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.
### 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 succession candidates</td>
<td>Select succession candidates for each critical role through a nomination survey.</td>
<td>Succession Nomination Survey Succession Bench Summary</td>
</tr>
<tr>
<td>Assess development needs</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>Develop talent</td>
<td>Outline or update development plans for each candidate, and track recommended and completed development activities.</td>
<td>Development Plan Development Activities Tracker</td>
</tr>
<tr>
<td>Measure progress</td>
<td>Update the scorecard tracking various indicators of improved succession planning outcomes.</td>
<td>Talent Progress Scorecard</td>
</tr>
</tbody>
</table>
## SIGMA Succession

### Simple Succession Process

<table>
<thead>
<tr>
<th>Stages</th>
<th>Resources</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify critical roles</td>
<td>Critical Position Assessment</td>
<td>Critical Position List</td>
</tr>
<tr>
<td>Build success profile</td>
<td>Key Criteria</td>
<td>Success Profile</td>
</tr>
<tr>
<td>Nominate succession candidates</td>
<td>Readiness Survey</td>
<td>Depth Chart</td>
</tr>
<tr>
<td>Assess development needs</td>
<td>Competency: SIGMARadius, LSP</td>
<td>Talent Profiles</td>
</tr>
<tr>
<td>Develop talent</td>
<td>Character: LCIA</td>
<td>Talent Profiles with Assessment Scores</td>
</tr>
<tr>
<td>Measure progress</td>
<td>Commitment</td>
<td>Development Plan</td>
</tr>
<tr>
<td></td>
<td>Emotional Intelligence: MEIA-W</td>
<td></td>
</tr>
</tbody>
</table>
**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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<tbody>
<tr>
<td></td>
<td>1 2 3</td>
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</tbody>
</table>
# SIGMASuccession

**build success profile**

## 2017 Success Profile

<table>
<thead>
<tr>
<th>Succession Position</th>
<th>Current Incumbent</th>
<th>Exit Year</th>
<th>Urgency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Competency: Potential</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Competency: Performance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Character</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Emotional Intelligence</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Commitment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Position Demographics
- **Location**
- **Level**
- **Direct Reports**

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

not sufficiently acquainted

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

not sufficiently acquainted

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
- slightly confident
- moderately confident
- very confident

not sufficiently acquainted

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

not sufficiently acquainted

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

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

### assess development needs

## 2017 Succession Profile

<table>
<thead>
<tr>
<th>Organization Demographics</th>
<th>Education and Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Position</strong></td>
<td><strong>Education</strong></td>
</tr>
<tr>
<td><strong>Location</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Service</strong></td>
<td><strong>Experience</strong></td>
</tr>
<tr>
<td><strong>Readiness</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Position Criteria

<table>
<thead>
<tr>
<th>Competency: Potential</th>
<th>Character</th>
<th>Emotional Intelligence</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competency: Performance</td>
<td></td>
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</tbody>
</table>

### Leadership Profile Assessment Gaps

<table>
<thead>
<tr>
<th>Succession Position</th>
<th>Current Incumbent</th>
<th>Exit Year</th>
<th>Urgency</th>
</tr>
</thead>
</table>

---

Sigma Assessment Systems

Your Future. Down to a Science.

[www.SigmaAssessmentSystems.com](http://www.SigmaAssessmentSystems.com)
## SIGMAsuccession Development Plan 2017

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

<table>
<thead>
<tr>
<th>Position</th>
<th>Current Incumbent</th>
<th>Readiness</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td>★★★★★</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td>★★★★★</td>
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<tr>
<td>3.</td>
<td></td>
<td>★★★★★</td>
<td></td>
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</tbody>
</table>

### Top Development Areas

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

### Development Plan

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

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SIGMASuccession Planning Guide
### Development Activities

<table>
<thead>
<tr>
<th>Position</th>
<th>Current Incumbent</th>
<th>Readiness</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td>✭✭✭✭✭</td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td>✭✭✭✭✭</td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td>✭✭✭✭✭</td>
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</table>

#### Development Activities

<table>
<thead>
<tr>
<th>Self Development</th>
<th>Internal Leadership Training</th>
<th>External Leadership Training</th>
<th>Cross-Functional Experience</th>
<th>Global Rotation / International Project</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

