

HYPERFORMANCE

unrivaled results.

Unleashing Human Potential Starts with a Look in the Mirror

Track 2 Session 5

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Abstract

When leaders can synchronize an employee's strength with the requirements of a role, magic happens. Unfortunately, candidate and employee assessment often starts and stops with numeric performance against some goal or expectation. Our presenting advisor has honed a simple and powerful process to capture the *personality and behavioral traits* of an individual. It all starts with the power of being self-aware and having a common language around potential so that both individual and collective success is enhanced. Capturing and then acting on these quantifiable human dimensions can be truly transformational to your team.

Agenda

- **Benefits of integrating a personality assessment into every aspect of the Talent Management Cycle by:**
 - Hiring for personality vs. experience
 - Understanding the power of self awareness
 - Applying knowledge of personality characteristics for individuals and teams
 - Developing potential to meet company goals
- **Key Takeaways**
- **Conference Cloud**
- **Questions**

Character or Experience?

Who someone
is,
is as important
as what
someone has
done.

- Define success for the role and the kind of characteristics you need to fill that position
- Utilize a validated assessment to find out if that potential candidate possesses those personality characteristics
- Ask questions to listen for evidence to see if they demonstrated those behaviors consistent with personal characteristics

Know What You're Looking For

- **What qualities do current top performers possess?**
- **What distinguishes them from other employees?**
- **What are the critical outcomes for the role?**

Personality Attributes that Drive Success

Account Representative

- Aggressiveness
- Assertiveness
- Ego-Drive
- Ego-Strength
- Energy
- Gregariousness
- Risk-Taking
- Sociability
- Urgency

Project Coordinator

- Cautiousness
- External Structure
- Self-Structure
- Thoroughness
- Urgency

People succeed when they are in positions that play to their **potential, strengths and motivations.**

The Caliper Profile

- Not a pass/fail test
- Measures and reports on 23 validated personality traits, including abstract reasoning
- Part of a process to gather information about:
 - Natural strengths
 - Motivators
 - Potential to succeed in a particular position
- Not about labeling or assigning judgment

Caliper Profile “Forced Choice” Format

Most	Least	#27
<input type="radio"/>	<input type="radio"/>	Like to create new options
<input type="radio"/>	<input type="radio"/>	Tend to be low in energy
<input type="radio"/>	<input type="radio"/>	Think about the outcome before acting
<input type="radio"/>	<input type="radio"/>	Can be unaccommodating

Understanding Personality Dynamics

Personality

- Neutral
- Fixed
- Unique

Behavior

- Right or Wrong/Situational
- Capable of Being Influenced
- Changes
- Chosen

Ingredients for Behavior Change



Caliper Profile Categories



Caliper Profile traits and behaviors are grouped into four general categories:

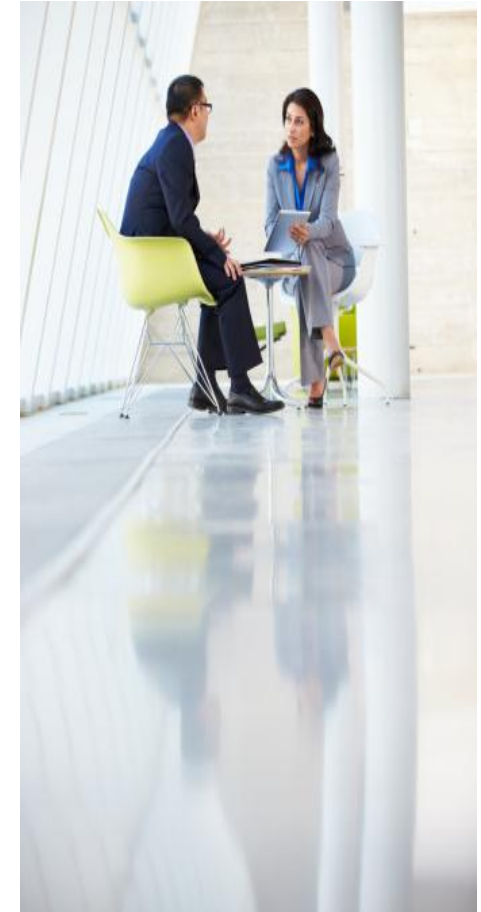
- 1. Persuasiveness**
- 2. Interpersonal**
- 3. Problem Solving/Decision Making**
- 4. Personal Organization/Time Management**

CALIPER

Helping companies hire & develop top performers.

