



# Administrator's Guide

## Debriefing the LSP-R & Using the Focus Report to Create Development Plans

# agenda



## review & discuss results

- overview of Snapshot
- discuss results

## focus activity 1

- narrowing myZONE down to my3 competencies

## focus activity 2

- selecting myFOCUS competency

## action plan

- create a personalized development plan for myFOCUS competency

## next steps

- introduce the process of ongoing development



# review & discuss RESULTS

## review & discuss results



- turn to the Snapshot of your results (pg. 3-4 in your Focus Report)
- note that competencies are ranked highest to lowest
- **myZONE**: immediate development opportunities. These are areas where you already demonstrate some degree of skill, providing a strong foundation for development. Focusing efforts on these competences is likely to result in myZONE competencies becoming strengths in the near future.

# LSP-R ADMINISTRATOR'S GUIDE

## snapshot: myRESULTS



 HIGHER SCORES myRESULTS LOWER SCORES	1	Business Acumen	page 9
	2	Decisiveness	page 10
	3	Strategic Planning	page 12
	4	Analytical Orientation	page 13
	5	Productivity	page 14
	6	Vision	page 15
	7	Emphasizing Excellence	page 17
	8	Dependability	page 18
	9	Emotional Control	page 19
	10	Independence	page 20
	11	Integrity	page 21
	12	Delegation	page 22
	13	Interpersonal Relations	page 23
	14	Active Listening	page 25
	15	Creativity	page 26
	16	Flexibility	page 28
	17	Prioritizing	page 29
	18	Organizational Spokesperson	page 30
	19	Communication	page 32
	20	Valuing Diversity	page 33
	21	Inspirational Role Model	page 34
	22	Attracting Staff	page 35
	23	Facilitating Teamwork	page 36
	24	Conflict Management	page 37
	25	Developing/Coaching Others	page 38

The competencies shaded in blue are competencies that represent your most immediate opportunities for development. They are areas where you likely demonstrate a degree of skill, providing a strong foundation for development. Focusing development efforts on these competencies is likely to result in your myZONE competencies becoming strengths in the future.



**strengths**  
based on your personality, these competencies are likely to be strengths.



**myZONE**



**development opportunities**  
these are areas that may require longer-term development effort.

## review & discuss results



- *do these results resonate with you?*
- *is anything surprising to you?*
- *do you notice patterns or trends?*
- *what do these results tell you about yourself as a leader?*



# FOCUS ACTIVITY 1

## my3 competencies

# focus activity 1



## LSP-R Focus

## FOCUS ACTIVITY myFOCUS

**OVERVIEW**

Choose your development priorities from a combination of your myZONE competencies and those competencies at the bottom of your profile. Determine your focus based on your interests, needs, and greatest influence on development. These priorities make up your myFOCUS competencies.

Validate your myFOCUS competencies against other performance indices to identify competencies that have multi-source supporting evidence. Indicate [✓] the competencies that have also been identified in other assessment contexts. Mark [\*] the competencies that have the most checkmarks.

myFOCUS COMPETENCIES	COLLEAGUES e.g. 360-degree assessments	SUPERVISORS e.g. performance appraisals	EXPERIENCES e.g. work history, past successes	★
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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**OVERVIEW**

Narrow the focus to my3 by evaluating the marked [\*] competencies against your preferences.

In the spaces provided, enter the three competencies you would like to develop most based on **PERSONAL INTEREST**, your sense of **NEED/URGENCY**, and that you think would have the **GREATEST INFLUENCE** on your performance as a leader.

**my3 COMPETENCIES** ←

The purpose of this activity is to help you choose your top three competencies for development (my3 competencies). The decision will be based on comprehensive multi source feedback.

- 1. Select your myFOCUS competencies.**  
On the left-hand side, under myFOCUS COMPETENCIES, write down your myZONE competencies (you will find your myZONE competencies highlighted in blue on your snapshot on pg. 3-4). You don't have to use them all; you can determine your focus based on your interests and needs (that's what makes your myFOCUS different from your myZONE). Choose at least 5 myFOCUS competencies.



