



Leadership Skills Profile

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Development Guide



Advancing the Science of Human Assessment since 1967.

LSP DEVELOPMENT GUIDE

Congratulations on completing the first step in your leadership development. You recently took the Leadership Skills Profile (LSP) and received the Leadership Skills Profile report in return. The LSP serves as the foundation from which to build your **individual development plan (IDP)**.

As you begin your journey, recognize that you need to have a plan, or know your route and destination before you start. This workbook will help you map out a plan by guiding you through a number of activities and development milestones designed to help you identify and focus on one or two critical competencies. Feel free to modify the activities to suit the unique needs of your role and organization – make it work for you.

Remember that your development is an ongoing process. Use the chart below to track your progress and check off each activity once complete. Approximate timelines for each activity are provided to help you balance your time.

Progress Report

EXPLORE		
	Date completed?	Time
Activity 1: Charting Your Course		3 minutes
VALIDATE		
	Date completed?	Time
Activity 2: Perspectives		15 minutes
MILESTONE: my5		3 minutes
MOTIVATE		
	Date completed?	Time
Activity 3: Interests		10 minutes
Activity 4: Opportunities		10 minutes
Activity 5: Rewards		5 minutes
MILESTONE: my3		1 minute
FOCUS		
	Date completed?	Time
Activity 6: Zoom In		20 minutes
MILESTONE: myFOCUS		1 minute
DEVELOP		
	Date completed?	Time
Activity 7: Zoom Out		10 minutes
MILESTONE: myPLAN		ongoing...

Key Terms:

The **LSP** is a personality-based assessment that uses several personality traits to predict performance on a series of leadership competencies.

The **LSP report** lists your strengths and development opportunities based on your responses to the LSP. It also provides customized development feedback for each leadership competency.

The competencies listed in your report have been identified by Subject Matter Experts (SMEs) as important for success in your organization or role.

Strengths represent competencies where you excel because your personality or natural tendencies support your performance in these areas.

Development Opportunities should be considered relative to your strengths and represent competencies that show readiness for development.

EXPLORE

Activity 1: Charting Your Course

To get started, refer to your Leadership Skills Snapshot in your LSP report and transfer your top 10 Strengths and top 10 Development Opportunities into the quick-list below. As you populate your quick-list, read the **leadership competency definitions** provided in your report.

STRENGTHS		DEVELOPMENT OPPORTUNITIES	
1.		1.	
2.		2.	
3.		3.	
4.		4.	
5.		5.	
6.		6.	
7.		7.	
8.		8.	
9.		9.	
10.		10.	

AS YOU EXPLORE YOUR RESULTS...note that the **development feedback** in your report was designed to help you **understand the connection** between your **personality** and the **leadership competencies** that are **important for your role**. The feedback is separated into **three components**:

The first component describes the relationship between the underlying **personality trait** and the **leadership competency**.



The second component describes the **implications of this trait** and competency combination on your performance.



The final component provides guidance on **what you can do to improve**.



SAMPLE DEVELOPMENT FEEDBACK

A strong sense of duty and responsibility to others may lead you to plan carefully to ensure your staff are equipped with clear action steps that will help them accomplish short-term goals. Leaders who tend to be responsible, like yourself, often plan carefully and remain committed to obligations. This might help you follow through on promises to establish firm action steps that support the organizational vision. However, it is acceptable, and often wise, to give your direct reports some discretion in modifying their goals and incentives. Encourage them to maintain an activities log to keep track of their daily obligations and work schedules, and have them give you weekly project updates.

VALIDATE

Activity 2: Perspectives

This activity helps you **validate** your strengths and development opportunities using additional sources of information and **supporting experiences**. If available, refer to your most recent 360 report (SigmaRADIUS) or Performance Appraisal (PA). If you don't have these resources at hand, validate the results by referring to supporting evidence that comes to mind.

1. Transfer your Strengths and Development Opportunities into the spaces below.
2. Think about your performance from the 3 **perspectives**. If available, refer to your **360 scores** and **PA ratings**.
3. If you feel the perspectives **validate** or support your strengths and development opportunities, use the **points scale** provided and give yourself a validation point to indicate support for each perspective. If not, leave the box blank.
4. Determine your total **validation score** by adding up the points in each row.

