SIGMA’s Simple Succession Planning is a straightforward process for identifying and developing internal talent to replenish existing talent when it exits the organization.

This planning guide takes users through SIGMA’s 6-stage succession cycle to: identify critical leadership roles, build leader success profiles, nominate high potential talent, assess development needs, develop talent, and measure your organization’s progress. The guide provides forms for each stage.
succession planning – launch series

Due to a variety of demographic factors, there is a heightened sense of urgency for organizations to focus on succession planning in order to mitigate risk and stay competitive.

Despite this urgency, organizations continue to delay making succession planning a priority as they struggle to simply keep up with everyday organizational demands.

SIGMA can help with our Succession Planning Launch Series. This series efficiently delivers everything you need without sacrificing your ability to focus on more immediate priorities.

WHAT IS SIGMA’S SUCCESSION PLANNING LAUNCH SERIES?

Through two interactive workshops, we work with your leadership team to build an actionable Succession Implementation Plan.

WORKSHOP 1

In the first (half-day) workshop, we focus on learning about your specific organizational needs and gathering information to:

- NOMINATE your succession advisory team
- DOCUMENT your current succession planning process
- IDENTIFY critical roles to help determine focus moving forward
- DETERMINE what objective metrics you currently have in place

We also work with your team before and after the session to prepare a detailed Succession Implementation Plan that will serve as the foundation for Workshop 2.

WORKSHOP 2

During the second (full-day) workshop, we review the plan and follow-up actions to:

- PRESENT the customized Succession Implementation Plan
- GATHER feedback
- ASSIGN tasks
- REVIEW templates for each stage
- DEVISE a plan for next steps

WHAT IS THE GOAL OF THE SUCCESSION PLANNING LAUNCH SERIES?

The goal of SIGMA’s Succession Planning Launch Series is to deliver the knowledge, structure, and resources that you need to independently implement a robust succession planning process.

Many organization find that our facilitated sessions are helpful for maintaining accountability and momentum with the process. As such, we offer optional supplementary workshops to support you with the development and implementation processes.

At $9,500, our Succession Planning Launch Series is the simplest way for you to build a robust Succession Planning process to ensure your organization’s leaderships is positioned for success and prepared for the unknown.

Contact Glen at garrison@sigmaleader.com or 800-265-1285 ext. 233 to schedule your workshop now.

ABOUT SIGMA

For over 50 years, SIGMA has focused on leadership development backed by science. We help maximize your talent with a measurement driven approach designed to quantify and develop people potential and increase organizational effectiveness.

www.SIGMASuccession.com
### SIGMASuccession

#### simple succession process

<table>
<thead>
<tr>
<th>Identify critical roles</th>
<th>Identify which roles your organization should target through its succession program.</th>
<th>Critical Role Identification Questionnaire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build success profile</td>
<td>Describe the talent composition required for each critical role at the present time and according to your organization’s future needs.</td>
<td>Success Profile</td>
</tr>
<tr>
<td>Nominate successors</td>
<td>Select succession candidates for each critical role through a nomination survey.</td>
<td>Succession Nomination Survey</td>
</tr>
<tr>
<td></td>
<td>Summarize the talent profile of each succession candidate, and identify gaps to target through development.</td>
<td>Succession Profile</td>
</tr>
<tr>
<td>Assess development needs</td>
<td>Outline or update development plans for each candidate, and track recommended and completed development activities.</td>
<td>Development Plan</td>
</tr>
<tr>
<td>Develop talent</td>
<td>Update the scorecard tracking various indicators of improved succession planning outcomes.</td>
<td>Talent Progress Scorecard</td>
</tr>
<tr>
<td>Measure progress</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## SIGMASuccession

