

Simple Succession Planning Guide

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 organizations 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 leadership is positioned for success and prepared for the unknown.

Contact Glen at gharrison@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

simple succession process

**identify
critical roles**

Identify which roles your organization should target through its succession program.

Critical Role Identification Questionnaire

**build
success
profile**

Describe the talent composition required for each critical role at the present time and according to your organization's future needs.

Success Profile

**nominate
successors**

Select succession candidates for each critical role through a nomination survey.

Succession Nomination Survey
Succession Bench Summary

**assess
development
needs**

Summarize the talent profile of each succession candidate, and identify gaps to target through development.

Succession Profile

**develop
talent**

Outline or update development plans for each candidate, and track recommended and completed development activities.

Development Plan
Development Activities Tracker

**measure
progress**

Update the scorecard tracking various indicators of improved succession planning outcomes.

Talent Progress Scorecard

simple succession process



stages

identify
critical roles

build success
profile

nominate
successors

assess
development
needs

develop
talent

measure
progress

resources

Critical Position
Assessment

Key Criteria

Readiness Survey

Competency:
SIGMARadius, LSP

Development Plan

Talent Progress
Scorecard

Experience /
Education

Character: LCIA

Competency

Commitment

Character

Emotional
Intelligence: MEIA-W

Commitment

deliverables

Critical Position List

Success Profile

Depth Chart

Development Plan

Top 5

Talent Profiles

Talent Profiles with
Assessment Scores

SIGMA Succession identify critical roles



Critical Role Identification Questionnaire

Critical Role	Impact to Business Operations	External Candidate Availability	Internal Bench Strength	Unique Skill Set or Knowledge Base	TOTAL	★
	1 2 3	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3	1 2 3		

[illegible]

Succession Position		Current Incumbent	Exit Year	Urgency
				☆☆☆☆☆

Leadership Profile					
Competency: Potential			Character		
Commitment		Other	Emotional Intelligence		

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 sufficiently acquainted

☐

not at all confident

☐

slightly confident

☐

moderately confident

☐

very confident

☐

When will this candidate be ready to fill this position?

not sufficiently acquainted

☐

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 sufficiently acquainted

☐

not at all confident

☐

slightly confident

☐

moderately confident

☐

very confident

☐

When will this candidate be ready to fill this position?

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☐

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

2018 Succession
Bench

Succession Position	Current Incumbent	Exit Year	Urgency	Bench Strength		
			☆☆☆☆☆	C:	B:	A:

Candidate List

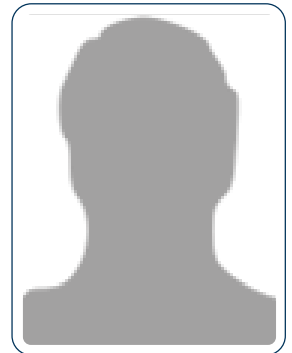
	Candidate Name		Organization Demographics			Progression on Succession List		
	Last	First	Position	Function	Location	Level C	Level B	Level A
Level A								
Level B								
Level C								

SIGMA Succession develop talent

2018 Development Plan



Succession Candidate	Position	Function



Candidate For	Position	Current Incumbent	Readiness	Timeline
1.			☆☆☆☆☆	
2.			☆☆☆☆☆	
3.			☆☆☆☆☆	

Top Development Areas

1.	4.
2.	5.
3.	6.

Development Plan

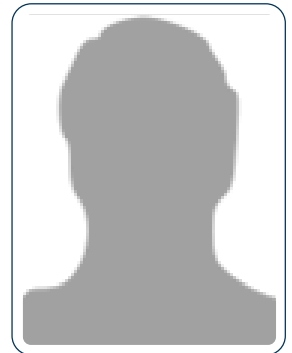
	Development Area	Goal	Action	Complete By	Progress / Comments
3-6 Months					
6-12 Months					
12+ Months					

SIGMA Succession develop talent

2018 Development Activities



Succession Candidate	Position	Function



Candidate For	Position	Current Incumbent	Readiness	Timeline
1.			☆☆☆☆☆	
2.			☆☆☆☆☆	
3.			☆☆☆☆☆	

Development Activities						
	Self Development	Internal Leadership Training	External Leadership Training	Cross-Functional Experience	Global Rotation / International Project	Other
Completed						
Recommended						

SIGMA Succession measure progress



Talent Progress Scorecard				
Indicator	Date			
Critical Positions Filled Internally (%)				
Management Positions Filled Internally (%)				
Average Time Hi-Potentials in Same Role (Yrs.)				
Hi-Potential Turnover (%)				
Critical Positions with 3+ Successors (%)				
Average Years Till Ready				
Hi-Potential Engagement				
Individual Improvement				