POINTS SCALE

1 PT FOR 360 VALIDATION

1 PT FOR SUPERVISOR VALIDATION

1 PT FOR EXPERIENCE VALIDATION

STRENGTHS	Perspectives			Score
	What do those around me think?	What does my supervisor think?	Do my experiences support this as a strength?	Total
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

DEVELOPMENT OPPORTUNITIES	Perspectives			Score
	What do those around me think?	What does my supervisor think?	Do my experiences support this as a development opportunity?	Total
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

VALIDATE

Milestone #1

Now it's time to identify your **my5 strengths** and **my5 development opportunities** based on your **validation** score. The goal is to get you to a manageable place to start your development plan.

What to do:

1. Refer to your Perspectives charts on the previous page
2. Identify your my5 strengths and my5 development opportunities with the **highest point total**
Note: if you need a **tie breaker**, choose those that **resonate** most with you and those that allow you to **take action** or start working on right away
3. List the competencies below

my5 strengths	
1	
2	
3	
4	
5	

my5 development opportunities	
1	
2	
3	
4	
5	

☆ **Checkpoint:** Challenge yourself to identify at least one **hidden strength** and one **blind spot**. Reflect on how you can improve or leverage leadership competencies that may not resonate with you at first glance.
Note: Hidden strengths and blind spots reflect those competencies where your score or result was unexpected or surprising.

MOTIVATE

Activity 3: Interests

This activity is all about developing self-insight and discovering what you're **passionate** about and what **motivates** you. It was designed to help you incorporate elements of your **dream job** into the framework provided by your current role. The following questions will guide the next activity and help inspire you to take on new challenges at work that will intersect with your dream job.

A. How would you have answered this question as a child?

When I grow up, I want to be a _____

List three things about this early career goal that intrigued/inspired/interested you at the time:

1	
2	
3	

B. What would you say is your dream job now? _____

List three things about your dream job that intrigues/inspires/interests you:

1	
2	
3	

C. What challenge or role have you observed and wish to pursue in your current organization?

List three things about this challenge or role that intrigues/inspires/interests you:

1	
2	
3	

List three LSP competencies or skills that would facilitate your performance in such a role:

1	
2	
3	

☆ **Any Patterns?** Do you see a common thread between your career interests at different stages in your life and career? The next section will help you explore potential paths and possibilities...

MOTIVATE

Activity 4: Opportunities

It's important to ensure your career interests are grounded in reality and the **requirements of your role**. This activity helps you understand how to explore the possibilities outlined in the previous activity in a safe environment to ensure that **both you and your organization benefit** from the development and career pathing process.

Follow the steps to help you populate the boxes in the chart below...

1. Think about your interests outside of work or your current role and list them in column 1 below. Note that **Outside Interests** could relate to those identified in the previous activity or could reflect a passion, outlet, hobby, talent, etc.
2. Jot down what it is that you like about it (e.g., interacting with people, enjoying nature)
3. Consider whether any LSP competencies relate to your outside interest or help you leverage performance in this area
4. Note any opportunities or avenues within your current organization or role that will allow you to leverage this competency and pursue your interest

1. Outside Interest	2. What do you like about it?	3. LSP Competency	4. Organizational Opportunity
Example: Researching and solving problems	➡ Challenging, every problem is unique, every solution is slightly different	➡ Analytical Orientation	➡ Advisory committee for product development and testing
	➡	➡	➡
	➡	➡	➡
	➡	➡	➡
	➡	➡	➡

☆ **Checkpoint:** Consider new and unique opportunities to explore your interests outside of your work environment

MOTIVATE

Activity 5: Rewards

Now that you've identified how you can integrate your interests and your opportunities, it's time to consider whether doing so will benefit your **career** and your **organization**. This activity helps you determine what opportunities would be best to pursue in your current organization or role, by identifying which competencies are **rewarded** by your organization, supervisor, peers, and direct reports.

1. Transfer your **my5 strengths** and **my5 development opportunities** into the chart below.
2. Think about which **competencies** are **rewarded** in your **current role**, and **by whom**. Place a checkmark in the corresponding column if you feel it's rewarded. Consider how co-workers think and act towards you, along with more objective sources of information such as performance ratings, 360 feedback, and employee surveys.
3. When completing the chart, consider the importance of different sources of rewards. Rewards you receive from your peers and direct reports may be more helpful for your development as a leader, whereas rewards from your supervisor and organization may be more important for promotion. Think critically and ask yourself - is this something that is formally or informally rewarded? Is it only appreciated by my direct reports? Is this a competency that goes unnoticed or is used infrequently? (If so, it shouldn't receive a checkmark).
4. Count the checkmarks in each column to arrive at a rewards count for each competency.

