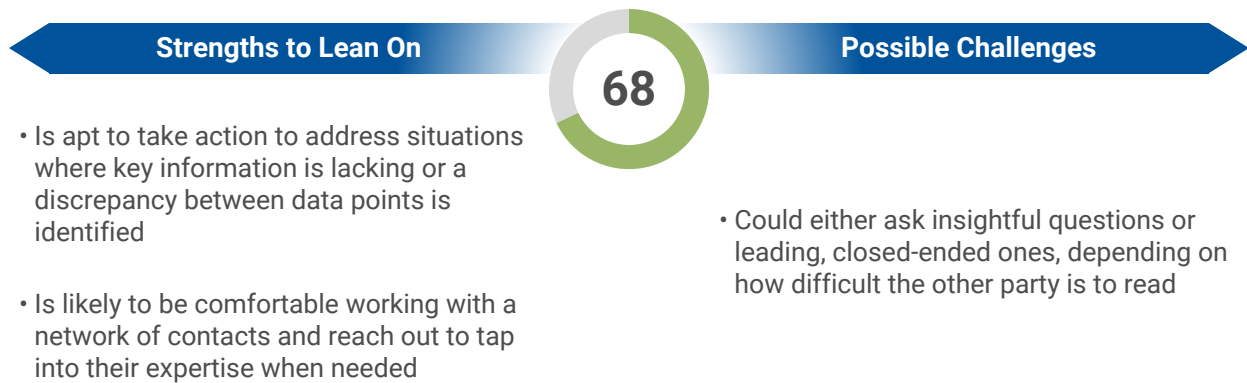
Decisiveness

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



Information Seeking

Individuals who demonstrate this competency are driven by an underlying curiosity and desire to know more about things, people, or issues. This involves going beyond routine questions and includes digging or pressing for exact information; resolving discrepancies by asking a series of questions; or conducting less-focused environmental scanning for opportunities or miscellaneous information that may be used in the future.



Planning and Priority Setting

A person who demonstrates this competency identifies the priorities, processes, and practical actions that are necessary to achieve an objective or an idea. This competency requires developing detailed action or project plans including objectives, accountabilities, time frames, standards, review stages, and contingencies.



PREFERRED STYLES

This section of the report presents information about this individual's general style preferences and how that relates to a work context, rather than analyzing the person's fit with a specific Job Model.

COMMUNICATION

How does Keith Perry prefer to communicate?

- **Motivators**

Having a clear path forward

- **Preferred Communication Environments**

Hierarchical; Command-and-control oriented

- **How to Communicate With Them**

Use facts and data to support viewpoints

- **Potential Stressors**

Indecision and perceived confusion around objectives and desired outcomes

- **Reaction to Stress**

Directing or telling in a seemingly arbitrary and/or forceful manner

- **How to Minimize Stressors**

Be clear and focus on the issues

INTERPERSONAL DYNAMICS

How does Keith Perry prefer to interact with others?

- **Motivators**

Interacting with others and leveraging relationships to accomplish their own goals

- **Preferred Interacting Environments**

Competitive; Ambition-driven

- **How to Interact With Them**

Be direct and focus on the goal and whom to involve

- **Potential Stressors**

Loss of control and feeling excluded from impactful conversations

- **Reaction to Stress**

Becoming argumentative or controlling

- **How to Minimize Stressors**

Reinforce the value of their involvement

PROBLEM SOLVING AND DECISION MAKING

How does Keith Perry prefer to solve problems?

- **Motivators**

Seizing opportunity, gaining social reward, and receiving recognition

- **Preferred Problem-Solving Environments**

Consensus-based; Enterprising; Instinctive

- **How to Solve Problems With Them**

Focus on social benefits and draw connections between people and the decision

- **Potential Stressors**

Overthinking and getting bogged down in details

- **Reaction to Stress**

Making decisions based on intuition, gut reactions, and emotional bias

- **How to Minimize Stressors**

Recognize their feelings and offer reassurance that focus on the intellectual, due-diligence aspects can increase the upside

PERSONAL ORGANIZATION AND TIME MANAGEMENT

How does Keith Perry prefer to prioritize?