#### Completed

<p>| | | | | | |</p>
<table>
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<tr>
<th></th>
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</thead>
</table>

#### Recommended

<p>| | | | | | |</p>
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<thead>
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</thead>
</table>

---

**SIGMASuccession Planning Guide**
# Talent Progress Scorecard

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Date</th>
</tr>
</thead>
<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>
</tr>
<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
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
SIGMASuccession

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 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
- Attracting Staff
- Delegation
- Developing and Coaching Others
- Emphasizing Excellence
- Facilitating Teamwork
- Inspirational Role Model
- Involving Direct Reports
- 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
  - 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
- 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 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** (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**

<table>
<thead>
<tr>
<th>Percentile</th>
<th>Low</th>
<th>20</th>
<th>40</th>
<th>Average</th>
<th>80</th>
<th>100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Leadership Performance</td>
<td>94</td>
<td>80</td>
<td>60</td>
<td>40</td>
<td>20</td>
<td>10</td>
</tr>
</tbody>
</table>

The percentile score 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**

<table>
<thead>
<tr>
<th>Percentile</th>
<th>Low</th>
<th>20</th>
<th>40</th>
<th>Average</th>
<th>80</th>
<th>100</th>
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</thead>
<tbody>
<tr>
<td>Interpersonal Leadership Effectiveness</td>
<td>94</td>
<td>80</td>
<td>60</td>
<td>40</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>Task Orientation</td>
<td>93</td>
<td>80</td>
<td>60</td>
<td>40</td>
<td>20</td>
<td>10</td>
</tr>
</tbody>
</table>

The percentile score 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**

<table>
<thead>
<tr>
<th>Percentile</th>
<th>90</th>
<th>80</th>
<th>70</th>
<th>60</th>
<th>50</th>
<th>40</th>
<th>30</th>
<th>20</th>
<th>10</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Taking</td>
<td>91</td>
<td>80</td>
<td>70</td>
<td>60</td>
<td>50</td>
<td>40</td>
<td>30</td>
<td>20</td>
<td>10</td>
<td>0</td>
</tr>
</tbody>
</table>

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.
**SIGMASuccession**

**appendix: SIGMA assessments**

**LSP Focus Development Report**

*Sam Sample  LSP Focus  Page 3*

**Leadership Skills Snapshot**

<table>
<thead>
<tr>
<th>Leadership Competency</th>
<th>Definition</th>
<th>Standing</th>
<th>Feedback</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sensitivity</td>
<td>Showing a supportive, considerate, and caring attitude toward the needs, concerns, moods, agendas, interests, and aspirations of others.</td>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspirational/Role Model</td>
<td>The ability to set a positive and inspirational example for subordinates to follow.</td>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Autonomy</td>
<td>The ability to accurately read and respond diplomatically to organizational trends and norms, as well as effectively deal with organizational politics.</td>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final Impression</td>
<td>The ability to create a positive impact through social confidence, amiability, assertiveness, and personal charm.</td>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivating Others</td>
<td>Showing enthusiasm and providing encouragement, recognition, constructive criticism, and coaching to subordinates.</td>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Spokesperson</td>
<td>Serving as figurehead and spokesperson for the unit and effectively promoting and defending the interests of the unit's subordinates.</td>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achievement and Motivation</td>
<td>Demonstrating the motivation to work to be successful, achieve difficult goals, and complete challenging tasks.</td>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interpersonal Relations</td>
<td>Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships.</td>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perseverance</td>
<td>The ability to stick with issues, ideas, and projects, and to see them through to a successful conclusion.</td>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flexibility</td>
<td>The ability to adapt one's style or approach in order to adjust to changing circumstances or to achieve an objective.</td>
<td>✔️</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Communication**

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

**Development feedback:**

- **Your results suggest that you are an energetic person who does well under stress.** Energetic, restless individuals would rather focus on site 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 have some time to communicate with staff — you might find it is more time efficient to “bundle” important issues and then attend collectively at meetings or during group announcements.

- Your pattern of results suggests that you tend to persevere on tasks in the face of great difficulty. Although this trait is often an asset, it can also become so immersed in your own work that you forget to keep others informed about projects, important decisions, deadlines, and so on. Remember that part of your role is to keep upper management stakeholders informed regarding progress on relevant projects. Also remember that team members have personal lives and may sometimes be distracted by them. Take it upon yourself to track progress more effectively. Everyone informed about the status of project plans.

