



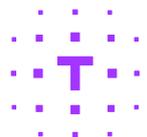
# Competency Report for Coaching For Franchisee

**Todd McCarty**  
**Franchisee Model**  
**With WSI**

**November 26, 2025**

Assessment Date: November 26, 2025

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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 for Coaching 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 Talogy Account Team or call (609) 524-1400.

## FRANCHISEE

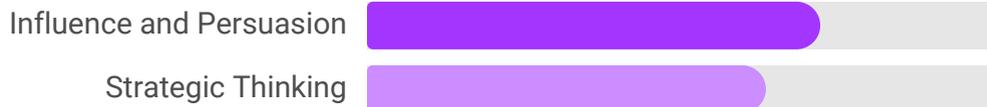
Todd McCarty is being assessed using the Caliper Franchisee Model.

## COMPETENCY OVERVIEW

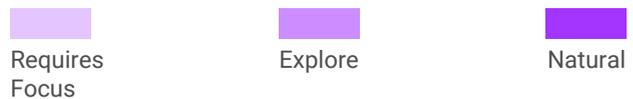
### CRITICAL COMPETENCIES



### IMPORTANT COMPETENCIES



### SUPPORTING COMPETENCIES



## KEY FINDINGS

These Key Findings outline the behaviors most likely to impact Todd McCarty's success in the Franchisee context, whether they serve as a strength or pose a challenge. Talogy suggests further exploring these areas to gain insight into this individual's potential for success in your role.

### Most Natural Behaviors

- 

Pushes forward to achieve a close (Influence and Persuasion)
- 

Perseveres despite resistance from others to ideas, proposals, or initiatives (Leadership Communication)
- 

Works to convince others to support an idea (Influence and Persuasion)
- 

Conveys a sense of importance that motivates others to achieve goals (Driving Results)

### Behaviors to Investigate

- 

Serves as a valuable resource, earning the sustained respect of others (Relationship Building)
- 

Pursues initiatives, investments, and opportunities that fit with and support company strategies (Strategic Thinking)
- 

Takes action to ensure efficient and proper use of resources based on budget data (Business Acumen)
- 

Executes improvement plans in underperforming parts of the company (Driving Results)

## COACHING QUESTIONS

As a next step, Talogy suggests reviewing the strengths and possible challenges outlined above with a manager, mentor, or coach in order to help Todd McCarty further develop professionally. Together, they can use the Coaching Questions listed below to start a constructive dialog, which could serve as the foundation of Todd McCarty's development plan. These questions are designed to put Todd McCarty's potential in the context of current performance.

### **Serves as a valuable resource, earning the sustained respect of others (Relationship Building)**

Reflect on a time when you had to establish personal credibility with another person or group. What approach did you take to reach this goal? What could you have done to establish credibility more readily?

### **Pursues initiatives, investments, and opportunities that fit with and support company strategies (Strategic Thinking)**

Think about an experience in which you developed an action plan to support your company's strategic goals. What steps did you take to translate the big picture view into a concrete plan? What was the outcome of your initiative? What could you have done differently to facilitate its success?

### **Takes action to ensure efficient and proper use of resources based on budget data (Business Acumen)**

Think about an experience in which you used a cost-benefit or return-on-investment approach to setting business priorities or allocating resources. What did you learn from this process? What would you do differently if you were in a similar situation?

### **Executes improvement plans in underperforming parts of the company (Driving Results)**

Discuss an experience in which you were tasked with making improvements in an underperforming area of the company. How did you ensure a measured, objective perspective when assessing the current versus desired state? How did you hold people accountable during the process, and how did you measure success? How might you be able to maintain this success going forward?

## MANAGER RECOMMENDATIONS

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

### **Serves as a valuable resource, earning the sustained respect of others (Relationship Building)**

Encourage this individual to identify opportunities where they can serve as a resource to others, either on a formal or informal basis. This would include determining what expertise this person has and who else would benefit from that expertise, as well as encouraging them to speak up and offer ideas, advice, or recommendations when the opportunity to add value to work discussions presents itself. In addition, this individual should be coached to ask questions of others to ensure clarity around the support requirements that exist so that they can target responses appropriately.

