



SigmaRADIUS

Development Guide

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Introduction

The [SigmaRADIUS Development Guide](#) helps you interpret results from the SigmaRADIUS Leadership Effectiveness Report to create a practical, sustainable leadership development plan. After completing the activities in this guide, you will create your Personal Development Plan that will allow you to leverage your Personal Strengths and build on your Development Opportunities.

[SigmaRADIUS](#) is a 360 degree feedback tool that provides ratings from leaders, colleagues, and direct/indirect reports based on observed performance on a set of leadership competencies. This information is summarized in the SigmaRADIUS Leadership Effectiveness Report (referred to as the SigmaRADIUS Report).

The [SigmaRADIUS Development Guide](#) contains the following 4 sections:

1) Identifying Personal Strengths and Development Opportunities

The first step involves considering the Big Picture to identify your Personal Strengths, Development Opportunities, and those results that were surprising or expected.

2) Identifying Gaps

The second step involves reviewing a list of the leadership competencies to identify those that have contributed to success in your position. In this activity, you will determine the gap between your self-ratings and your overall scores.

3) Understanding your Results

The third step involves gaining a better understanding of your SigmaRADIUS results. This involves exploring surprising results and considering reflection questions aimed at helping you resolve any possible discrepancies between your self perception and others' perception of your leadership performance. This section will help you integrate various perspectives that provide distinct information about your leadership performance.

4) Designing your Personal Enhancement Plan

The fourth step involves identifying and prioritizing the leadership competencies to develop and leverage. Enhance your leadership potential by incorporating these core competencies into your Personal Enhancement Plan and staying focused on your development goals.

Section 1: Identifying Personal Strengths and Development Opportunities

ACTIVITY 1. THE BIG PICTURE

Once you've read your SigmaRADIUS report and understood your results, take a moment to reflect and identify general patterns and themes. This activity encourages you to gain a broad perspective of your strengths and development opportunities as observed by others. The idea is to capture general impressions and identify the take home message.

Based on your recollection of your results (don't look back at your report!), take a moment right now to jot down a summary list of those areas where you excel and those where you feel that you could develop and improve.

My Personal Strengths as seen by others:

1.

2.

3.

My Development Opportunities as seen by others:

1.

2.

3.

Surprising results:

1.

2.

3.

Expected results:

1.

2.

3.

Section 2: Identifying Discrepancies

ACTIVITY 2. DRILLING DOWN

Now it's time to see how your self-ratings stack up relative to the ratings provided by others.

Listed below are the leadership competencies and corresponding definitions. In the columns provided, fill in your overall score, your self-rating, and the gap (or difference) between these scores.

- Example: If your self-rating for **Sensitivity** is 7.0 and your overall score is 5.3, the gap is **1.7** ($7.0 - 5.3 = 1.7$).

Competency	Definition	Score	Self-Rating	Gap
Technical Orientation	Demonstrating technical proficiency or expertise acquired through education, training, or experience.			
Analytical Orientation	Demonstrating a preference for problems requiring precise, logical reasoning, and showing an ability to dissect and understand complex, multifaceted problems.			
Decisiveness	The ability to make clear-cut and timely decisions with the appropriate amount of information.			
Creativity	Demonstrating the ability to initiate original and innovative ideas, products, and approaches.			
Thoroughness	The ability to attend to detail and develop a comprehensive approach to problems.			
Objectivity	The ability to maintain a realistic perspective and keep personal biases to a minimum.			
Risk Taking	The willingness to take sound, calculated risks, based on good judgment, in situations where the outcome is uncertain.			
Prioritizing	The ability to quickly identify critical tasks and manage time accordingly to complete these tasks without getting distracted by less important matters.			
Business Acumen	Demonstrating good judgment and business sense as well as the ability to understand business operations, market trends, the competition, and the bottom-line.			
Open-Mindedness	A willingness to consider new ideas and approaches, as well as input from others.			
First Impression	The ability to create a positive impact through social confidence, sincerity, dress, and verbal fluency.			
Interpersonal Relations	Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships.			