### simple succession process

<table>
<thead>
<tr>
<th>Stages</th>
<th>Identify critical roles</th>
<th>Build success profile</th>
<th>Nominate successors</th>
<th>Assess development needs</th>
<th>Develop talent</th>
<th>Measure progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources</td>
<td>Critical Position</td>
<td>Key Criteria</td>
<td>Readiness Survey</td>
<td>Competency: SIGMARadius, LSP</td>
<td>Development Plan</td>
<td>Talent Progress Scorecard</td>
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<tr>
<td></td>
<td>Assessment</td>
<td>Experience / Education</td>
<td></td>
<td>Character: LCIA</td>
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<td>Commitment</td>
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<td></td>
<td></td>
<td>Character</td>
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<td>Emotional Intelligence: MEIA-W</td>
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<td></td>
<td></td>
<td>Commitment</td>
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<td>Deliverables</td>
<td>Critical Position List</td>
<td>Success Profile</td>
<td>Depth Chart</td>
<td>Talent Profiles with Assessment Scores</td>
<td>Development Plan</td>
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<td>Top 5</td>
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</table>

**Identify critical roles:**
- Critical Position Assessment
- Experience / Education
- Competency
- Character
- Commitment

**Build success profile:**
- Key Criteria

**Nominate successors:**
- Readiness Survey

**Assess development needs:**
- Competency: SIGMARadius, LSP
- Character: LCIA
- Commitment
- Emotional Intelligence: MEIA-W

**Develop talent:**
- Development Plan

**Measure progress:**
- Talent Progress Scorecard
### Critical Role Identification Questionnaire

<table>
<thead>
<tr>
<th>Critical Role</th>
<th>Impact to Business Operations</th>
<th>External Candidate Availability</th>
<th>Internal Bench Strength</th>
<th>Unique Skill Set or Knowledge Base</th>
<th>TOTAL</th>
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</tr>
</tbody>
</table>

**Note:** The above table is a representation of the SIGMASuccession Planning Guide on identifying critical roles. Each cell contains a numerical value indicating the impact or availability ranging from 1 (low) to 3 (high). The TOTAL column sums these values for each role.
SIGMASuccession
build profile
2018 Success Profile

Position Demographics
- Location
- Level
- Direct Reports

Position Criteria
- Competency: Potential
- Competency: Performance
- Character
- Emotional Intelligence
- Other
- Other

Succession Position | Current Incumbent | Exit Year | Urgency
---|---|---|---

www.SigmaAssessmentSystems.com
nominate succession candidates

Succession Nomination Survey

Position: Candidate:

How much confidence do you have in this candidate’s ability to perform effectively in this position with development in required areas?

- not at all confident
- slightly confident
- moderately confident
- very confident

When will this candidate be ready to fill this position?

- ready now
- ready 1 to 3 years
- ready 3 to 5 years
- ready 5+ years
- ready never

Please express any other comments you have, if any, about the ability of this candidate to effectively perform in this position.

Position: Candidate:

How much confidence do you have in this candidate’s ability to perform effectively in this position with development in required areas?

- not at all confident
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- ready now
- ready 1 to 3 years
- ready 3 to 5 years
- ready 5+ years
- ready never

Please express any other comments you have, if any, about the ability of this candidate to effectively perform in this position.
## Nominate Succession Candidates

<table>
<thead>
<tr>
<th>Succession Position</th>
<th>Current Incumbent</th>
<th>Exit Year</th>
<th>Urgency</th>
<th>Bench Strength</th>
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<td>C: B: A:</td>
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</table>

### 2018 Succession Bench

#### Candidate List

<table>
<thead>
<tr>
<th>Candidate Name</th>
<th>Organization Demographics</th>
<th>Progression on Succession List</th>
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<tbody>
<tr>
<td>Last</td>
<td>First</td>
<td>Position</td>
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<td>Level A</td>
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<tr>
<td>Level B</td>
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</tr>
<tr>
<td>Level C</td>
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</tbody>
</table>
### 2018 Succession Profile

