



**LUZERNE COUNTY MANAGER SEARCH COMMITTEE
PUBLIC MEETING**

March 30, 2016

Luzerne County Court House

Council Meeting Room

Wilkes-Barre, Pa. 18711

EXECUTIVE SESSION

10:00AM CALL TO ORDER

PLEDGE OF ALLEGIANCE AND MOMENT OF SILENCE

ROLL CALL

ADDITIONS TO/DELETIONS FROM AGENDA

PUBLIC COMMENT ON AGENDA ITEMS

Each speaker shall have three (3) minutes to address any or all items on the Agenda. Each speaker is asked to submit a Speaker Card before the first speaker is called and to limit individual comments to three (3) minutes. Speakers may not yield or transfer their time to another speaker.

AGENDA ITEMS

1. Validate invoices
2. Discuss criteria for rating results of Caliper assessment.
3. Discuss criteria to rate/disqualify applicants based on background investigation findings.
4. Discuss cutoff for interviews.
5. Motion to disqualify applicant.
6. Update on recruitment process.

PUBLIC COMMENT

This is an opportunity for members of the public to address the Committee on matters not listed on the Agenda, but which must be within the subject matter jurisdiction of the Committee. Speakers are requested to submit a Speaker Card before the first speaker is called and to limit individual comments to three (3) minutes. Speakers may not yield or transfer their time to another speaker.

ADJOURNMENT

EXECUTIVE SESSION

| MANAGER SEARCH COMMITTEE OBLIGATIONS AND EXPENDITURES | |
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| Procurement Actions | Reserve Amount | Obligation Amount | Invoice Amount | Date | Comment |
|----------------------------|----------------|-------------------|----------------|------------|-----------------------|
| Set up PO Box | | \$ 78.00 | | | Refund unused months. |
| Advertise in Times Leader | | \$ 1,653.00 | | 2/2/2016 | 6 times |
| Advertise in Citizen Voice | | \$ 798.72 | | 2/2/2016 | 6 times |
| Advertise ICMA | | \$ 445.00 | | 2/4/2016 | 30 days |
| Advertise LINKEDIN | | \$ 199.00 | | 2/4/2016 | 30 days |
| Attorney Mosca | \$ 400.00 | | | | Cost unknown |
| Survey Monkey | | \$ 26.00 | | 2/10/2016 | |
| Legal Notices | \$ 140.98 | | | | |
| Legal Notice MSC Mtg | | \$ 1.21 | | 12/21/2015 | |
| Legal Notice MSC Mtg | | \$ 1.10 | | 1/4/2016 | |
| Legal Notice MSC Mtg | | \$ 1.10 | | 1/8/2016 | |
| Legal Notice MSC Mtg | | \$ 1.21 | | 1/19/2016 | |
| Legal Notice MSC Mtg | | \$ 1.10 | | 1/25/2016 | |
| Legal Notice MSC Mtg | | \$ 1.10 | | 2/1/2016 | |
| Legal Notice MSC Mtg | | \$ 1.10 | | 2/8/2016 | |
| Legal Notice MSC Mtg | | \$ 1.10 | | 2/16/2016 | |
| Legal Notice MSC Mtg | | \$ 1.32 | | 2/26/2016 | Meeting time change |
| Background Check | \$750.00 | | | | |
| Caliper Testing | | | | | |
| Legal Notice MSC Mtg | | \$ 1.21 | | 2/26/2016 | Original Notice |
| Legal Notice MSC Mtg | | \$ 0.99 | | 3/4/2016 | |
| TOTAL | \$ 1,290.98 | \$ 3,212.26 | \$ - | | |

The Citizens Voice (Under act P.L. 877 No 160. July 9,1976)

Commonwealth of Pennsylvania, County of Luzerne

LUZERNE COUNTY COUNCIL
ATTN: SHARON LAWRENCE
1ST FLOOR 200 N RIVER STREET
WILKES BARRE PA 18702

Account # 570964
Order # 81899024
Ad Price: 1.21

MANAGER SEARCH 2/26

Gina Krushinski

Being duly sworn according to law deposes and says that (s)he is Billing clerk for The Citizens Voice, owner and publisher of The Citizens Voice, a newspaper of general circulation, established in 1978, published in the city of Wilkes-Barre, county and state aforesaid, and that the printed notice or publication hereto attached is exactly as printed in the regular editions of the said newspaper on the following dates:

02/23/2016

Affiant further deposes and says that neither the affiant nor The Citizens Voice is interested in the subject matter of the aforesaid notice or advertisement and that all allegations in the foregoing statement as time, place and character or publication are true Gina Krushinski.