Competency	Definition	Score	Self-Rating	Gap
Sensitivity	Showing a supportive, considerate, sensitive, and caring attitude toward the needs, concerns, moods, agendas, interests, and aspirations of others.			
Social Astuteness	The ability to accurately read and respond diplomatically to organizational trends and norms, as well as effectively deal with organizational politics.			
Conflict Management	The ability to mediate and resolve conflicts and disagreements in a manner best for all parties involved.			
Communication	Keeping direct reports and leaders informed about decisions, events, and developments that affect them.			
Formal Presentation	The ability to deliver an interesting, informative, and organized presentation.			
Persuasiveness	The ability to sell others on ideas, approaches, products, and services.			
Negotiation	The ability to negotiate outcomes that further the interests of the organization, and when possible, also further the interests of opposing groups.			
Operating Upwards	The ability to comfortably interact with senior management using their language, understanding their perspective, and responding at their level.			
Client/Customer Focus	Demonstrating a service-oriented approach, remaining open to feedback, and maintaining positive, trusting, productive relationships in order to meet the needs and expectations of internal and external customers.			
Listening Skills	A willingness to take the time to listen to others' questions and concerns, and to hear their points of view on workplace issues.			
Demonstrating Understanding	Demonstrating an understanding of what others are saying by identifying the relevant information and accurately conveying it to the person.			
Achievement and Motivation	Demonstrating the motivation to work hard, be successful, achieve difficult goals, and complete challenging tasks.			
Self-Discipline	The ability to resist impulse, maintain focus, and see a project through to completion.			
Flexibility	The ability to adapt one's style or approach in order to adjust to changing circumstances or to achieve an objective.			
Independence	The ability to be self-starting and work independently of others when necessary.			
Self-Esteem	Demonstrating a high level of self-worth and self-confidence.			

Competency	Definition	Score	Self-Rating	Gap
Emotional Control	Maintaining personal composure during times of stress or pressure, when things are uncertain, or when faced with conflict or disagreement.			
Dependability	The ability to be counted on to meet commitments and deadlines.			
Ambition	Demonstrating a desire for increased influence and promotion in the organizational hierarchy.			
Valuing Diversity	Responding to others with dignity and respect and in a way that recognizes and values individual differences.			
Integrity	Demonstrating a high quality of character including being honest, ethical, trustworthy, and sincere, and effectively representing and respecting company values.			
Desire to Learn	Embracing new challenges and the opportunity to learn, as well as demonstrating the motivation to grow and develop by responding positively to constructive feedback.			
Assuming Responsibility	The willingness to step forward and take charge of a difficult situation, without being asked to do so.			
Vision	Seeing the "big picture" in the organization, industry, and economy, including having a clear sense of the company's ideal future state and communicating this to others in a compelling way.			
Emphasizing Excellence	Setting challenging goals and high quality standards, and expecting direct reports to perform at their highest level.			
Organizational Spokesperson	Serving as figurehead and spokesperson for one's unit, and effectively promoting and defending the interests of one's direct reports.			
Involving Direct Reports	Consulting with direct reports, soliciting suggestions, and taking these suggestions seriously.			
Facilitating Teamwork	The ability to promote teamwork, cooperation, and identification with the work group.			
Inspirational Role Model	The ability to set a positive and inspirational example for direct reports to follow.			
Short-Term Planning	Establishing short-term goals and objectives for direct reports and for the work unit, and developing action steps to achieve them.			
Strategic Planning	The ability to establish a long-range direction for the organization or unit, set broad goals that align with the direction, and identify the means to reach those goals.			

Competency	Definition	Score	Self-Rating	Gap
Organizing the Work of Others	Clearly defining roles and responsibilities for direct reports, and letting them know exactly what tasks should be done and what results are expected.			
Delegation	Delegating responsibility and authority to direct reports and giving them discretion in determining how to do their work.			
Monitoring and Controlling	Checking on the performance of direct reports, giving them personalized feedback, and taking disciplinary action when necessary.			
Motivating Others	Showing enthusiasm and providing encouragement, recognition, constructive criticism, and coaching to direct reports.			
Attracting Staff	The ability to hire and retain staff, and keep turnover at an acceptable level.			
Productivity	Accomplishing an above average quantity and quality of work.			
Developing/ Coaching Others	Supporting the development and career goals of direct reports through work assignments, ongoing developmental discussions, and feedback.			
Work/Life Balance	Maintaining a healthy and productive balance between work responsibilities and life outside of work.			