### **Pursues initiatives, investments, and opportunities that fit with and support company strategies (Strategic Thinking)**

Reinforce with Todd what the company's overall business strategies and aims are, and challenge them to identify opportunities for their functional area to advance those objectives. Have Todd brainstorm and explore new initiatives or investments that may help the company get where it needs to go and work with them to flesh out the ideas further so as to determine which should be implemented.

### **Takes action to ensure efficient and proper use of resources based on budget data (Business Acumen)**

Train this person to review budget data thoroughly prior to starting major work initiatives as well as to review project scope, timelines, and other factors. Work with this individual to then determine what resources are needed to meet expected deliverables, keeping in mind the budgetary constraints involved. When there is a difference between the budgeted numbers and the desired resources, have them consider other ways to use the resources at their disposal that fit within the budgetary parameters outlined.

### **Executes improvement plans in underperforming parts of the company (Driving Results)**

Support this individual in putting methods in place for evaluating and monitoring work performance relative to company goals. Once performance gaps have been identified, work with this person to develop performance-improvement plans aimed at helping both individuals and the company get on track. Train this individual to consistently monitor the progress of improvement initiatives and to get hands-on with the tactical details as needed.

## FOR FURTHER LEARNING

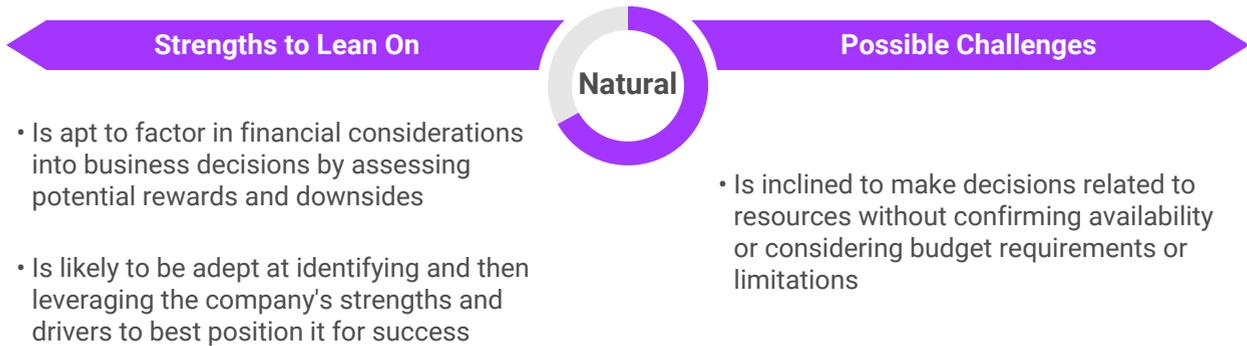
You can also use this report to create a personalized learning path for this individual based on their unique Caliper Profile results. To help Todd McCarty become more effective in the behaviors discussed in this report and within your organization overall, consider suggesting additional learning on the following competencies associated with those behaviors:

- **Relationship Building**
- **Strategic Thinking**
- **Business Acumen**
- **Driving Results**

## CRITICAL COMPETENCIES

### Business Acumen

People who exhibit this competency make sound business decisions based on a strong understanding of the company’s business model, strategic goals, and relevant policies, as well as best practices and current technologies in their own discipline or functional area.