Sworn and subscribed to before me
this 23rd day of February A.D., 2016

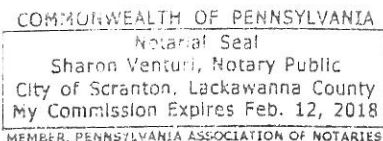
Sharon Venturi

(Notary Public)

LEGAL NOTICE

The Luzerne County Manager Search Committee will hold a public meeting in the Luzerne County Council Meeting Room at the Luzerne County Courthouse on Friday, February 26, 2016, at 9:30 A.M.

Sharon Lawrence
Clerk of County Council



The Citizens Voice (Under act P.L. 877 No 160. July 9,1976)
Commonwealth of Pennsylvania, County of Luzerne

LUZERNE COUNTY COUNCIL
ATTN: SHARON LAWRENCE
1ST FLOOR 200 N RIVER STREET
WILKES BARRE PA 18702

Account # 570964
Order # 81902858
Ad Price: 0.99

MANAGER SEARCH 3/4

Gina Krushinski

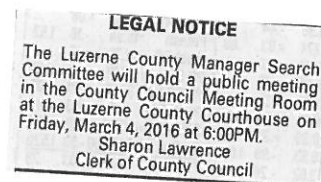
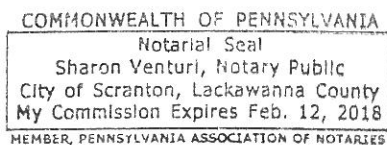
Being duly sworn according to law deposes and says that (s)he is Billing clerk for The Citizens Voice, owner and publisher of The Citizens Voice, a newspaper of general circulation, established in 1978, published in the city of Wilkes-Barre, county and state aforesaid, and that the printed notice or publication hereto attached is exactly as printed in the regular editions of the said newspaper on the following dates:

03/01/2016

Affiant further deposes and says that neither the affiant nor The Citizens Voice is interested in the subject matter of the aforesaid notice or advertisement and that all allegations in the foregoing statement as time, place and character or publication are true Gina Krushinski.

Sworn and subscribed to before me
this 1st day of March A.D., 2016

Sharon Venturi
(Notary Public)





Senior Leaders develop and manage an organization's strategic and operational goals. They initiate plans and programs to achieve revenue and profitability objectives or to meet other significant organizational goals.

Example Positions

Chief Executive Officer, Senior Vice President, Chief Financial Officer, Vice President of Operations, General Manager

Competencies

Leadership Maturity – Senior Leaders serve as role models for performance and organizational behavior by demonstrating humility, confidence, and courage in their leadership role.

Leadership Communication – They generate a shared commitment to the organization, building morale and encouraging ownership of mission, goals, and values.

Organizational Savvy – They are able to gather and accurately assess information related to the organization's formal and informal communication channels and power relationships.

Deliberative Decision Making – They tend to gather, consider, and evaluate all relevant information to make logical conclusions before being moved to action.

Decisiveness – They tend toward taking calculated risks by making decisions and taking action, even in the absence of all information.

Strategic Thinking – Senior Leaders develop and help drive a shared understanding of a long-term vision that describes how the organization needs to operate now and in the future.

Leading Change – They effectively create a vision for change and engage others to implement the change process.

Strategic Talent Management – Senior Leaders attract, hire, engage, and develop talented people to build the capabilities required for the organization to perform at high levels.

Representative Behaviors

- Serves as a role model and sets an example for highly credible leadership
- Clearly communicates vision and strategy across all organizational levels
- Leverages informal relationships and communication channels within company, with a clear sense of their organizational impact
- Challenges assumptions and the perceived wisdom in addressing varying issues
- Takes decisive action in high-stakes situations
- Thinks strategically to promote growth or gain competitive advantage
- Champions innovative and groundbreaking projects
- Brings the right people together to accomplish goals



Senior Leader Model

A Senior Leader's key responsibilities are leading people throughout all organizational levels and guiding the company toward the best possible market position through effective strategy development. Therefore, most of the critical competencies for this role reside in the Dimensions for Leading and Making Decisions.