#### Organization Demographics
- Position
- Location
- Age
- Service
- Readiness

#### Education and Experience
- Education
- Experience

#### Position Criteria
- [ ] Competency: Potential
- [ ] Competency: Performance
- [ ] Commitment
- [ ] Character
- [ ] Emotional Intelligence
- [ ] Other

#### Leadership Profile Assessment Gaps

---

SIGMAdresswww.SigmaAssessmentSystems.com

---

Your Future. Down to A Science
### 2018 Development Plan

#### Succession Candidate | Position | Function
--- | --- | ---

<table>
<thead>
<tr>
<th>Candidate For</th>
<th>Position</th>
<th>Current Incumbent</th>
<th>Readiness</th>
<th>Timeline</th>
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<tr>
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<td>★★★★</td>
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#### Top Development Areas

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<td>3.</td>
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#### Development Plan

<table>
<thead>
<tr>
<th>Development Area</th>
<th>Goal</th>
<th>Action</th>
<th>Complete By</th>
<th>Progress / Comments</th>
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<tr>
<td>3-6 Months</td>
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<tr>
<td>6-12 Months</td>
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<tr>
<td>12+ Months</td>
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</table>
### 2018 Development Activities

<table>
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<tr>
<th>Candidate For</th>
<th>Position</th>
<th>Current Incumbent</th>
<th>Readiness</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
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<table>
<thead>
<tr>
<th>Development Activities</th>
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</thead>
<tbody>
<tr>
<td>Self Development</td>
</tr>
<tr>
<td>Internal Leadership Training</td>
</tr>
<tr>
<td>External Leadership Training</td>
</tr>
<tr>
<td>Cross-Functional Experience</td>
</tr>
<tr>
<td>Global Rotation / International Project</td>
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<tr>
<td>Other</td>
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</table>

- **Completed**
- **Recommended**
# Talent Progress Scorecard

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Date</th>
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<tbody>
<tr>
<td>Critical Positions Filled Internally (%)</td>
<td></td>
</tr>
<tr>
<td>Management Positions Filled Internally (%)</td>
<td></td>
</tr>
<tr>
<td>Average Time Hi-Potentials in Same Role (Yrs.)</td>
<td></td>
</tr>
<tr>
<td>Hi-Potential Turnover (%)</td>
<td></td>
</tr>
<tr>
<td>Critical Positions with 3+ Successors (%)</td>
<td></td>
</tr>
<tr>
<td>Average Years Till Ready</td>
<td></td>
</tr>
<tr>
<td>Hi-Potential Engagement</td>
<td></td>
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<tr>
<td>Individual Improvement</td>
<td></td>
</tr>
</tbody>
</table>
Interested in a digital version of this guide that you can fill-in? Contact me for a copy.

Glen Harrison
gharrison@SigmaLeader.com
800-265-1285 ext. 233
SigmaLeader.com
### SIGMA assessments

<table>
<thead>
<tr>
<th>Competency – Performance</th>
<th>Competency – Potential</th>
<th>Character</th>
<th>Commitment</th>
<th>Emotional Intelligence</th>
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<tbody>
<tr>
<td>SIGMARadius</td>
<td>SIGMARadius 360 Feedback</td>
<td>LSP</td>
<td>LCIA</td>
<td>Commitment to Lead</td>
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<td>Leadership Skills Profile</td>
<td>Leadership Character Insight Assessment</td>
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<td>MEIA-W</td>
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<tr>
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<td></td>
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<td></td>
<td>Multidimensional Emotional Intelligence Assessment – Workplace</td>
</tr>
</tbody>
</table>

*www.SigmaAssessmentSystems.com*
SIGMA Succession
appendix: SIGMA assessments

LSP Leadership Skills Profile

The LSP is a personality-based leadership assessment designed to identify and develop top leadership talent. Select from 42 leadership competencies and specify a benchmark profile to align the LSP with your custom requirements.