# LSP-R ADMINISTRATOR'S GUIDE

## focus activity 1



### LSP-R Focus

### FOCUS ACTIVITY myFOCUS

#### OVERVIEW

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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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#### OVERVIEW

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#### my3 COMPETENCIES

**2. Get input from colleagues.** After you've selected your myFOCUS competencies, get input from colleagues around which 3 are the most important. You can ask colleagues directly and keep a tally or use second-hand data from feedback you've received in the past. We recommend you ask at least 3 colleagues. Once you've collected all your data, use the boxes under COLLEAGUES to mark the competencies that were verified as important.

# LSP-R ADMINISTRATOR'S GUIDE

## focus activity 1



### LSP-R Focus

### FOCUS ACTIVITY myFOCUS

#### OVERVIEW

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#### my3 COMPETENCIES

**3. Get input from supervisors.** Like colleagues, you can ask supervisors directly and keep a tally of which competencies they believe are most important, or you can use second-hand data from feedback you've received in the past. We recommend you ask at least 2 supervisors. Use the boxes under SUPERVISORS to mark the competencies that were verified as important.

# focus activity 1



## LSP-R Focus

## FOCUS ACTIVITY myFOCUS

**OVERVIEW**

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**OVERVIEW**

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**my3 COMPETENCIES** ←

**4. Reflect on your experiences.** Think of your work history, past success, and challenges. Think of the competencies you need or would benefit from most. Put a mark beside these under the column labelled EXPERIENCES.

**5. Evaluate.** Tally up the stars for each competency and mark which three received the most. Put a star beside those three competencies in the final column on the right-hand side. Then, write the competencies in the boxes in the bottom right-hand corner. These are your my3 competencies.



# FOCUS ACTIVITY 2

## myFOCUS

### competency

# LSP-R ADMINISTRATOR'S GUIDE

## focus activity 2



### LSP-R Focus

### FOCUS ACTIVITY myFOCUS

**OVERVIEW**

Evaluate your my3 against a set of organizational and job criteria to identify those competencies you will have the resources to develop and leverage in your work.

Fill in your my3 competencies in the table below. Indicate [✓] the criteria that are met by each. Total the number of checkmarks per competency.

Enter the myFOCUS competency that has the highest total in the space provided.

my3 COMPETENCIES		COMPETENCY 1:	COMPETENCY 2:	COMPETENCY 3:
<b>IMPACT</b> <small>Does this competency facilitate...?</small>	YOUR GOALS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	TEAM GOALS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	LONG-TERM STRATEGY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>OPPORTUNITIES</b> <small>Are there opportunities for this competency to be ...?</small>	DEMONSTRATED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	PRACTICED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	LEVERAGED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SUPPORT</b> <small>Is there support in the form of...?</small>	RESOURCES/TOOLS/TRAINING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	ROLE MODELS/MENTORS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	FEEDBACK PROCESSES	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>DEMAND</b> <small>Is there a demand for this competency in my...?</small>	ORGANIZATION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	INDUSTRY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	PROFESSION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>TOTAL</b>		<input type="text"/>	<input type="text"/>	<input type="text"/>

**myFOCUS COMPETENCY**

**HELPFUL HINT**

- Anticipate potential challenges that might interfere with your ability to leverage or develop certain competencies at this time.

This second activity is intended to help you narrow your my3 competencies down to a single myFOCUS competency.

Start by filling in your my3 competencies in the first row of the table (labeled my3 COMPETENCIES). Next, indicate the criteria that are met by each competency (use the definitions on the next slide)

Once you are finished, add up the scores for each competency and write the total in the boxes at the bottom of each column. Find the competency that scored highest, and write this in the space below, labelled myFOCUS competency. This will be the competency you create a development plan for first.

## LSP-R ADMINISTRATOR'S GUIDE

# focus activity 2



**Impact** – Impact refers to how relevant a competency is to the strategy and operations of your team. Does the competency help you achieve your goals? Your team's goals? The organization's long-term strategy? If it does, then it is an impactful competency.

**Opportunities** – Opportunities refers to the chances you will have to develop and use this competency. Are there places where you can demonstrate, practice, or use this new skill? If so, then it is a high-opportunity competency.

**Support** – Support refers to the buy-in you have from colleagues and supervisors for developing this competency. Support may come in the form of resources and tools, coaching/mentoring, and feedback processes. If you have all these available to you the competency is well supported.

**Demand** – Demand refers to whether there is a need for this competency to be developed. Will it benefit you in your organization? Industry? Profession? If so, then there is demand for that competency.