| Leading | Active Communication | Interpersonal Dynamics | Making Decisions | Solving Problems | Managing Processes | Self-Management |
|--------------------------------|--------------------------|----------------------------|------------------------------|---------------------------|-------------------------------|---|
| Leadership Maturity | Influence and Persuasion | Interpersonal Sensitivity | Deliberative Decision Making | Creativity and Innovation | Quality Focus | Composure and Resiliency |
| Leadership Communication | Conflict Management | Service Focus | Decisiveness | Analytic Thinking | Compliance | Achievement Motivation and Perseverance |
| Driving Results | Negotiation | Relationship Building | Strategic Thinking | Learning Agility | Safety Focus | Self Awareness |
| Leading Change | Instructing | Collaboration and Teamwork | Organizational Citizenship | Scientific Acumen | Managing Processes | Adaptability |
| Managing Innovation | Active Listening | Organizational Savvy | Information Seeking | Business Acumen | Time Management | Comfort with Ambiguity |
| Team Building | Communicating | Global Mindset | | | Planning and Priority Setting | Initiating Action |
| Coaching and Developing Others | | | | | | Accountability |
| Directing | | | | | | Professionalism |
| Delegating | | | | | | Continuous Learning |
| Strategic Talent Management | | | | | | Extended Task Focus |
| Fact-Based Management | | | | | | |

For more information on Caliper Competencies,

please call us at 609.524.1200 or visit www.caliper.com

Caliper Profile®

A D V I S O R C O M P E T E N C Y R E P O R T

An assessment of
Cameron L. Walker
for the Chief Executive Officer position

Prepared for **ABC Company, Ltd.**
using the Senior Leader Model
October 2, 2015

Caliper Profile completed October 2, 2015

CALIPER

Caliper Management, 506 Carnegie Center, Suite 300, PO Box 2050, Princeton, NJ 08543-2050

Tel. 609 524 1400 Fax. 609 524 1201

About This Report

This report provides an in-depth analysis of an individual's personality in a work context. It can be used to determine whether a candidate is a good fit with your position or to shed light on developmental opportunities for a current employee. This report leverages Caliper's research in order to examine the individual's motivations and natural inclination to engage in the competencies and behaviors associated with your job.

Your Chief Executive Officer role is being assessed using Caliper's **Senior Leader Model**.

Senior Leaders develop and manage an organization's strategic and operational goals. They initiate plans and programs to achieve revenue and profitability objectives or to meet other significant organizational goals.

If you would like to read about this job model, [click here](#).

This report contains the following sections:

- **Interpretive Guide**, which provides a guide for how to interpret the results in this report
- **Competency Overview**, which depicts the individual's potential on the competencies that are related to performance in the **Senior Leader** function
- **Competency Detail Pages**, which give a definition of each competency and display graphs that show the person's potential to engage in a variety of behaviors associated with the competency
- **About the Summary**, which gives information about how to read and interpret the information displayed in the Key Findings
- **Key Findings**, which show the behaviors this person may leverage as strengths and those that may not come as naturally
- **Consultant's Recommendation**, displaying Caliper's expert recommendation for Cameron L. Walker
- **Managing for Success** and **For Further Exploration**, which give suggestions to the individual's manager, as well as a list of questions to use when following up with Cameron L. Walker

Interpretive Guide

The scores shown in this report are percentile ranks. It is important to understand what they mean in order to use them effectively in your hiring or development processes. A percentile illustrates how this individual's personality traits align with those that Caliper's research found to be statistically related to success in that competency or behavior.

A high or low percentile rank is not a statement about what an individual can or cannot do. Rather, this report works on the basic premise that an individual performs most effectively when engaging in behaviors that align with their innate tendencies and tends to struggle in areas that run counter to their natural preferences.

To help you understand the information you will see in this report, Caliper suggests using this basic guide to interpret the percentile ranks based on the ranges in which they fall. Keep in mind that a percentile of 51 means that the individual in question scored better than 50% of Caliper's norm group and falls into the top half of the population in terms of potential.



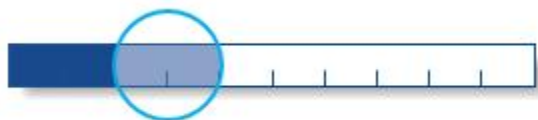
80 or higher, Very strong alignment: Engaging in the competency/behavior is likely to come naturally. It should serve as a significant strength, but it may also be beneficial to guard against overuse.