Trait Combinations: Assertiveness and Aggressiveness

Assertiveness HIGH Aggressiveness LOW	Assertiveness HIGH Aggressiveness HIGH
Assertiveness LOW Aggressiveness LOW	Assertiveness LOW Aggressiveness HIGH



Trait Combinations: Self-Structure and External Structure

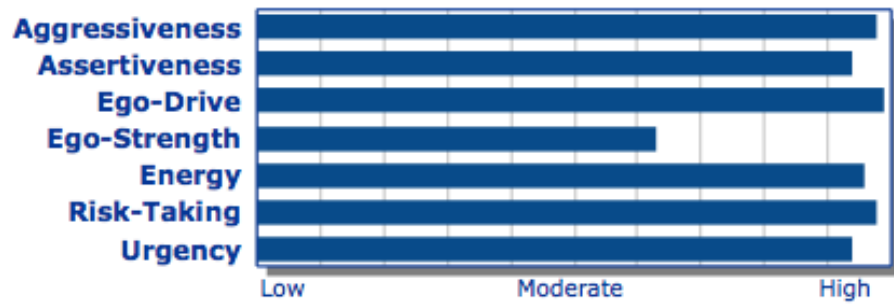
Self-Structure HIGH External Structure LOW	Self-Structure HIGH External Structure HIGH
Self-Structure LOW External Structure LOW	Self-Structure LOW External Structure HIGH



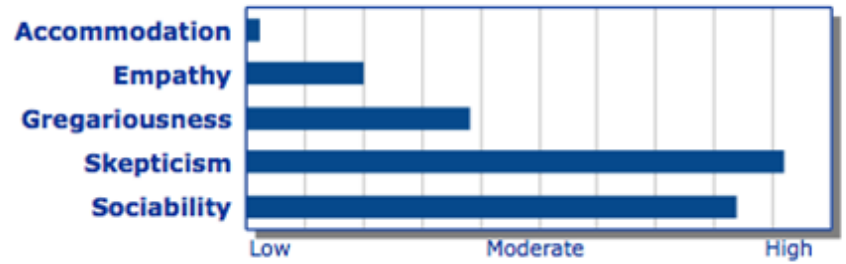
Client Situations

- **“New team and want to improve the way we communicate and make decisions.”**
- **“Creating a new sales model and need to identify strengths and development areas of existing team members for position fit.”**
- **“Need a way to identify our top, mid and low performers then action steps for how to improve.”**