**Thoroughness**

The ability to attend to detail and develop a comprehensive approach to problem-solving.

**Development feedback:**

- **You tend to be a detail-oriented and thorough individual, and you are very good at getting tasks done.** Engaging and amusing others may interfere with your ability to focus on the details at hand. In order to avoid this, you might consider developing strategies to help you focus better on details, if you find them helpful, you may want to try your thoroughness and attention to detail.

**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. This report is 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 lose your route and destination before you start. This workbook will help you map out a plan by guiding you through a number of exercises 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.

---

**EXPLORE**

- **Activity 1: Charting Your Course**
  - Date completed?
  - Time
  - Notes

**VALIDATE**

- **Activity 2: Perspectives**
  - Date completed?
  - Time
  - Notes

**MOTIVATE**

- **Activity 3: Interests**
  - Date completed?
  - Time
  - Notes

**FOCUS**

- **Activity 6: Zoom In**
  - Date completed?
  - Time
  - Notes

**DEVELOP**

- **Activity 7: Zoom Out**
  - Date completed?
  - Time
  - Notes

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Sigma Assessment Systems Inc.

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SIGMASuccession Planning Guide 17
360° Competency

Your Leadership Effectiveness Snapshot

Listed below are the 51 behaviors assessed 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 rates to your lowest rating. The numbering of the behaviors reflects the order in which they appear in Section 2. The triangles show how you rated yourself on each behavior.

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Score</th>
<th>Rater Category</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Business Acumen</td>
<td>7.0</td>
<td>Ratings by your</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2. Customer Orientation</td>
<td>6.0</td>
<td>Leaders</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3. Teamwork</td>
<td>6.0</td>
<td>同伴_ratings</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4. Self Discovery</td>
<td>5.0</td>
<td>Leaders</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5. Teambuilding</td>
<td>4.0</td>
<td>Leaders</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6. Leadership Nursery</td>
<td>3.0</td>
<td>Leaders</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7. Team Work</td>
<td>2.0</td>
<td>Leaders</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>8. Self Development</td>
<td>1.0</td>
<td>Leaders</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</tbody>
</table>

Leader Comments

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

Other Comments

This represents the comments provided by Co-leaders 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.

Feb 1, 2016  CONFIDENTIAL
appendix: SIGMA assessments

LSP Focus Development Report

Sam Sample LSP Focus Page 3

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<td>✔️</td>
</tr>
<tr>
<td>Final Impression</td>
<td>The ability to create a positive impact through social confidence, assertiveness, energy, and mental firmness</td>
<td>✔️</td>
<td>✔️</td>
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<td>✔️</td>
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<tr>
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Development feedback:
- Your results suggest that you are an energetic person who does this easily. Energetic, restless individuals would rather focus on site projects instead of sitting down with co-workers to keep them up to date on their progress. Remember that managers provide a crucial role in helping employees stay focused and on track. As a result, you might find it 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 perseverate on the issue of role perception. Although this trait is often an asset, it can become so immersed in your own work that you forget to keep informed about projects, important decisions, deadlines, and so on. Remember that part of your role is to keep upper management stakeholders informed regarding progress on relevant projects. Also, remember that team members have personal lives, and these can be distracting. Take it upon yourself to track progress and inform everyone about the status of your projects.

Thoroughness

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

Development feedback:
- You tend to have an entertaining and dramatic interpersonal style. There is certainly a place for a charismatic, high-profile leader. Engaging and amusing others may interfere with your ability to see the big picture. However, you might want to consider whether this is appropriate in all situations. If you find yourself engaging in entertaining discussions, you may miss your thoroughness and attention to detail.

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Progress Report

- EXPLORE Activity 1: Charting Your Course
- VALIDATE Activity 2: Perspectives MILESTONE: mid9
- MOTIVATE Activity 3: Interests Activity 4: Opportunities MILESTONE: year
- FOCUS Activity 6: Zoom In MILESTONE: myFOCUS
- DEVELOP Activity 7: Zoom Out MILESTONE: myPLAN