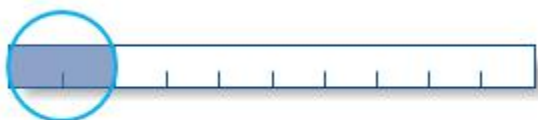
60 to 79, Strong alignment: This area could serve as a strength, as this person seems to show inherent potential.



40 to 59, Moderate alignment: Some aspects may come more naturally than others, which may result in inconsistency or selectivity.



20 to 39, Weak alignment: This person may not be inclined to engage in this competency or behavior, and he or she may need to focus to be successful in it.

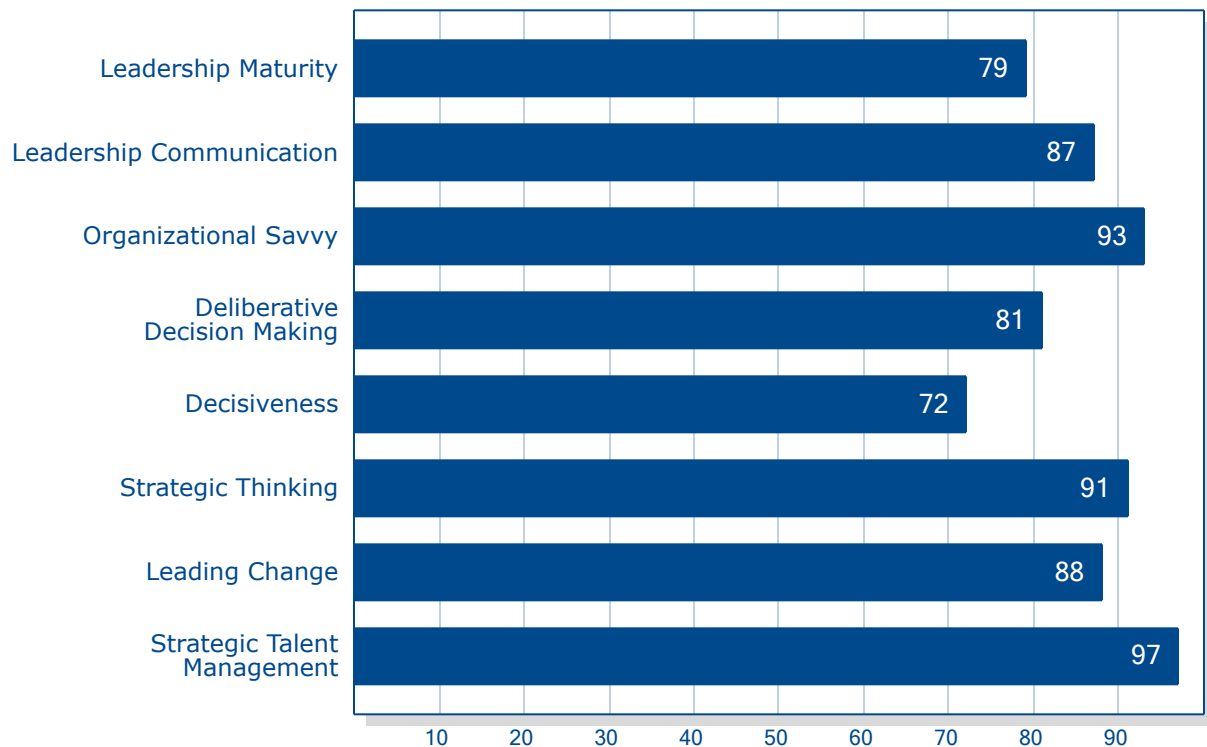


19 or lower, Very weak alignment: This person does not appear motivated in this area. Performing successfully could require significant focus and effort on this individual's part to compensate for their apparent disinclination.

Please keep in mind that potential, viewed through the lens of personality, does not take experience and acquired skills into account. To get the most from this report, we suggest using the information here in conjunction with information you can collect about Cameron L. Walker's performance in these competencies and behaviors by leveraging the Behavioral Interview Questions included in the final section of this report. Doing so will provide you with great insight into how Cameron L. Walker may demonstrate these behaviors in your Chief Executive Officer role.

Competency Overview

The following graphs illustrate Cameron L. Walker's potential to engage in competencies related to the **Senior Leader** function. Each score was calculated based on a combination of Caliper Profile attributes that have been shown to correlate with success in a given competency.