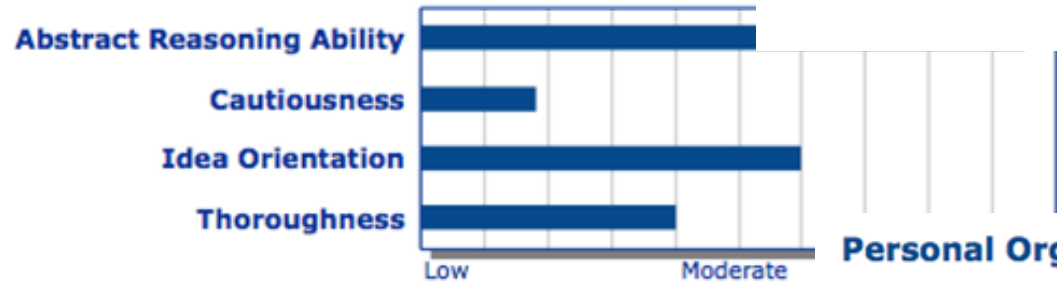
Persuasiveness



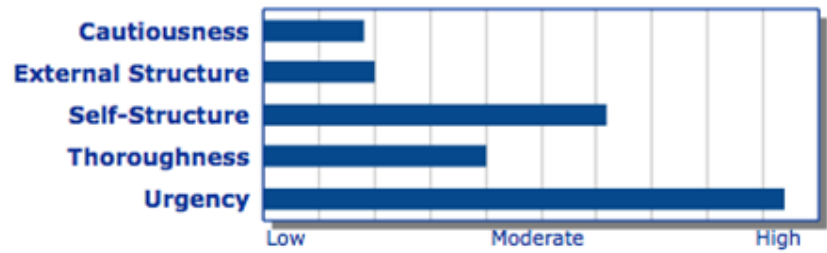
Interpersonal Dynamics



Problem Solving and Decision Making



Personal Organization and Time Management



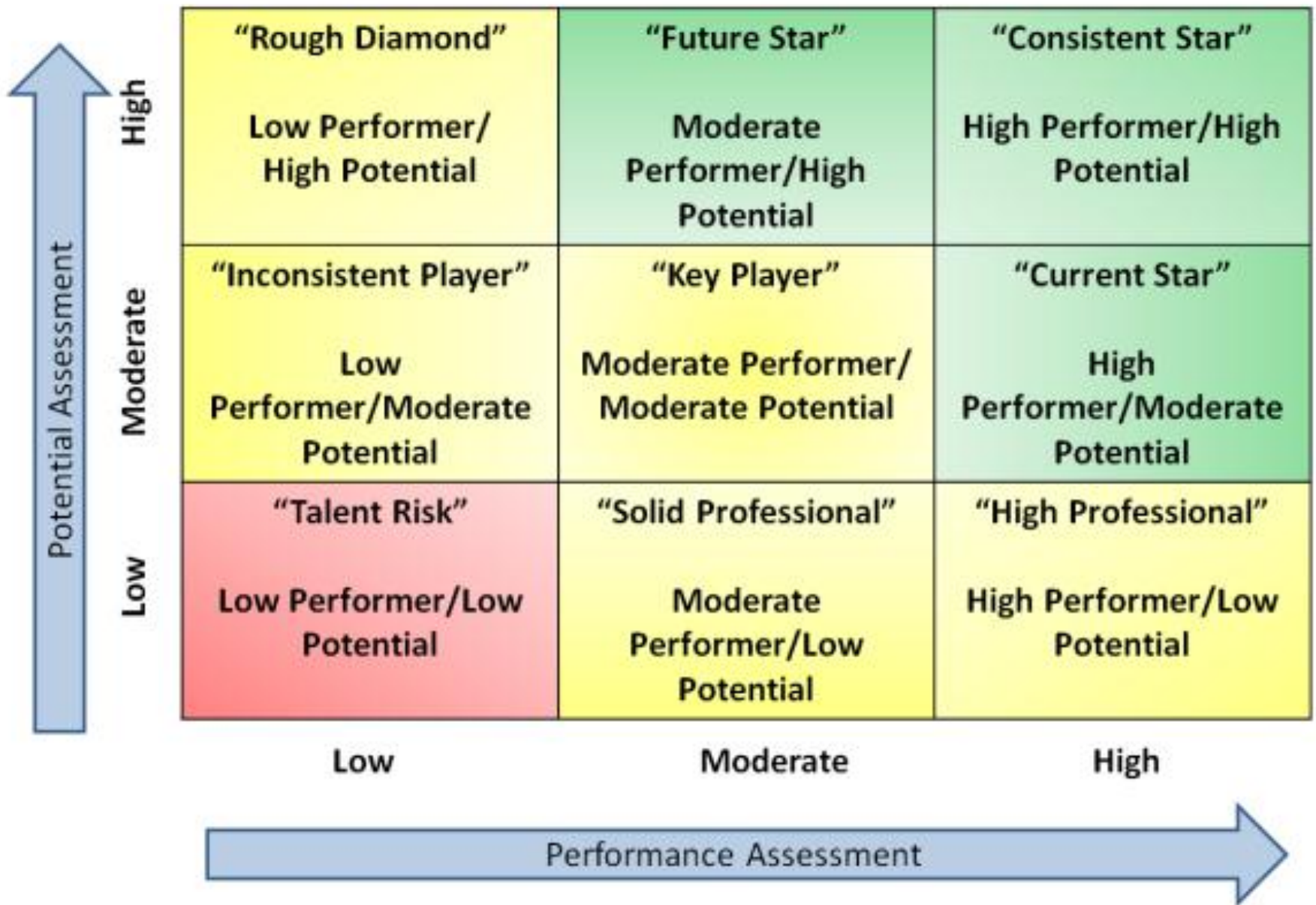
Case Study

Top Strengths

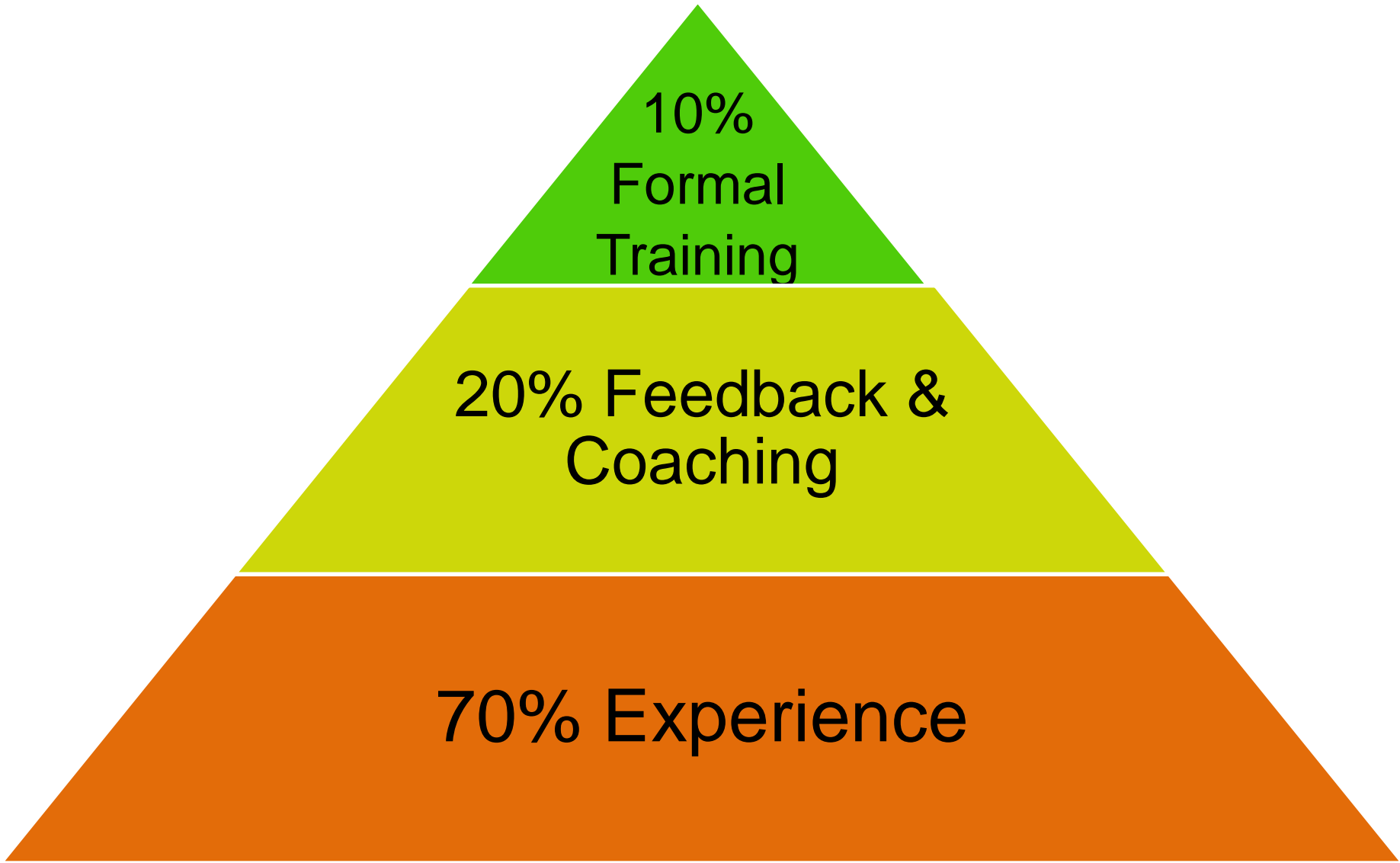
- Problem-solving
- Competitive
- Persuasiveness

Areas for Development

- Organization & attention to detail
- Low tolerance for structure and rules
- Listening or flexibility
- Resilience



70/20/10 Development Approach



Approach for Next Steps

“Dell’s corporate culture began to change when Michael Dell shared the results of his 360 with his direct reports”

- Discover your own personality strengths and motivators.
- Ask yourself “*What are the behaviors you will need to display or change in order for others to do their best?*”
- Share what you are comfortable sharing with your team.

Key Takeaways

- **Using an assessment will deepen understanding, add objective measurement, and personalize interventions.**
- **Broadening the use of assessment tools beyond hiring and selection creates benefits to the employee, as well as to the company.**
- **Utilizing the same assessment throughout the Talent Management Cycle creates consistency and a common language.**