**Interested in a digital version of this guide that you can fill-in?
Contact me for a copy.**

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appendix: SIGMA assessments



Competency – Performance

SIGMARadius
SIGMARadius 360
Feedback

Competency – Potential

LSP
Leadership Skills Profile

Character

LCIA
Leadership Character
Insight Assessment

Commitment

Commitment
Commitment to Lead

Emotional Intelligence

MEIA-W
Multidimensional
Emotional Intelligence
Assessment –
Workplace

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 empower leaders

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

MEASURED

Cognitive Skills

- Analytical Orientation
- Creativity
- Decisiveness
- Objectivity
- Risk Taking
- Technical Orientation
- Thoroughness

Interpersonal Skills

- Communication
- Conflict Management
- First Impression
- Formal Presentation
- Interpersonal Relations
- Negotiation
- Open-Mindedness
- Persuasiveness
- Sensitivity
- Social Astuteness

Personal Qualities

- Achievement and Motivation
- Ambition
- Dependability
- Emotional Control
- Flexibility
- General Leadership Effectiveness
- Independence
- Listening
- Self-Discipline
- Self-Esteem

Teamwork, Supervision, Planning, and Productivity

- Assuming Responsibility
- Attracting Staff
- Delegation
- Emphasizing Excellence
- Facilitating Teamwork
- Interpersonal Role Model
- Involving Direct Reports
- Monitoring and Controlling
- Motivating Others
- Organizational Spokesperson
- Organizing the Work of Others
- Productivity
- Short-Term Planning
- Strategic Planning
- Vision



SIGMARadius 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
- Thoroughness

Interpersonal Managerial Skills

- Client / Customer Focus
- Communication
- Conflict Management
- First Impression
- Formal Presentation
- Interpersonal Relations
- Negotiation
- Open-Mindedness
- Operating Upwards
- Persuasiveness

- Sensitivity
- Social Astuteness

Personal Managerial Skills

- Achievement and Motivation
- Ambition
- Dependability
- Desire to Learn
- Demonstrating Understanding
- Emotional Control
- Flexibility
- Independence
- Integrity
- Listening Skills
- Self-Discipline
- Self-Esteem
- Valuing Diversity

Teamwork, Supervision, Productivity, and Planning

- Assuming Responsibility

- Attracting Staff
- Delegation
- Developing and Coaching Others
- Emphasizing Excellence
- Facilitating Teamwork
- Inspirational Role Model
- Involving Direct Reports
- Monitoring and Controlling
- Motivating Others
- Organizational Spokesperson
- Organizing the Work of Others
- Productivity
- Short-Term Planning
- Strategic Planning
- Vision
- Work-Life Balance

Overall Effectiveness

appendix: SIGMA assessments



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

- Situationally Aware
- Cognitively Complex
- Analytical
- Decisive
- Critical Thinker
- Intuitive
- Insightful
- Pragmatic
- Adaptable

Transcendence

- Appreciative
- Inspired
- Purposive
- 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