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.

Leadership Maturity



Leadership Maturity is included in the Leading Dimension of Caliper's Competency Library. An individual who exhibits this competency serves as a role model for performance and organizational behavior by demonstrating humility, confidence, and courage in a leadership role. He or she assertively expresses ideas that will advance the business and does not let pushback or disagreement diminish self-confidence. Also, someone who manifests this competency will use a straightforward communication style with others and will not shy away from engaging in difficult or uncomfortable conversations when needed. The individual is versatile and targeted in his or her leadership style and varies approaches depending upon the context of the challenge.

Representative Behaviors

Demonstrates a balance of professional will and modesty



Is comfortable confronting controversial issues



Serves as a role model and sets an example for highly credible leadership



Takes responsibility for making difficult or unpopular decisions



Adapts leadership behaviors to meet differing individual, team, and organizational demands



Leadership Communication



The Leadership Communication competency is a component of the Leading Dimension of Caliper's Competency Library. This competency is about generating a shared commitment to the organization, building morale, and encouraging ownership of mission, goals, and values. Fundamentally, it is about translating vision and strategy into actionable plans and measurable goals for the team as well as developing a positive culture and a motivational working environment.

Representative Behaviors

Motivates others to perform their best



Clearly communicates vision and strategy across all organizational levels



Inspires people to work toward company's mission



Generates pride and passion for the company's brand and service



Perseveres despite resistance from others to ideas, proposals, or initiatives



Organizational Savvy



Included in the Interpersonal Dynamics Dimension of Caliper's Competency Library, Organizational Savvy reflects the ability and propensity to gather and accurately assess information related to the organization's communication channels and power relationships. Those who exhibit this competency will operate effectively within the context of the company's culture. This competency also relates to the ability to identify true decision makers and key influencers as well as to accurately predict how new events or situations will affect those individuals and groups and the attainment of the company's goals.

Representative Behaviors

Identifies key decision makers and influencers



Talks with others to learn of personnel changes within the organization



Leverages contacts to stay informed of new company developments



Leverages informal relationships and communication channels within company, with a clear sense of their organizational impact



Moves fluidly between all levels of the organization in order to build wide support for ideas and plans



Deliberative Decision Making



Deliberative Decision Making is included in the Decision Making Dimension of Caliper's Competency Library. This competency is about the ability and propensity to gather, consider, and evaluate all relevant information to make logical conclusions before being moved to action. A person who excels in this competency is able to put aside personal biases and take an objective approach to making judgments or decisions. This can involve using data or other pertinent facts to determine a course of action that is based on sound interpretation of all available information.

Representative Behaviors

Evaluates short- and long-range implications of decisions



Challenges assumptions and the perceived wisdom in addressing varying issues



Tries to understand key stakeholders and the situation before making decisions and taking action



Considers all pertinent information before making a decision



Applies lessons from experience to make effective decisions



Decisiveness



The Decisiveness competency is a component of the Decision Making Dimension of Caliper's Competency Library. This competency relates to the tendency toward taking calculated risks by making decisions and taking action, even in the absence of all information. An individual who displays this competency conducts analysis and makes informed, educated, and timely decisions that reflect the needs of the organization. He or she is able to confidently stand by his or her decisions when faced with criticism or opposition; identify and understand issues, problems, and opportunities; and take timely action that is consistent with available facts, constraints, risk tolerance, and probable consequences.

Representative Behaviors

Makes timely decisions based on the best available information



Takes decisive action in high-stakes situations



Is willing to stand behind decisions



Is comfortable with making decisions in ambiguous situations



Is willing to make decisions in the face of opposition



Strategic Thinking



Included in the Decision Making Dimension of Caliper's Competency Library, Strategic Thinking relates to analyzing a company's competitive position by considering the market and industry trends, existing and potential customers, and strengths and weaknesses as compared to competitors. It is about developing and driving a shared understanding of a long-term vision that describes what the organization needs to look like and how it has to operate in the future; determining long-term objectives and the tactics to achieve them; allocating resources according to priorities; and making sure that accountabilities and expectations for executing the strategy are clear.