3. Understanding Your Results

ACTIVITY 3. IDENTIFYING SURPRISES AND EXPECTED RESULTS

From the table you just completed in ACTIVITY 2, sort the competencies into one of the four boxes below. Read the examples below to get started. Use your best judgment to sort the competencies, but as a rough guideline, you can consider gaps greater than 1.0 as “unexpected” scores. In some cases, raters’ comments may provide additional information.

Example 1: If you received a high overall score on Facilitating Teamwork, but your self-rating was low, then write this behaviour in box 3 (Unexpected Personal Strength)

Example 2: If you received a low overall score on Creativity, but your self-rating was high, then write this behaviour in box 4 (Unexpected Development Opportunity)

Example 3: If your overall score aligned with your self-rating, then write these competencies in box 1 (Expected Personal Strength) or box 2 (Expected Development Opportunity)

Expected	1	2
Unexpected	3	4
	Personal Strength	Development Opportunity

3. Understanding Your Results

ACTIVITY 4. WHAT I'VE LEARNED SO FAR...

Now it's time to reflect and consider a few important questions that will help you integrate the information you've gathered based on the development activities.

1. What are the qualities that define who I am at work? What do others rely on me for?
2. Do my results indicate self-awareness or is this an area for improvement? For example, do I see myself the same way that others see me?
3. Is my job structured in a way that restricts my ability to perform or demonstrate my personal strengths?
4. Are my personal strengths being adequately reinforced or rewarded?
5. Have I developed strategies and learned how to compensate for those areas where I don't have a natural talent? For example, have I learned to rely on others for tasks that involve planning and organizing if this is not a natural talent of mine?
6. Have I received training or coaching designed to enhance my performance on a given leadership competency?
7. Am I in a position that inhibits my ability to perform a given leadership competency? For example, do my supervisors tell me to delegate but I typically find that I don't have the resources and support to do so?
8. Am I demonstrating important leadership competencies to the best of my ability? Could I try harder?
9. Have any patterns emerged across rater categories? For example, are ratings from my leaders consistently higher than ratings from my direct/indirect reports? What are the implications of this?
10. What is the most important thing that I've taken away from this process?

4. Designing your Personal Enhancement Plan

ACTIVITY 5. LEADERSHIP DEVELOPMENT LINEUP

The purpose of this exercise is to identify and prioritize those leadership competencies that should receive the most attention, given your current position and performance results. This final lineup will be used to build your Personal Enhancement Plan.

Based on all of the information you've gathered, select the six core competencies for your Leadership Development Lineup.

When creating your lineup, include both:

- [Development Opportunities](#) identified by either your raters or yourself (or both) as areas that require improvement
 - Develop those areas that are not currently my strengths
- [Personal Strengths](#) to leverage or draw upon in the future
 - Align my strengths with my role so I can do more of what I'm good at

Prioritize the core competencies in your lineup below by choosing one Development Opportunity and one Personal Strength to work on in the short term. Once you have reached your short term goals, move on to those competencies that are on deck.

Leadership Development Lineup	
Short Term	1.
	2.
On Deck	3.
	4.
Long Term	5.
	6.

4. Designing Your Personal Enhancement Plan

Begin building your plan by transferring the first core competency listed in your [Leadership Development Lineup](#) on page 8 into the blank Personal Enhancement Plan worksheet on page 11. Follow the examples presented below and on the next page to start your plan.