Conference Cloud

Additional Resources

- <http://www.nxtbook.com/nxtbooks/mediatec/clo1210/#/>
- <https://s3.amazonaws.com/www.calipermedia.calipercorp.com/articles/us/looking-to-hire-a-top-performer.pdf>
- <https://s3.amazonaws.com/www.calipermedia.calipercorp.com/articles/us/your-top-performers-are-your-blueprint.pdf>
- <http://www.calipermedia.calipercorp.com.s3.amazonaws.com/case%20studies/JJ-Taylor.pdf>
- <https://s3.amazonaws.com/www.calipermedia.calipercorp.com/whitepapers/us/Team-Building-Through-Trust-Building.pdf>
- <https://s3.amazonaws.com/www.calipermedia.calipercorp.com/whitepapers/us/Uncovering-Talent.pdf>
- <https://s3.amazonaws.com/www.calipermedia.calipercorp.com/whitepapers/us/Invest-in-Your-Best.pdf>

Conference Cloud Additional Resources

- <https://www.facebook.com/CaliperCorp>
- <https://www.linkedin.com/groups/Caliper-Enthusiasts-60722>
- <https://twitter.com/Calipercorp>
- <https://www.youtube.com/user/CaliperAdmin>
- <http://www.calipermedia.calipercorp.com/Marketing/Talent-Management/Caliper-Powered-Talent-Management-Strategy.pdf>
- <https://www.calipercorp.com/category/caliper-blog/>



Questions



Material Handling & Logistics
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