REPORT
- LSP Selection Report (LSP-SR): predicts performance on critical leadership competencies and provides detailed explanations as to how the respondent’s personality affects leadership effectiveness
- LSP Development Report (LSP-DR): includes tools and techniques designed to develop top leadership talent. Select from 42 leadership competencies and benchmarked to include only those competencies deemed most important.

Use the LSP-SR and LSP-DR in tandem to deliver a powerful, complementary leadership solution.

SigmARadius 360 Feedback

SigmARadius is a comprehensive 360° feedback solution designed to build and develop 51 essential leadership competencies. Ratings are drawn from leaders, colleagues, and direct/indirect reports and combined with self-ratings to provide a multisource perspective on leadership performance. SigmARadius can be benchmarked to include only those competencies deemed most important.

REPORT
- Leadership Effectiveness Report: includes rater score charts, competency definitions, rater comments, action steps for development, and references to key readings; can be paired with the Development Guide, a complementary resource designed to help leaders interpret results, leverage strengths, and build on development opportunities.

MEASURED
- Cognitive Managerial Skills
  - Analytical Orientation
  - Business Acumen
  - Creativity
  - Decisiveness
  - Objectivity
  - Prioritizing
  - Risk Taking
  - Technical Orientation
  - Interpersonal Managerial Skills
  - Client / Customer Focus
  - Communication
  - Conflict Management
  - First Impression
  - Formal Presentation
  - Interpersonal Relations
  - Negotiation
  - Open-Mindedness
  - Persuasiveness
  - Sensitivity
  - Social Astuteness

- Personal Managerial Skills
  - Achievement and Motivation
  - Assuring
  - Attracting
  - Delegation
  - Flexibility
  - Involving Direct Reports
  - Leadership Qualities
  - Listening Skills
  - Motivating Others
  - Organizational Skills
  - Persuasiveness
  - Teamwork, Supervision, Planning, and Productivity
  - Assuming Responsibility
  - Delegation
  - Flexibility
  - Involving Direct Reports
  - Leadership Qualities
  - Listening Skills
  - Motivating Others
  - Organizational Skills
  - Persuasiveness
  - Teamwork, Supervision, Planning, and Productivity
  - Assuming Responsibility

- Overall Effectiveness
  - Emotional Control
  - Flexibility
  - Involving Direct Reports
  - Leadership Qualities
  - Listening Skills
  - Motivating Others
  - Organizational Skills
  - Persuasiveness
  - Teamwork, Supervision, Planning, and Productivity
  - Assuming Responsibility
  - Attracting Staff
  - Delegation
  - Developing and Coaching Others
  - Emphasizing Excellence
  - Facilitating Teamwork
  - Inspirational Role Model
  - Involving Direct Reports
  - Motivating Others
  - Organizational Spokesperson
  - Persuasiveness
  - Teamwork, Supervision, Planning, and Productivity
  - Assuming Responsibility
  - Attracting Staff
  - Delegation
  - Developing and Coaching Others
  - Emphasizing Excellence
  - Facilitating Teamwork
  - Inspirational Role Model
  - Involving Direct Reports
  - Motivating Others
  - Organizational Spokesperson
  - Persuasiveness
  - Teamwork, Supervision, Planning, and Productivity
  - Assuming Responsibility

Visit Sigma Assessment Systems at www.SigmaAssessmentSystems.com
appendix: SIGMA assessments

**LCIA**

**Leadership Character Insight Assessment**

The LCIA measures 11 character dimensions and their corresponding elements. It is designed to provide practical insight into the nature of character and its role in building strong leaders and organizations, describe how dimensions interact to influence leadership effectiveness, and identify, grow, and develop character strengths.