# TAKING ACTION

## myPLAN

# LSP-R ADMINISTRATOR'S GUIDE

## action plan



### LSP-R Focus

### TAKING ACTION myPLAN

**OVERVIEW**  
In the space provided below, enter your myFOCUS competency and indicate corresponding actions or behaviors that you will STOP, START, and CONTINUE. Plan how you will engage in each behavior, and set a goal for when you'd like to have each completed.

**myFOCUS:**

<b>STOP:</b>	<b>START:</b>	<b>CONTINUE:</b>
What	What	What
How	How	How
When	When	When

Congratulations! You've arrived at the final activity in your LSP-R Focus Report. Here we are going to create a development plan for the myFOCUS competency you selected in the previous activity. To complete your development plan, turn to page 7 in your Focus Report.

Enter your myFOCUS competency in the top row, then brainstorm corresponding actions or behaviors that you can STOP, START, and CONTINUE in order to develop that competency. Plan how you will engage in each behavior and set a goal for when you'd like to have each completed. Here's an example for you.



# meet Henry



Meet Henry. Henry is a team lead at an automotive manufacturing firm. He has chosen to work on the leadership competency “Delegation.” Henry is going to

**STOP** micromanaging,

**START** distributing task ownership, and

**CONTINUE** keeping track of deliverables (tasks, timelines, etc.) himself.

Let's take a look at how Henry filled out his action plan

# action plan



myFOCUS: Delegation

### STOP:

**What**

Micromanaging

**How**

Set weekly check-ins with direct reports and allow them to come to me for additional guidance on a per-need basis

**When**

Weekly check-ins every Monday morning from 8-9am

### START:

**What**

Review tasks at the beginning of each week and consider whether someone on my team can do them.

**How**

If yes (to above) delegate those tasks

**When**

At weekly check-ins or individually during the week

### CONTINUE:

**What**

Organizing deliverables myself (because I'm still held accountable for all assignments to my team)

**How**

Maintain my checklist of tasks and timelines, but also keep track of ownership when I've chosen to delegate

**When**

Update this list at the beginning of each week, and maintain throughout

## supplemental SIGMA resources



- if you're struggling to think of practical ways to develop a particular competency, SIGMA has some extra resources you might find useful
- to help you develop your leadership skills we have created a database of PDF guides called the Leadership Series
- each Leadership Series is grounded in research, and provides practical tips and activities for developing a particular competency
- click the link below to access our Leadership Series and download copies yourself or your team

### [SIGMA's Leadership Series](#)



# NEXT STEPS

## ongoing development

# next steps



## LSP-R Focus

## TAKING ACTION making it stick

**OVERVIEW**

Once you have had an opportunity to complete your plan, you can evaluate the results and start reinforcing your newly acquired behaviors.

**myFOCUS:**

What have I learned from completing myPLAN?

What were the benefits and rewards that emerged from pursuing myPLAN?

How has myPLAN leveraged or enhanced my leadership competency?

**EXERCISE 1:**

Identify the rewards you seek from enhancing your performance on this competency.

**EXERCISE 2:**

Identify situations where this competency is most relevant or arises most frequently.

**EXERCISE 3:**

Identify ways you will increase opportunities to demonstrate these competencies.

**Now that you've got a development plan, it's time to put it to practice.**

Turn to page 8 in your Focus Report; this page has a guided reflection activity that can help you identify what you've learned and how you are going to apply it.

### next steps



- set aside half an hour at the end of each month to complete this template, and discuss with a manager, supervisor, or mentor
- this person will act as your **coach**
- coaches are important because they are often able to facilitate job shadowing, stretch assignments, or share resources you might not otherwise have access to
- studies have also shown that coaching makes it significantly more likely that candidates will achieve their development goals, and that the behaviour will remain long-term

## LSP-R ADMINISTRATOR'S GUIDE

# looking for more?



**Note:** If the group you are taking through the LSP-R has no managers, supervisors, or mentors apart from you, and you will not be able to coach them all yourself, SIGMA can help! We offer [group and individual coaching](#) and would be happy to support your team as they implement their development plans.

We also offer 1-hour [Lunch and Learns](#). These online, group training sessions are convenient, practical, and engaging. They focus on developing a particular competency (i.e., communication). If you're interested, give us a call! We'd love to hear from you.



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