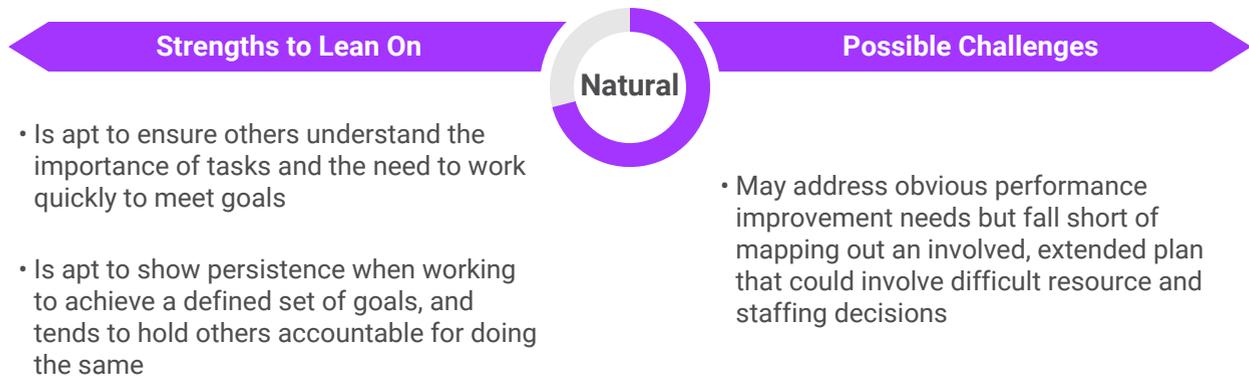
### Leadership Communication

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



## Driving Results

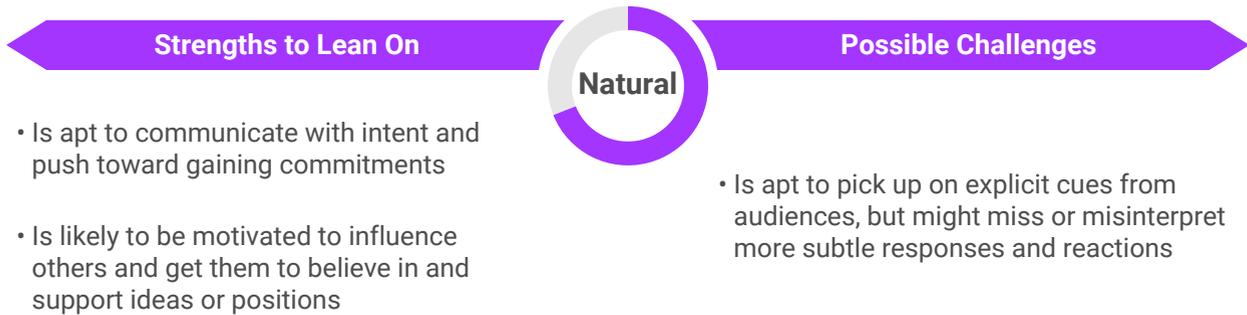
A person who shows this competency motivates individuals to achieve and exceed goals by establishing accountabilities, clarifying performance expectations, agreeing to high standards and measures, monitoring and reviewing performance, and providing timely and relevant feedback.



## IMPORTANT COMPETENCIES

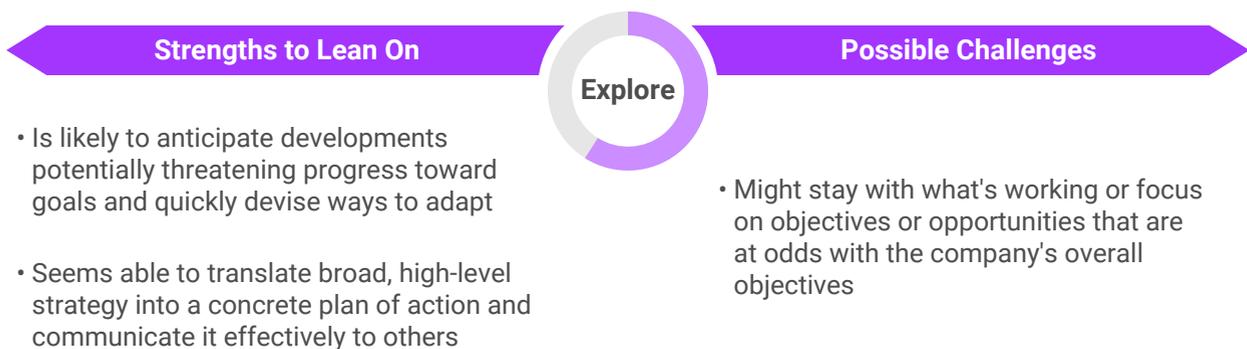
### Influence and Persuasion

Individuals who display this competency are effective in persuading, convincing, influencing, or impressing others in order to get them to support a specific agenda, make a specific type of impression, or take a specific course of action.