**REPORT**

- LCIA-Self Report: provides descriptions for the 11 character dimensions, a summary chart, and dimension-by-dimension results with element scores, descriptions of element and dimension interactions, and development resources
- LCIA-360 Report: in addition to the above, this report includes developmental comments from raters

**MEASURED**

- **Judgment**
  - Situational Awareness
  - Cognitively Complex
  - Analytical
  - Decisive
  - Critical Thinker
  - Intuitive
  - Insightful
  - Pragmatic
  - Adaptable
- **Transcendence**
  - Appreciative
  - Inspired
  - Purposeful
  - Future-Oriented
  - Optimistic
  - Creative
  - Drive
  - Passionate
  - Vigorous
  - Results-Oriented
  - Demonstrates Initiative
  - Strives for Excellence
  - Collaboration
  - Cooperative
  - Collegial
  - Open-Minded
  - Flexible
  - Interconnected
  - Humanity
  - Considerate
  - Empathetic
  - Compassionate
  - Magnanimous
  - Forgiving
  - Humility
  - Self-Aware
  - Modest
  - Reflective
  - Continuous Learner
  - Respectful
  - Grateful
  - Vulnerable
  - Curious
  - Integrity
  - Authentic
  - Candid
  - Transparent
  - Principled
  - Consistent
  - Justice
  - Fair
  - Equitable
  - Proportionate
  - Even-Handed
  - Socially Responsible
  - Accountability
  - Takes Ownership
  - Accepts Consequences
  - Conscientiousness
  - Responsible
- **Courage**
  - Brave
  - Determined
  - Tenacious
  - Resilient
  - Confident

**MEIA-W**

**Multidimensional Emotional Intelligence Assessment – Workplace**

The MEIA-W is designed to measure emotional intelligence (EI) in work settings. Emotional intelligence allows individuals to perceive, understand, regulate, and express emotions. The MEIA-W can be used to select talent, develop critical people skills, identify and solve problems that affect performance and work relationships, and understand and optimize team and workplace dynamics.

**REPORT**

- MEIA-W Report: provides a multi-faceted profile of an individual’s EI in a work environment; includes a summary chart, dimension descriptions, interpretation guide, and development feedback

The MEIA-W is the only trait-based, self-report measure that captures all 10 facets of Salovey and Mayer’s influential model of EI.

**MEASURED**

- Recognition of Emotion in the Self
- Regulation of Emotion in the Self
- Recognition of Emotion in Others
- Regulation of Emotion in Others
- Nonverbal Emotional Expression
- Empathy
- Intuition versus Reason
- Creative Thinking
- Mood Redirected Attention
- Motivating Emotions
# SIGMA Succession

appendix: SIGMA assessments

## LSP Score Summary

<table>
<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Decision Making</th>
<th>Risk Taking</th>
<th>First Impression</th>
<th>Interpersonal Relations</th>
<th>Social Awareness</th>
<th>Conflict Management</th>
<th>Communication</th>
<th>Negotiation</th>
<th>Achievement and Motivation</th>
<th>Self-Discipline</th>
<th>Emotional Control</th>
<th>Assuming Responsibility</th>
<th>Emphasizing Excellence</th>
<th>Facilitating Teamwork</th>
<th>Short-Term Planning</th>
<th>Strategic Planning</th>
<th>Organizing the Work of Others</th>
<th>Delegation</th>
<th>Attracting Staff</th>
<th>Overall Leadership</th>
<th>Overall Performance</th>
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SIGMA Assessment Systems, Inc. Confidential
SIGMASuccession
appendix: SIGMA assessments

LSP Selection Report

LSP-SR Executive Summary

This page provides an overview of Mr. Sample's results. It begins with a chart based on the sum of all 42 leadership competencies. A second chart divides Mr. Sample's overall results into two broad dimensions: his Interpersonal Leadership Effectiveness, and his Task Orientation (this focus on completing the tasks for which he has responsibility). Finally, Mr. Sample's scores on these two broad dimensions are plotted on a performance grid with Interpersonal Leadership Effectiveness on the vertical axis and Task Orientation on the horizontal axis.