NOTE: At first glance, it may seem that all competencies are rewarded at least to a small degree, but try to consider each competency relative to one another – you'll likely find that some competencies are valued and weighed more heavily than others...

	Strength / Development Opportunity	WHAT is REWARDED and by WHOM?				Count
		Organization	Supervisor / Management	Peers	Direct reports	Total
Strength	1.					
	2.					
	3.					
	4.					
	5.					
Development	1.					
	2.					
	3.					
	4.					
	5.					

MOTIVATE

Milestone #2

Now narrow down to determine your **my3 strengths** and **my3 development opportunities** based on your **interests**, **opportunities**, and **rewards**.

What to do:

1. Recall and combine the information from the activities you just completed
2. Narrow down to identify competencies that reflect
 - a. your **interests**, passion, and dream career path
 - b. realistic **opportunities** to grow
 - c. what is **rewarded** by your company

Note: if you need a **tie breaker**, consider **rewards** more heavily than the other two sources of information, as you will likely run into fewer roadblocks when working on competencies that are either formally or informally rewarded in your organization
3. List the competencies below

my3 strengths	
1	
2	
3	

my3 development opportunities	
1	
2	
3	

FOCUS

Activity 6: Zoom In

In preparation for your Individual Development Plan (IDP), the following questions will help you focus on the competencies you can tackle first and identify **where to start**. Fill in your **my3 strengths** in the numbered columns below and your **my3 development opportunities** in section B on the next page and answer the questions to determine your starting point for your development plan.

Section A: my3 strengths

my3 strengths	1.	2.	3.
	✓ or X	✓ or X	✓ or X
Is there a SMART goal that can be linked to this competency? (See example below)			
Is there an ASSIGNMENT that will provide:			
A new opportunity to PRACTICE this competency?			
A new opportunity to LEVERAGE this competency?			
A new opportunity to DEMONSTRATE this competency?			
Do I have the right RESOURCES and SUPPORT?:			
Is there a ROLE MODEL who can support me?			
Do I have sources of FEEDBACK to measure my progress?			
Is the TIMING right to find new opportunities to leverage this:			
For me?			
For the organization?			
For my role model?			
Is there a DEMAND for this competency:			
In my organization?			
In my industry?			
In my profession?			
TOTAL CHECKS:			

	Set goals that are:
S	Specific
M	Measurable
A	Achievable
R	Realistic
T	Time-Bound

This is vague goal: I want to be a better communicator.

This is a SMART goal:

- I want to keep my team **better informed** about projects and **progress** toward team objectives.
- I will send an email **once a week on Fridays** over the duration of our upcoming project to keep my team informed about my progress.
- I will know I've reached my goal when sending emails becomes **automatic** and I receive positive feedback from **at least 2** members of my team.

FOCUS

Section B: my3 development opportunities

my3 development opportunities	1.	2.	3.
	✓ or X	✓ or X	✓ or X
Is there a SMART goal that can be linked to this competency? (See example below)			
Is there an ASSIGNMENT that will provide:			
A safe opportunity to PRACTICE this competency?			
An opportunity to DEVELOP this competency?			
An opportunity to DEMONSTRATE this competency?			
Do I have the right RESOURCES and SUPPORT?			
Is there a ROLE MODEL who I can learn from?			
Do I have sources of FEEDBACK to measure my progress?			
Is there TRAINING to support development of competency?			
Is the TIMING right to start working on this:			
For me?			
For the organization?			
For my role model?			
Is there a DEMAND for this competency:			
In my organization?			
In my industry?			
In my profession?			
TOTAL CHECKS:			

	Set goals that are:
S	Specific
M	Measurable
A	Achievable
R	Realistic
T	Time-Bound

This is vague goal: I want to be a better communicator.

This is a SMART goal:

- I want to keep my team **better informed** about projects and **progress** toward team objectives.
- I will send an email **once a week on Fridays** over the duration of our upcoming project to keep my team informed about my progress.
- I will know I've reached my goal when sending emails becomes **automatic** and I receive positive feedback from **at least 2** members of my team.