Representative Behaviors

Develops strategies to respond to competitive threats



Pursues initiatives, investments, and opportunities that fit with and support company strategies



Thinks strategically to promote growth or gain competitive advantage



Evaluates and addresses potential future consequences of strategic plans



Translates theory and strategy into actionable business plans



Leading Change



Leading Change is included in the Leading Dimension of Caliper's Competency Library. Those who exhibit this competency effectively create a vision for change and engage others to implement it. These individuals will often employ a range of practices that create an environment that values diversity, promotes inclusion of all employees, and leverages the talents of all team members. Leading Change is about pioneering, proposing, and supporting major change initiatives that align innovative ideas and approaches as well as the company's mission, vision, strategy, goals, and practices with the realities of a changing and dynamic business environment.

Representative Behaviors

Brings about improvement in own functional area by adopting new approaches



Champions innovative and groundbreaking projects



Advocates for initiatives in the face of resistance



Communicates the benefits of changes to team and organization



Creates a sense of urgency regarding changes



Helps others to adapt and cope with change



Strategic Talent Management



Strategic Talent Management is included in the Leading Dimension of Caliper's Competency Library. This is the ability and propensity to attract, hire, engage, and develop the talented people that are required for the organization to perform at high levels. Strategic Talent Management is about analyzing the human capital and workforce required to attain goals and fulfill the company's mission as well as identifying the individuals who have the characteristics to be successful in the organization and in targeted role(s). Those who demonstrate this competency recognize the contributions of individuals in achieving goals and focus on the professional development of others with respect to the current and future needs of the organization.

Representative Behaviors

Defines essential employee skills, experiences, and capabilities required to accomplish goals



Brings the right people together to accomplish goals



Employs defined selection methodology that identifies appropriate candidates



Plans ahead for changes in personnel








Proactively communicates rationale for selection and succession-planning decisions



About the Summary

The next section of your Caliper Report contains summary information about the individual and outlines Caliper's recommendations. The Key Findings section provides summary information about the behaviors where the individual's personality attributes aligned most with those of effective performers in those behaviors, as well as the behaviors where the individual's personality attributes were different from those of people who received high performance ratings in those behaviors.

The Key Findings section depicts the range within which the individual's highest and lowest percentile ranks fall. Here is a legend that explains how to interpret that information.

| Percentile Band Icon | Description |
|---|--|
|  | 80 or higher: This signifies very strong alignment between the individual's personality and factors that predict performance in the competency or behavior. Engaging in this area is likely to come naturally. It should serve as a significant strength, but it may also be beneficial to guard against overuse. |
|  | 60 to 79: This signifies strong alignment between the individual's personality and factors that predict performance in the competency or behavior. This area could serve as a strength, as this person seems to show inherent potential. |
|  | 40 to 59: This signifies moderate alignment between the individual's personality and factors that predict performance in the competency or behavior. Some aspects may come more naturally than others, which may result in inconsistency or selectivity in application. |
|  | 20 to 39: This signifies weak alignment between the individual's personality and factors that predict performance in the competency or behavior. This person may not be inclined to engage in this competency or behavior, and he or she may need to focus to be successful in it. |
|  | 19 or lower: This signifies very weak alignment between the individual's personality and factors that predict performance in the competency or behavior. This person does not appear motivated in this area. Performing successfully could require significant focus and effort on this individual's part to compensate for their apparent disinclination. |

The alignment of an individual's motivations and tendencies with the competencies and behaviors associated with a job function does not account for experience, acquired knowledge, and learned skills. Therefore, to apply the results of this report most effectively, Caliper suggests using the data here along with information about the individual.

How effectively has this individual engaged in these competencies and behaviors in the past? If their personality attributes are different from those displayed by people who have been successful in that area, it is especially valuable to explore the individual's experience. Doing so should enable you to gain insight into how they were able to achieve that success and determine whether they could apply the same techniques in the context of your job. Likewise, if they do not have experience, you will be able to then understand what development they may require in order to take advantage of a natural strength.