All scores in this report are expressed in terms of percentiles, which differ from percentiles in that they compare Mr. Sample's expected performance with that of a large group of similar managers and executives. By definition, a score at the 50th percentile is average. For more information on percentiles and how to properly interpret this report, please refer to the LSP manual.

Overall Expected Leadership Performance

<table>
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<tr>
<th>Overall Leadership Performance</th>
<th>Percentile</th>
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The percentile is the percentage of persons in a comparison group of managers and executives receiving a lower test score. A percentile score of 50 is average.

Interpersonal Leadership Effectiveness and Task Orientation

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<th>Interpersonal Leadership Effectiveness</th>
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The percentile is the percentage of persons in a comparison group of managers and executives receiving a lower test score. A percentile score of 50 is average.

Performance Grid

Explanation: Candidates falling in quadrant 1 have scored above average on both measures and have the greatest potential to succeed in the job role. Candidates falling in quadrant 4 have scored below average on both measures and have the least potential to succeed in the job role.

Risk Taking

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The willingness to take sound, calculated risks, based on good judgment, in situations where the outcome is uncertain.

Mr. Sample's expected level of RISK TAKING performance is in the VERY HIGH range.

- Competitive and ambitious individuals, such as Mr. Sample, will often undertake calculated risks in order to achieve desired results.
- Entertaining and dramatic individuals, such as Mr. Sample, tend to take risks in social situations. This is because they enjoy being the center of attention and may be willing to take a risk in order to gain notice or recognition from others.
- Mr. Sample tends to act on impulse and makes decisions quickly. This is typically consistent with someone who likes to take risks. Mr. Sample likely recognizes when it may be necessary to abandon a detail-oriented approach in favor of one that allows him to proceed with a calculated business risk.
- Curious and investigative, Mr. Sample usually makes sure he thoroughly understands problems and situations so that he can take informed risks when dealing with challenging issues.
- Concerned with presenting a favorable image of himself to others, Mr. Sample will likely ensure that he conveys an image of a decisive leader who takes calculated risks based on good judgment.
- Individuals with a wide range of interests, such as Mr. Sample, tend to be motivated to do the necessary background research to take informed risks.
- Mr. Sample tends to be analytical and clever, and typically enjoys pursuing topics in depth, regardless of their difficulty. This intellectual style helps him to research and analyze risks so that decisions are based on sound reasoning.
- Mr. Sample's comfort with others and his tendency to identify with their struggles and accomplishments are helpful qualities for acting in uncertain situations. This is likely because he tends to carefully consider potential risks to others before making an important decision.
- Socially confident individuals, such as Mr. Sample, are not easily influenced by others and are usually willing to take risks if necessary to advance project goals. They are likely confident and can easily defend their decisions and choices.
- Because Mr. Sample tends to be a team player, he will usually collaborate with others and take reasonable risks to further the goals of the group.
- Mr. Sample is a natural risk taker who does not tend to hesitate to pursue opportunities that involve an element of risk. He may enjoy taking chances and ensuring that his subordinates are able to work in an existing climate that encourages informed risk taking.
# Appendix: SIGMA Assessments

