The attributes assessed by the *Caliper Profile* are defined below, accompanied by brief explanations of the significance of a high or low score on each attribute.

While all attributes are considered important, please note that the attributes that most significantly predict success vary from job to job. Depending on the job, an attribute can either push performance in a positive direction or interfere with performance.

Abstract Reasoning Ability: Potential to solve problems and understand the logical relationships among concepts. People who show a high level of Abstract Reasoning Ability should be capable of understanding complex issues. Individuals with low levels tend to be most effective when handling issues that have straightforward solutions.

Accommodation: Desire to help others. Individuals who have high scores on this attribute tend to be motivated to help people. Those with low scores might be uninterested in providing assistance.

Aggressiveness: Inclination to push forcefully. People who have high scores in Aggressiveness tend to be forceful when defending their ideas or actions. Individuals with low scores would be unlikely to take a firm approach.

Assertiveness: Potential to communicate information and ideas in a direct manner. Individuals scoring high on this quality should be willing to communicate their ideas and opinions. People with low Assertiveness scores may be uncomfortable expressing their viewpoints.

Cautiousness: Inclination to make decisions carefully and think through relevant facts and alternatives. High scorers tend to be careful when deliberating options and calculating outcomes. By contrast, low scores on this attribute suggest a tendency to act without thinking things through.

Ego-Drive: Degree of satisfaction gained from persuading others. Highly ego-driven individuals should be motivated to win others' commitment. People with low scores on this attribute are unlikely to invest much effort in gaining consensus.

Ego-Strength: Capacity to handle rejection and criticism. Individuals with high scores on Ego-Strength tend to be unconcerned by setbacks. On the other hand, people who score low on this scale may be sensitive to criticism or rejection.

Empathy: Potential to perceive others' feelings and read social cues. An empathic individual is likely to be perceptive of people's feelings and capable of reading social cues. Low scorers may misinterpret or be inattentive to others' needs or feelings.

Energy: Potential to sustain a high level of activity over extended periods. People who score high on this attribute tend to be active in the workplace, while individuals with low scores might be unenergetic in their work approach.

External Structure: Degree to which a person is sensitive to existing rules. Individuals who show a high level of External Structure are likely to be receptive to a structured environment with rules. People with low scores could be unresponsive to authority.

Flexibility: Willingness to modify an approach and to adapt to changing circumstances. Individuals who score high on this measure should be adaptable to change. Those who show low scores are likely to be reluctant to change their approach.

Gregariousness: Comfort with meeting new people and initiating conversations. Highly gregarious people are likely to be comfortable establishing contact and networking. Those who have low scores on this attribute may be uneasy about taking the initiative in social situations.

Idea Orientation: Preference for thinking creatively and generating new ways to solve problems. Individuals with high Idea Orientation are likely to be motivated to develop creative, original solutions, while low scorers are inclined to use well-established methods.

Level-Headedness: The potential to remain calm and to maintain a steady disposition in everyday situations. People scoring high on this scale should be capable of remaining composed. Those who score low are inclined to respond emotionally.

Openness: Receptiveness to new or alternative ideas. People who show high scores on Openness should be willing to consider others' input. Those who have low scores tend to be focused on their own way of doing things.

Risk-Taking: Willingness to take chances. Individuals scoring high on this attribute are likely to take chances on untested initiatives. People with low scores tend to be reluctant to risk failure.

Self-Structure: Preference for independently determining work methods. Individuals with high scores are apt to be motivated to independently determine their work approach, while those who show low Self-Structure scores are unlikely to define their own work methods.

Skepticism: Inclination to doubt or question others' motives. Highly skeptical individuals tend to be guarded and wary of others' intentions. People with low levels on this scale are likely to be trusting and willing to give others the benefit of the doubt.

Sociability: The enjoyment of being around people and working with others. Individuals who score high on Sociability are likely to be motivated to interact with others. Low scorers on this attribute could be uninterested in having frequent social interaction.

Stress Tolerance: The capacity to remain unworried about possible negative consequences. Those showing high scores in Stress Tolerance may remain unconcerned when faced with events beyond their control. People displaying low scores tend to focus on what might go wrong.

Thoroughness: The tendency to pay attention to detail. Individuals who show high scores on this attribute are apt to be conscientious when handling detail-intensive tasks. Those who score low may be uninterested in focusing on fine points.

Urgency: The motivation to take quick action in order to obtain immediate results. High scorers on this attribute tend to be driven to act quickly. Individuals with low levels of Urgency are inclined to take their time when handling tasks.