FOCUS

myFOCUS: Milestone #3

This final step is for you to identify one **myFOCUS strength** and one **myFOCUS development opportunity** that you are ready to focus on starting now.

What to do:

1. Recall your results from **Sections A** and **B** that you just completed
2. **Count** up the **checks** in columns 1, 2, and 3
3. Identify the strength and development opportunity that received the most checks –and write them down in the myFOCUS strength and myFOCUS development opportunity boxes below

Note: if you need a **tie breaker**, choose competencies that you are most **motivated** to work on and that allow you to **take action** or present an immediate opportunity.

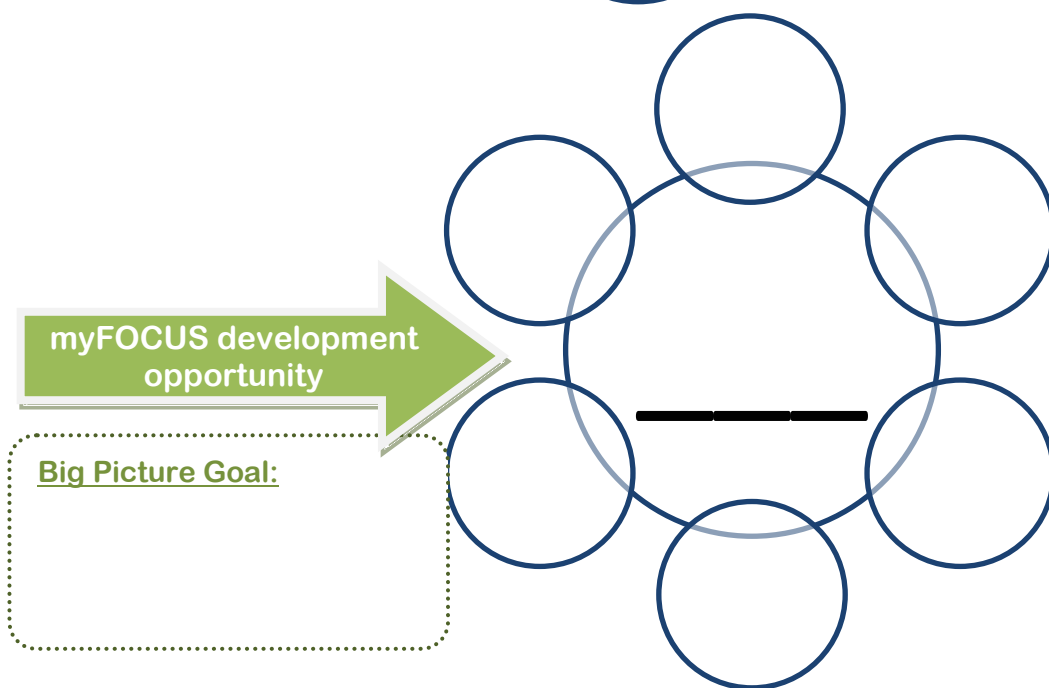
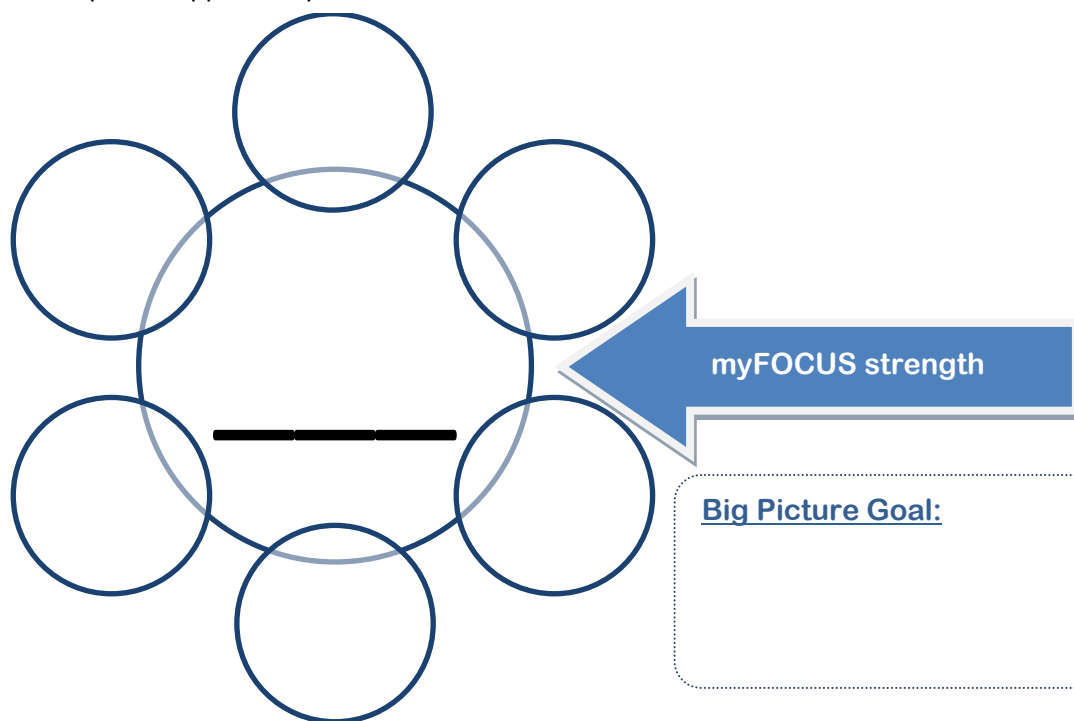
myFOCUS strength	
1	