- **Motivators**

Completing tasks efficiently in a controlled, disciplined manner

- **Preferred Prioritizing Environments**

Highly scheduled; Procedural; Productivity-minded

- **How to Prioritize With Them**

Have a focused, agenda-driven discussion

- **Potential Stressors**

Unclear goals, inefficiency and unexpected changes

- **Reaction to Stress**

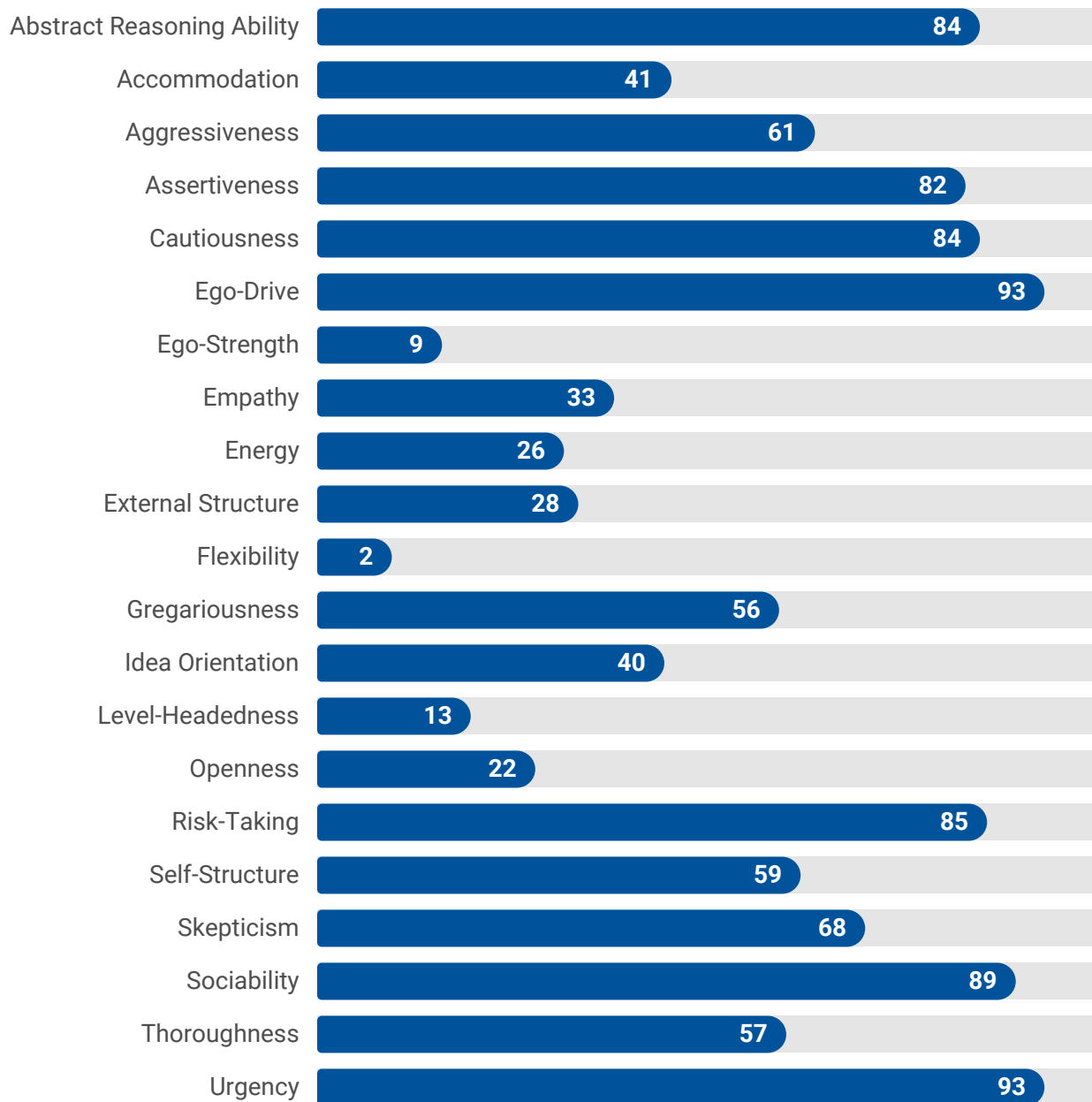
Showing reluctance to adapt to changing circumstances

- **How to Minimize Stressors**

Define tasks and goals more concretely and avoid introducing changes

CALIPER PROFILE TRAIT SCORES

This graph shows Keith Perry'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.