

## SELECTING AND DEVELOPING TOP TALENT

### LEADERSHIP SKILLS QUESTIONNAIRE

### A CASE STUDY

#### THE CHALLENGE

A leading North American retail chain identified a gap in leadership talent that would result in the critical loss of knowledge and experience held by senior executives preparing for retirement. The client's objective was to identify assessment tools that could be used to support the succession planning process and build the bench strength needed to fill the talent gap.

#### THE SOLUTION

1. In partnership with the client, SIGMA established a communication strategy to set expectations and familiarize participants with the purpose and objectives of the assessment process.
2. SIGMA rolled out its Benchmarking service to allow the client to define and measure the core competencies that contribute to success in 8 critical leadership roles.
3. Forty eight employees were identified as leadership potential and were asked to take SIGMA's Leadership Skills Profile (LSP), a personality-based assessment that measures expected performance on the core competencies that comprise the Benchmark. Each candidate received a customized Development Report (LSP-DR).
4. A SIGMA consultant analyzed the results and debriefed the client. SIGMA equipped the client to deliver one-on-one feedback sessions to participants and provided essential resources and guidance to help with leadership development planning.
5. SIGMA consultants presented group results and emerging themes to the CEO and key stakeholders to help the client evaluate results and understand organizational strengths.

#### THE RESULT

Leadership potentials reported greater self-awareness and a clearer picture of their strengths and development opportunities. Participants were able to apply the feedback from their coaching sessions to leverage the strengths and build on the opportunities outlined in their personal development plans. The LSP enabled the client to identify top leadership talent and equip high potentials with the tools and experiences needed to fill the leadership gaps.

#### Testimonial

*"Before contacting SIGMA we felt overwhelmed with the succession planning process. However, once we started working with SIGMA, we quickly realized the value of the LSP as an essential component of our system. SIGMA provided a cost-effective solution that we could seamlessly integrate as part of our strategy. The objective data helped us make important decisions and the leadership development resources helped ensure that each participant could carve out their own path for development. We truly appreciate the time SIGMA takes to meet the needs of our organization and its employees. This is the beginning of a long-term partnership."*

*Director of HR*