myFOCUS development opportunity	
1	

DEVELOP

Activity 7: Zoom Out

In preparation for your IDP, this activity helps you **understand** how your myFOCUS strength and myFOCUS development opportunity can **impact** your **performance** in a wide range of **situations** and **environments**. Write your myFOCUS strength and myFOCUS development opportunity in the center circles below and fill in the smaller circles with situations, skills, and tasks that are impacted by the strength or development opportunity.



What's Next...?

Once you've filled in the linked circles you should have a better understanding of the big picture.

Write down your **Big Picture Goal** in each box. This goal should identify what you want to accomplish in a broad sense.

Example for **Decisiveness** --
 "Find the right balance between researching the facts and trusting my intuition"

DEVELOP

myPLAN: Milestone #4

This section allows you to **plan** to set **goals** for your **myFOCUS strength** at two different levels – one at the **long-term** level and one at the **short-term** or **practice** level. Your goals should build off your Big Picture goal from Activity 7 to identify a specific goal to start working on now.

Start with a long-term goal. You'll need to know where you're going, and what you're working towards, before you begin your specific development plan.

LONG-TERM goal (difficult assignment, stretches your ability, serves as your LEAD deliverable)

1

WHY is it important?

How will this goal serve to enhance my skills on myFOCUS strength?

How will I benefit from accomplishing this goal?

What opportunities will it provide for me, both personally and professionally?

HOW will I get there? (If you hit a roadblock, see Appendix I)

What are the critical behaviors that I'll need to achieve this?

What are some low-risk ways for practicing and preparing?

What resources will help me achieve this? (See Appendix II for help)

WHO will keep me honest?

Who is the best person to provide feedback on my progress?

How often will I seek their feedback?

What specific feedback do I want them to provide?

Expected Outcome(s) (I'll know I've met my goal when...)

Who will evaluate the outcome?

How will the outcome be measured?

DUE DATE:

DEVELOP

myPLAN: Milestone #4

SHORT-TERM or PRACTICE goal (low risk assignment, prepares you for your long-term goal, serves as your final PRACTICE deliverable)

1

WHY is it important?

How will this goal serve to enhance my skills on myFOCUS strength?

How will this goal serve to prepare me for my LONG-TERM goal?

How will I benefit both personally and professionally? How will my team or organization benefit?

HOW will I get there? (If you hit a roadblock, see Appendix I)

What are the critical behaviors that I'll need to achieve this?

How can I break this PRACTICE goal into short, achievable steps?

What resources will help me achieve this? (See Appendix II for help)

WHO will keep me honest?

Who is the best person to provide feedback on my progress?

How often will I seek their feedback?

What specific feedback do I want them to provide?

Expected Outcome(s) (I'll know I've met my goal when...)

Who will evaluate the outcome?

How will the outcome be measured?

DUE DATE:

DEVELOP

myPLAN: Milestone #5

This section allows you to **plan** to set **goals** for your **myFOCUS development opportunity** at two different levels – one at the **long-term** level and one at the **short-term** or **practice** level. Your goals should build off your Big Picture goal from Activity 7 to identify a specific goal to start working on now.