## LSP Focus Development Report

### Leadership Skills Snapshot

<table>
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<tr>
<th>Leadership Competency</th>
<th>Definition</th>
<th>Standing</th>
<th>Feedback Page</th>
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<tbody>
<tr>
<td>Sensitivity</td>
<td>Showing a supportive, considerate, sensitive, and caring attitude toward the needs, concerns, moods, agendas, interests, and aspirations of others.</td>
<td>✔️</td>
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<tr>
<td>Inspirational Role Model</td>
<td>The ability to set a positive and inspirational example for subordinates to follow.</td>
<td>✔️</td>
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<tr>
<td>Social Astuteness</td>
<td>The ability to accurately read and respond appropriately to organizational trends and norms, as well as effectively deal with organizational politics.</td>
<td>✔️</td>
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<tr>
<td>First Impression</td>
<td>The ability to create a positive impact through social confidence, sincerity, dress, and verbal fluency.</td>
<td>✔️</td>
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<tr>
<td>Motivating Others</td>
<td>Showing enthusiasm and providing encouragement, recognition, constructive criticism, and coaching to subordinates.</td>
<td>✔️</td>
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<tr>
<td>Organizational Spokesperson</td>
<td>Serving as spokesperson and advocate for one’s unit, and effectively promoting and defending the interests of one’s subordinates.</td>
<td>✔️</td>
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<tr>
<td>Achievement and Motivation</td>
<td>Demonstrating the motivation to work hard for successful, achievable goals, and complete challenging tasks.</td>
<td>✔️</td>
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<tr>
<td>Interpersonal Relations</td>
<td>Relating to others in an outgoing, friendly, open, and approachable manner.</td>
<td>✔️</td>
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<tr>
<td>Persuasiveness</td>
<td>The ability to sell ideas, approaches, products, and services.</td>
<td>✔️</td>
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<tr>
<td>Flexibility</td>
<td>The ability to adopt one’s style or approach in order to adopt to changing circumstances or to achieve an objective.</td>
<td>✔️</td>
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### Communication

Keeping subordinates and superiors informed about decisions, events, and developments that affect them.

**Development feedback:**

- Your results suggest that you are an energetic person who knows what you want. Energetic, results-oriented individuals would rather focus on starting and executing projects instead of sitting down with coworkers to keep them up to date on project developments. Remember that managers provide a crucial support role by directing personnel and coordinating activities. Be sure to communicate with staff on a regular basis. You might need to make some time to communicate with staff, allowing you to work more efficiently and “bundle” important issues and then address them collectively at meetings or group announcements.

- Your pattern of results suggests that you tend to hesitate or procrastinate on projects in the face of great difficulty. Although this trait is often an asset, it can become too immersed in your own work that you forget to keep informed about important events, contribute the full value of your experience and knowledge to the activities, and lead. Remember that part of your role is to keep upper management informed regarding progress on relevant projects. You also remember that team members have personal lives and problems that may be distracting them. Take it upon yourself to track progress in a manner that everyone informed about the status of project plans.

### Thoroughness

The ability to attend to detail and develop a comprehensive approach to problems.

**Development feedback:**

- You tend to have an entertaining and dramatic, interpersonal style. This certainly plays a role for charismatic, high-profile leaders, as a way of engaging and amusing others may interfere with your ability to see the details when completing your work. In addition, you may also neglect to listen carefully to others who may have valuable suggestions to pass along. Make a conscious effort to think of unimportant information related to the task or project at hand. There are certain activities and taking the task seriously, in order to ensure you are catching small mistakes and remaining vigilant about impertinent details. If you follow other’s instructions carefully, you may improve your thoroughness and attention to detail.
appendix: SIGMA assessments

360° Competency

Your Leadership Effectiveness Snapshot

Listed below are the 53 behaviors measured by this survey. Page references to detailed feedback charts for each behavior are presented. The scores are presented in order from your highest average rating given to you by all your raters to your lowest rating. The numbering of the behaviors reflects the order in which they appear in Section 2. This sample shows how you rated yourself on each behavior.

5. Creativity

Demonstrating the ability to initiate original and innovative ideas, products, and approaches.

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Leader Comments:

Leader One: This represents the comments provided by Leader on Creativity

Other Comments:

This represents the comments provided by Colleague on Creativity

This represents the comments provided by Colleague on Creativity

Action Steps to Consider

- Apply your creative thinking skills.

Some researchers believe that highly creative individuals can be distinguished from less creative people by their expertise and commitment to their work. They build on what they know by manipulating, combining, and organizing information in a new way. This process often involves using information and ideas that are already known, and combining them together.

- Implement your ideas.

It is one thing to come up with a new idea. Part of the innovation, however, is the implementation of the idea.