Key Findings

Behaviors With Natural Alignment

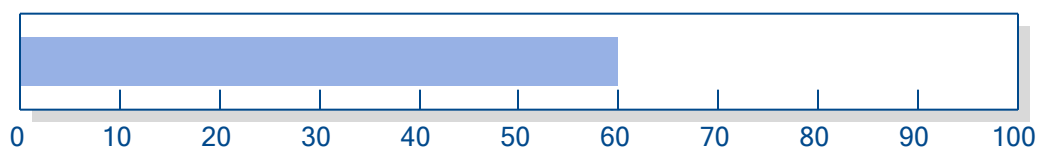
- ↑ Strategic Talent Management: Defines essential employee skills, experiences, and capabilities required to accomplish goals
- ↑ Strategic Talent Management: Plans ahead for changes in personnel
- ↑ Strategic Thinking: Pursues initiatives, investments, and opportunities that fit with and support company strategies
- ↑ Deliberative Decision Making: Tries to understand key stakeholders and the situation before making decisions and taking action
- ↑ Leadership Maturity: Serves as a role model and sets an example for highly credible leadership

Behaviors For Further Exploration

- Organizational Savvy: Talks with others to learn of personnel changes within the organization
- Leadership Maturity: Takes responsibility for making difficult or unpopular decisions
- Deliberative Decision Making: Evaluates short- and long-range implications of decisions
- Decisiveness: Is willing to stand behind decisions
- Leadership Maturity: Is comfortable confronting controversial issues

Consultant's Recommendation

The graph below illustrates the Consultant's Recommendation for Cameron L. Walker in the role of Chief Executive Officer with ABC Company, Ltd. The Consultant's Recommendation is the result of your Caliper Consultant's analysis of Cameron L. Walker's strengths and possible challenges in this position with your company.



Overall, Cameron L. Walker shows good potential in your Chief Executive Officer role but could experience some challenges to successful performance that you may want to consider when making a final decision.

Managing for Success

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

Organizational Savvy: Talks with others to learn of personnel changes within the organization

Train this individual to touch base consistently with people in different work functions within the organization to ask questions about what is going on in their work areas, particularly around personnel shifts or changes. Coach this person to broach the subject with sensitivity, in terms of understanding how such shifts or changes might impact the work area and the other personnel involved, and to offer reciprocal information about his or her respective work area, so as to keep the lines of communication open.

Leadership Maturity: Takes responsibility for making difficult or unpopular decisions

Coach this individual on ways to deliver difficult messages in a straightforward manner. Encourage him or her to separate his or her personal feelings from the work at hand and keep in mind the importance of conveying the message, instead of worrying in advance about how others might receive that message. Also, train this individual to take actions that are necessary for the business, but may not be popular with others, in a timely way, rather than hesitating for fear of pushback.

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

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.

Decisiveness: Is willing to stand behind decisions

Train this individual on assertive behaviors he or she can use to present his or her decisions with conviction, even when this person anticipates a negative response from the audience. Coach this individual on techniques he or she can use to deflect criticism, as well as stand behind his or her decisions. Reinforce for this person the importance of standing firmly behind crucial business decisions, and provide positive feedback when this individual takes a strong stance in defense of his or her position.

Leadership Maturity: Is comfortable confronting controversial issues

Model assertive behavior for this individual by demonstrating the difference between stating a view or sharing an idea in a direct, forthright manner and being less firm with the message. Have this person practice his or her presentations, with an emphasis on using direct phrases and terms, and provide positive reinforcement when assertive behavior is observed. Encourage him or her to worry less about potential objections that may arise and more on delivering the message in a forceful way, and provide suggestions on follow-up questions this individual can ask to uncover the source of others' concerns so that he or she can keep the conversation moving forward.

For Further Exploration

As a next step, Caliper suggests investigating possible challenges using these Behavioral Interview Questions.

Organizational Savvy: Talks with others to learn of personnel changes within the organization

Describe your methods for remaining current on personnel changes within the organization. How have you worked to successfully grow your internal network?

Leadership Maturity: Takes responsibility for making difficult or unpopular decisions

Describe a time you had to have a difficult conversation with someone whose performance or behavior did not meet acceptable standards. What method did you employ, and what was the outcome?

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

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?