Start with a long-term goal. You'll need to know where you're going, and what you're working towards, before you begin your specific development plan.

LONG-TERM goal (difficult assignment, stretches your ability, serves as your LEAD deliverable)

1

WHY is it important?

How will this goal serve to enhance my skills on myFOCUS development opportunity?

How will I benefit from accomplishing this goal?

What opportunities will it provide for me, both personally and professionally?

HOW will I get there? (If you hit a roadblock, see Appendix I)

What are the critical behaviors that I'll need to achieve this?

What are some low-risk ways for practicing and preparing?

What resources will help me achieve this? (see Appendix II for help)

WHO will keep me honest?

Who is the best person to provide feedback on my progress?

How often will I seek their feedback?

What specific feedback do I want them to provide?

Expected Outcome(s) (I'll know I've met my goal when...)

Who will evaluate the outcome?

How will the outcome be measured?

DUE DATE:

DEVELOP

myPLAN: Milestone #5

SHORT-TERM or PRACTICE goal (low risk assignment, prepares you for your long-term goal, serves as your final PRACTICE deliverable)

1

WHY is it important?

How will this goal serve to enhance my skills on myFOCUS development opportunity?

How will this goal serve to prepare me for my LONG-TERM goal?

How will I benefit both personally and professionally? How will my team or organization benefit?

HOW will I get there? (If you hit a roadblock, see Appendix I)

What are the critical behaviors that I'll need to achieve this?

How can I break this PRACTICE goal into short, achievable steps?

What resources will help me achieve this? (see Appendix II for help)

WHO will keep me honest?

Who is the best person to provide feedback on my progress?

How often will I seek their feedback?

What specific feedback do I want them to provide?

Expected Outcome(s) (I'll know I've met my goal when...)

Who will evaluate the outcome?

How will the outcome be measured?

DUE DATE:

APPENDIX I

Supporting Activity: Training

When you hit a roadblock, chances are you've successfully navigated around a similar obstacle in the past. This activity helps you **leverage** strategies you've used to develop your strengths in order to **overcome** obstacles or **compensate** for your development opportunities.

1. Think of your repertoire of skills and talents. Identify one that you've had to train or work hard to develop. (i.e., it didn't come naturally to you)

☆ **Checkpoint:** It doesn't have to be work-related – it could be related to a sport or hobby.

Trained Strength:

What I did to
develop it:

What competencies
did I use:

2. Now identify a development opportunity or challenge that you wish to overcome. Why is it a development opportunity? How can you improve? Identify the LSP competencies that may be affected by it.

☆ **Checkpoint:** Your development opportunity could be related to your personality, skills, environment, etc.

Development Opportunity:

Why:

Affects my performance
on these competencies:

3. Now think of how you can leverage the strategies you used to train your strength and apply them to your development opportunity. Can you leverage the same strategies? Can you think of new strategies? Identify LSP competencies that you can leverage to develop the skill.

Development Opportunity:

Strategies that
transfer:

New strategies:

Competencies to
leverage:

APPENDIX II

Supporting Activity: Resources

This activity supports your work on your IDP by allowing you to identify resources available to you to for leveraging your **myFOCUS strength** or building your **myFOCUS development opportunity**. The goal is to help you identify training and learning opportunities that are best suited to you. To populate the tables below, conduct **internet searches**, consult your **network**, and seek out new **challenges**.

Keep in mind that the following is meant as a general guide to identify training and learning opportunities. We recommend seeking additional help and resources from your manager, role model, or a Human Resources or Training & Development representative in your organization.

myFOCUS Strength or Development Opportunity:

1

Courses/ Training	What? Details about the learning opportunity	Where? Location/ Accessibility	When? Date & Time	Who? Trainer/ Mentor/ Facilitator	Sign up
1					
2					
3					

Support Web	Manager(s)	Role Model	Colleagues	Trusted Others	Direct Reports
Who?					
Their Role?					
Sign off?					

Research	Professional Associations	Readings/ Resources	Conferences/ Workshops	Tools/ Technology	Expert Sources
1					
2					
3					

FEEDBACK? Send us a quick email to tell us what you liked and didn't like about this LSP Development Guide. Contact us with your feedback at LSPfeedback@sigmahr.com. Thanks!