### Strategic Thinking

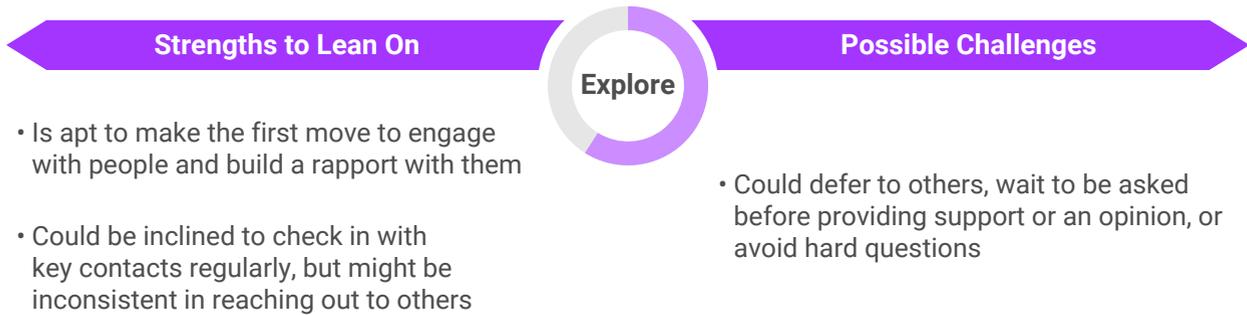
People who show this competency develop and help drive a shared understanding of a long-term vision that describes how the organization needs to operate now and in the future.



## SUPPORTING COMPETENCIES

### Relationship Building

People who exhibit this competency develop effective long-term professional interactions with others based on trust: trust that they will always work toward the best interest of those involved and that they are sufficiently competent to provide positive results.



### Negotiating

Someone who demonstrates this competency identifies key bargaining points for all parties and works effectively toward win-win solutions.



## 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 Todd McCarty 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 Todd McCarty 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 Todd McCarty prefer to solve problems?

- **Motivators**

Seizing opportunity, gaining social reward, and receiving recognition; Reaching conclusions

- **Preferred Problem-Solving Environments**

Consensus-based; Enterprising; Response-driven

- **How to Solve Problems With Them**

Focus on social benefits and draw connections between people and the decision; Focus on potential gains and provide key facts

- **Potential Stressors**

Overthinking and getting bogged down in details; Indecision and refusal to seize opportunities

- **Reaction to Stress**

Making decisions based on gut reactions or emotional bias; Taking risks to seize opportunities without fully considering the implications

- **How to Minimize Stressors**

Recognize their feelings and offer encouragement; Demonstrate how thinking things through can maximize positive outcomes

## PERSONAL ORGANIZATION AND TIME MANAGEMENT

### How does Todd McCarty prefer to prioritize?

- **Motivators**

Producing results; Completing tasks efficiently

- **Preferred Prioritizing Environments**

Action-oriented; Unrestrictive; Productivity-minded

- **How to Prioritize With Them**

Keep conversations brief and at a high level; Have a focused, agenda-driven discussion