Decisiveness: Is willing to stand behind decisions

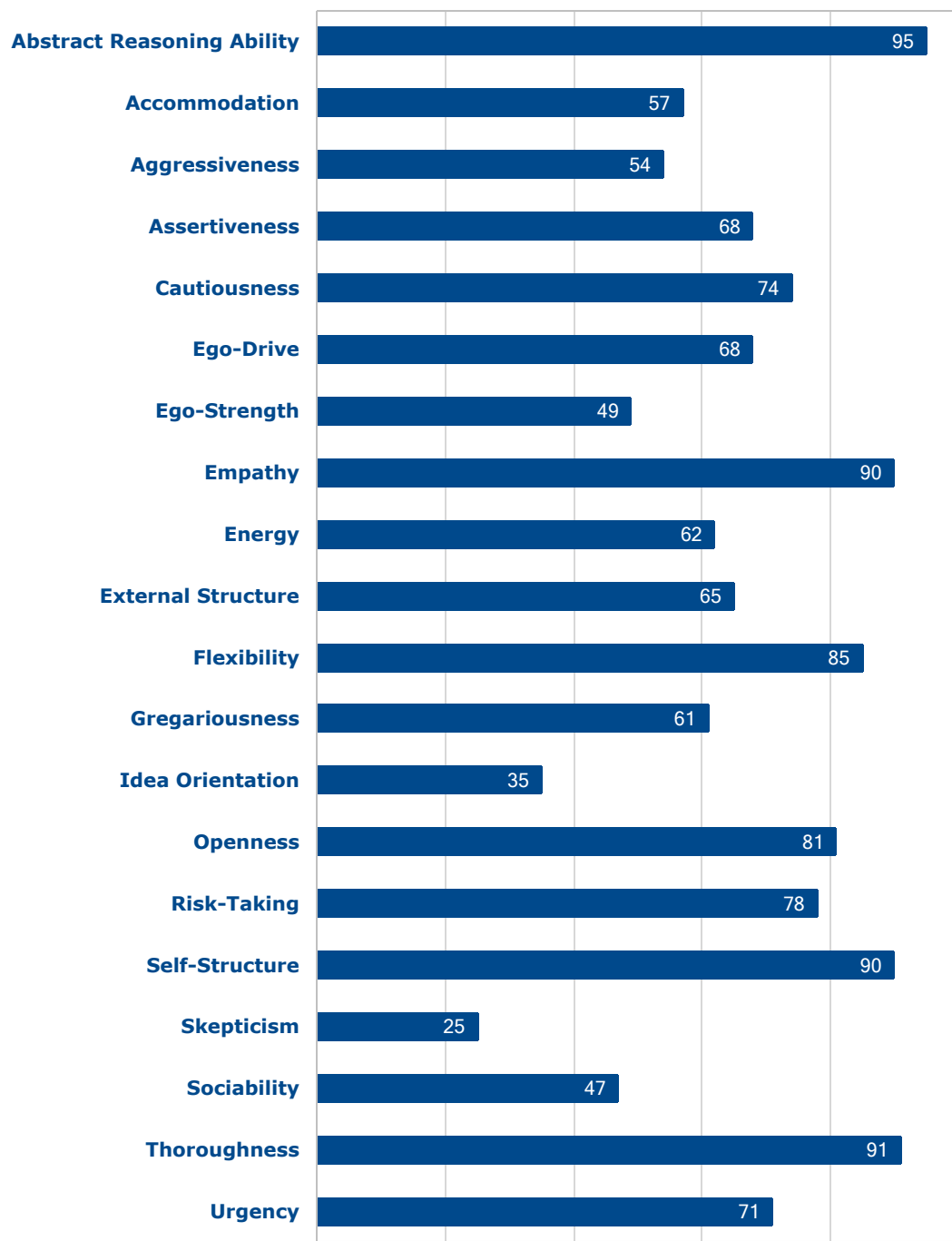
Tell me about a time when you made a decision that others did not support. What challenges did you face from stakeholders afterward, and what did you do to overcome them?

Leadership Maturity: Is comfortable confronting controversial issues

Describe a situation in which you felt the need to stand alone in defending a controversial or unpopular position. What was the situation? What made you feel strongly about the issue? What was the outcome?

Caliper Profile Attribute Graph

The graph below displays Cameron L. Walker's Caliper Profile results. For attribute definitions, please [click here](#).





Caliper's Competency Library is a comprehensive collection of 49 competencies comprised of complex trait formulas and behaviors that can be applied to all manner of leadership, sales, service, and technical roles in any type of organization.

This approach is designed to identify the key outcomes, critical success factors, and performance behaviors that are required for success in a single role, job family, functional area, or across the entire company. From a broader perspective, it enables the vertical integration of human capital performance with company mission, business environment, competitive advantage, goals and strategy, core values, and corporate culture.

Leading

Active
Communication

Interpersonal
Dynamics

Making
Decisions

Solving
Problems

Managing
Processes

Self-
Management

For more information on Caliper Competencies,

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