Temperance

- Patient
- Calm
- Composed
- Self-Controlled
- Prudent

Justice

- Fair
- Equitable
- Proportionate
- Even-Handed
- Socially Responsible

Accountability

- Takes Ownership
- Accepts Consequences
- Conscientiousness
- Responsible

Courage

- Brave
- Determined
- Tenacious
- Resilient
- Confident



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

appendix: SIGMA assessments



LSP Score Summary

First Name	Last Name	Decisiveness	Risk Taking	First Impression	Interpersonal Relations	Social Astuteness	Conflict Management	Communication	Negotiation	Achievement and Motivation	Self-Discipline	Independence	Emotional Control	Assuming Responsibility	Emphasizing Excellence	Facilitating Teamwork	Short-Term Planning	Strategic Planning	Organizing the Work of Others	Delegation	Attracting Staff	OVERALL LEADERSHIP PERFORMANCE
J	Smith	99	98	96	97	98	98	86	99	73	65	93	68	98	99	98	60	97	68	98	96	89
D	Jones	91	86	98	98	98	96	81	99	46	56	74	98	93	91	91	80	81	72	95	87	86
D	Sample	78	95	55	61	77	27	98	86	71	89	96	67	95	87	98	36	95	76	89	93	78
A	Example	54	77	84	86	93	69	47	78	38	65	47	53	64	74	88	79	46	81	65	92	69
I	Waters	51	65	83	63	76	65	83	72	54	82	34	47	68	53	73	56	38	60	92	91	65
R	Cox	52	35	33	88	27	67	79	42	53	84	67	65	98	76	39	46	76	74	86	61	62
A	Lopez	62	71	55	78	84	28	37	62	55	28	43	42	76	74	86	57	49	73	83	89	62
R	Salt	39	59	66	72	80	53	62	69	62	51	76	52	76	55	74	35	18	73	69	80	61
N	Crow	77	55	51	63	72	44	69	62	41	39	52	58	63	47	80	62	56	74	79	76	61
B	Pitt	32	33	62	67	68	55	56	57	20	65	76	57	40	62	79	55	20	74	74	57	55
S	Cruz	83	33	30	33	67	31	91	34	13	60	65	59	24	39	83	86	29	86	75	71	55
J	Five	36	23	35	51	49	55	72	28	54	56	14	33	66	27	80	91	54	81	73	75	53
A	Jones	64	55	45	43	58	47	58	48	39	38	35	29	51	59	65	66	51	84	64	52	53
S	Ortez	41	51	22	19	44	29	81	42	46	11	61	78	62	38	66	63	71	71	72	78	52
T	Jackson	18	23	55	55	60	46	32	38	31	65	76	70	29	32	57	72	88	66	55	72	52
C	Glass	57	48	31	47	57	23	88	59	37	25	88	20	67	30	79	32	29	80	74	51	51
D	City	25	20	16	29	40	15	98	28	65	33	67	4	31	32	83	63	88	87	92	72	49
B	Stanford	13	50	45	47	63	27	56	51	83	15	43	65	71	58	53	26	35	47	59	77	49
R	Woods	21	36	44	50	45	24	84	36	40	41	76	24	43	27	56	63	65	70	56	68	48
A	Boston	34	13	18	36	47	46	12	71	77	77	24	77	47	29	53	39	98	69	62	33	48
C	Madden	22	25	35	35	36	17	64	24	31	52	76	29	76	15	41	65	98	81	71	68	48
B	Whiteside	38	31	32	48	58	29	67	41	20	65	25	54	38	27	66	70	31	77	69	64	48
A	Pratt	24	39	33	42	45	35	87	40	42	15	12	16	50	23	74	32	88	54	83	68	45
M	London	19	38	45	38	39	29	63	38	33	35	21	34	40	10	39	61	88	74	70	58	44
Z	Seven	54	29	25	33	44	22	29	33	81	47	67	30	46	40	38	36	37	73	10	22	40
		47	48	48	55	61	43	67	53	48	50	56	49	60	48	70	57	61	73	73	70	57

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Page 1



LSP Selection Report

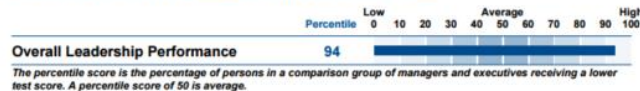
Sam Sample LSP Selection Report Page 2

LSP-SR Executive Summary

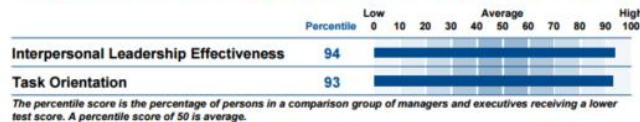
This page provides an overview of Mr. Sample's results. It begins with a chart based on the sum of all 42 leadership competencies. A second chart divides Mr. Sample's overall results into two broad dimensions, his *Interpersonal Leadership Effectiveness*, and his *Task Orientation* (his focus on completing 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* as the vertical axis and *Task Orientation* as the horizontal.

All scores in this report are expressed in terms of percentiles, which differ from percentages in that they compare Mr. Sample's expected performance with that of a large group of senior 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

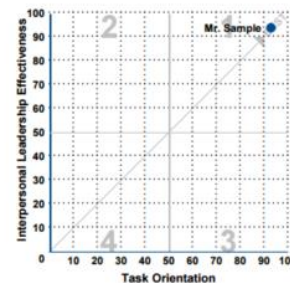


Interpersonal Leadership Effectiveness and Task Orientation



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.



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Sam Sample LSP Selection Report Page 12

Risk Taking



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 make 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 exciting climate that encourages informed risk taking.