- **Potential Stressors**

Long-term projects or planning ahead; Unclear goals and inefficiency

- **Reaction to Stress**

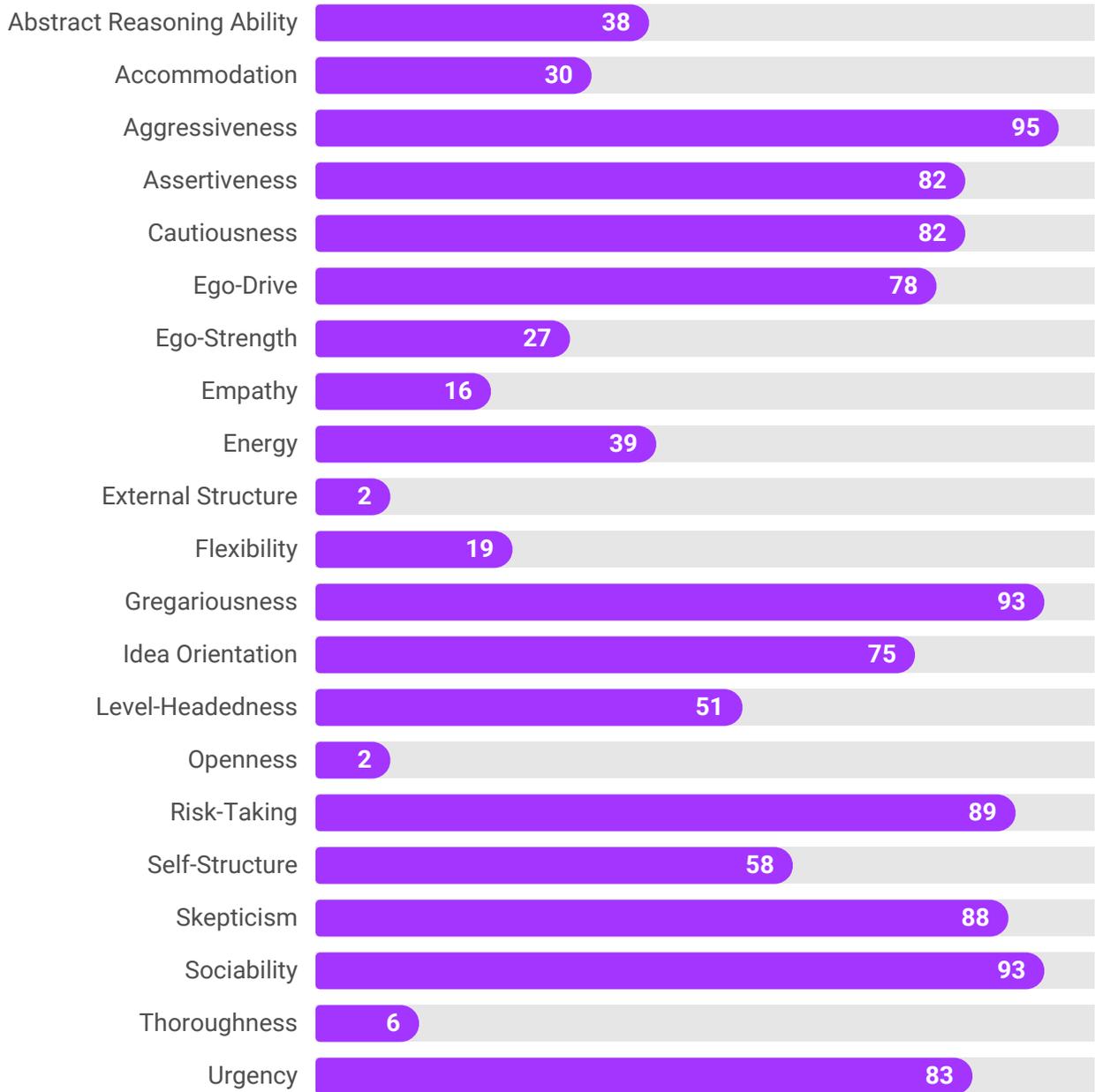
Becoming distracted by new, exciting tasks; Showing reluctance to consider other ways of doing things

- **How to Minimize Stressors**

Provide planning and follow-through support to keep them on track; Define tasks and goals more concretely

## CALIPER PROFILE TRAIT SCORES

This graph shows Todd McCarty'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, Talogy 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.