ACTIVITY 6. PERSONAL ENHANCEMENT PLAN EXAMPLE 1

Core Competency: Communication

Goal: Hold weekly 1 hour meetings to share recent news and project developments with my team

Timeline: I must hold 8 consecutive meetings on Fridays in May & June to establish this pattern

Action Steps:

1. Critical Behaviours – What I need to do differently to reach my goal

I need to keep my direct reports better informed about recent decisions, developments, and updates that affect their work and their progress on team projects

2. Role Model – Who do I admire and when is the best time to observe them

My boss Jill always keeps me “in the know.” I will observe & take note during our meeting on Tuesday

3. Practice – How will I apply these critical behaviours on the job

Keep a spreadsheet of current projects and who is involved, and update it every day. Establish the meeting time on Mondays and send a communication email, prepare a thorough agenda beforehand

4. Feedback – Identify those who are in the best position to provide feedback & by when

Jim, Steve, and Ann can let me know if I've kept them in the loop or not. Ask them on Mondays

5. Learning – How will I stay current and enhance my knowledge in this area

Ask Rick to keep me updated on new technology aimed at helping people stay organized!

Expected Outcomes:

1. I will know I've met my goal when:

Meetings on Fridays become automatic and others find them productive and informative

2. Others who will benefit from this and the changes they will notice:

Jim, Steve, Ann, and Jill will no longer have to take it upon themselves to stay in the loop, they will be able to work independently because I have promptly shared information, roles, and expectations

4. Designing Your Personal Enhancement Plan

Begin building your plan by transferring the first core competency listed in your [Leadership Development Lineup](#) on page 8 into the blank Personal Enhancement Plan worksheet on page 11. Follow the example presented below and on the previous page to start your plan.

ACTIVITY 6. PERSONAL ENHANCEMENT PLAN EXAMPLE 2

Core Competency: Achievement and Motivation

Goal: Teach my direct reports how to formalize & document short and long term goals in order to increase accountability & help them establish meaningful, relevant rewards for reaching their goals

Timeline: Establish monthly meetings with Jim, Steve, and Ann to review their progress. It may take 6 months or so to establish this pattern. Re-evaluate goals & timelines in January

Action Steps:

1. Critical Behaviours - What I need to do differently to reach my goal

Leverage my strengths by sharing my knowledge & experience on how to document goals & accomplishments and how to stay motivated and engaged in your work

2. Role Model – Who do I admire and when is the best time to observe them

My mentor Peter, who shared his wisdom with me. Meet with him for lunch on Tuesday to get advice

3. Practice – How will I apply these critical behaviours on the job

Define my goals in writing, use them as a teaching tool, establish monthly meetings to check in

4. Feedback – Identify those who are in the best position to provide feedback & by when

My direct reports (Ann, Jim, Steve) can let me know if I've helped them (after each monthly meeting)

5. Learning – How will I stay current and enhance my knowledge in this area

Do some research on goal setting and achievement, read relevant management journals & new books

Expected Outcomes:

1. I will know I've met my goal when:

My direct reports "check off" their short term goals and show me they've achieved a long term goal

2. Others who will benefit from this and the changes they will notice:

This should motivate the whole team to work harder and deliver exceptional results

4. Designing Your Personal Enhancement Plan

Use this worksheet to build your Personal Enhancement Plan, starting with the first core competency listed in your [Leadership Development Lineup](#) on page 8. You can continue to use this worksheet, or a similar format, for your short term, on deck, and long term goals.

ACTIVITY 7. PERSONAL ENHANCEMENT PLAN

<p>Core Competency:</p> <hr/>
<p>Goal:</p> <hr/>
<p>Timeline:</p> <hr/>
<p>Action Steps:</p> <p>1. Critical Behaviours - What I need to do differently to reach my goal</p> <hr/> <hr/>
<p>2. Role Model – Who do I admire and when is the best time to observe them</p> <hr/> <hr/>
<p>3. Practice – How will I apply these critical behaviours on the job</p> <hr/> <hr/>
<p>4. Feedback – Identify those who are in the best position to provide feedback & by when</p> <hr/> <hr/>
<p>5. Learning – How will I stay current and enhance my knowledge in this area</p> <hr/> <hr/>
<p>Expected Outcomes:</p> <p>1. I will know I've met my goal when:</p> <hr/>
<p>2. Others who will benefit from this and the changes they will notice:</p> <hr/> <hr/>