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appendix: SIGMA assessments



LSP Focus Development Report

Sam Sample LSP Focus Page 3

Leadership Skills Snapshot

Leadership Competency	Definition	Standing	Feedback Page
Sensitivity	Showing a supportive, considerate, sensitive, and caring attitude toward the needs, concerns, moods, agendas, interests, and aspirations of others.	✓	p.11
Inspirational Role Model	The ability to set a positive and inspirational example for subordinates to follow.	✓	
Social Astuteness	The ability to accurately read and respond diplomatically to organizational trends and norms, as well as effectively deal with organizational politics.	✓	
First Impression	The ability to create a positive impact through social confidence, sincerity, dress, and verbal fluency.	✓	
Motivating Others	Showing enthusiasm and providing encouragement, recognition, constructive criticism, and coaching to subordinates.	✓	
Organizational Spokesperson	Serving as figurehead and spokesperson for one's unit, and effectively promoting and defending the interests of one's subordinates.	✓	
Achievement and Motivation	Demonstrating the motivation to work hard, be successful, achieve difficult goals, and complete challenging tasks.	✓	
Interpersonal Relations	Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships.	✓	
Persuasiveness	The ability to sell others on ideas, approaches, products, and services.	✓	
Flexibility	The ability to adapt one's style or approach in order to adjust to changing circumstances or to achieve an objective.	✓	

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Sam Sample LSP Focus

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 does not easily. Energetic, restless individuals would rather focus on starting projects instead of sitting down with co-workers to keep them up-to-date on project developments. Remember that managers provide a crucial upward and downward flow of information in organizations. Be sure to set aside some time to communicate with staff - you might find it easier more time efficient to "bundle" important issues and then address them collectively at meetings or during group announcements.
- Your pattern of results suggests that you tend to persevere on projects in the face of great difficulty. Although this trait is often an asset, you become so immersed in your own work that you forget to keep others informed about projects, important decisions, deadlines, and events. Remember that part of your role is to keep upper management and stakeholders informed regarding progress on relevant projects. You also remember that team members have personal lives and problems may be distracting them. Take it upon yourself to track progress and keep 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. There is certainly a place for a charismatic, high profile leader, but for engaging and amusing others may interfere with your ability to concentrate on the details when completing your work. In addition, you may sometimes neglect to listen carefully to others who may have valuable suggestions or essential instructions to pass along. Make a conscious effort to stay on information related to the task or project at hand, in order to ensure you are catching small mistakes and remaining vigilant about important details. If you follow others' instructions carefully, you may impress your thoroughness and attention to detail.

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

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appendix: SIGMA assessments



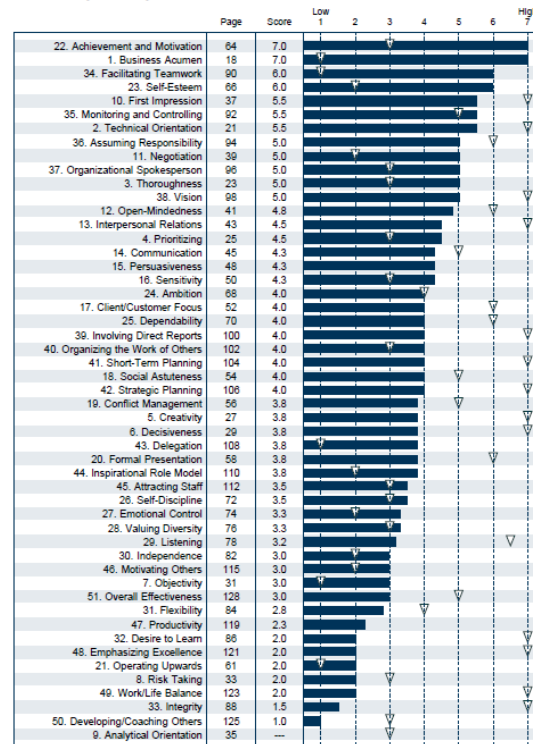
360° Competency

Sam Sample

Leadership Effectiveness Report

Your Leadership Effectiveness Snapshot

Listed below are the 51 behaviours measured by this survey. Page references to detailed feedback charts for each behaviour 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 behaviours reflects the order in which they appear in Section 2. The triangles show how you rated yourself on each behaviour.



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Sam Sample

Leadership Effectiveness Report

5. Creativity

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

Effectiveness Scale				Low	1	2	3	4	5	6	High
Rater Category	Count	N/O	Score								
Ratings by your leaders	1	0	2.0								
Ratings by your colleagues	3	0	4.3								
Ratings by your direct/indirect reports	0	0	—								
Other	0	0	—								
Ratings by all your raters	4	0	3.8								
Distribution of ratings	4	0	3.8	1	1	0	0	1	0	1	
Self rating			7.0								

Leader Comments

Leader One: This represents the comments provided by Leader#1 on Creativity

Other Comments

This represents the comments provided by Colleague#1 on Creativity

This represents the comments provided by Colleague#3 on Creativity

This represents the comments provided by Colleague#2 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.

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