



# The LEADERSHIP ARCHITECT® Suite

Competency-based  
Human Resources Management

*Produced by Lominger Limited, Inc.*



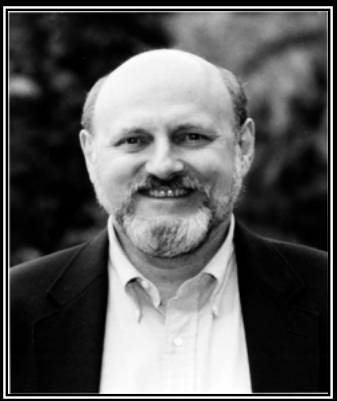


# Lominger Limited, Inc.

Lominger Limited, Inc. (LLI) was founded by:



- ◆ Dr. Michael M. **Lombardo**, former Director of Leadership Development Research at the Center for Creative Leadership



- ◆ Dr. Robert W. **Eichinger**, former practitioner at Pepsico and Pillsbury

**Both are recognized authorities on leadership and talent management.**



# Lominger Limited, Inc.

- ◆ **The LEADERSHIP ARCHITECT® Suite represents a collaboration of research-based findings and practical, user-friendly tools, applications and development solutions.**
- ◆ **The suite enables organizations to bridge the gap between the way most executive development systems are actually run, to the way research-based best practices in management indicate they should be run.**



# Lominger Limited, Inc.

- ◆ **Over 50 Paper and Online Products**
- ◆ **13,000+ Customers**
- ◆ **Over 48% of Fortune 500 Companies**
- ◆ **63 Countries**
- ◆ **We specialize in technology transfer to internal HR staff**



# Lominger Consulting, Inc.

- ◆ **LLI started Lominger Consulting Inc. (LCI) in 1999 to respond to clients' requests for large scale consulting interventions.**
- ◆ **Lominger engages Master Associates (see website [www.lominger.com](http://www.lominger.com)) for consulting, product sales/licensing and application/implementation.**



# What LCI Does

**Competency Modeling**

**Executive Development**

**Succession Planning**

**Consulting and Coaching**

**Strategic Staffing**

**Human Resource Strategy**

**Redesign of HR Systems**

**Performance Improvement**

**Technology Transfer Consulting**



# Strategic Partnerships

◆ **Saville Holdsworth Limited (SHL)**



◆ **Deloitte & Touche**



◆ **SuccessFactors**



◆ **Oracle®/PeopleSoft®**



# Research Foundation of The LEADERSHIP ARCHITECT® Suite



- ◆ The integrating hub of the tools and processes comprising the Suite is the LEADERSHIP ARCHITECT® Competency Library.
- ◆ The 67 positive and 19 negative competencies (stallers and stoppers) represent information gleaned from multi-year studies conducted by the Center for Creative Leadership, AT&T, Sears and other longitudinal research.
- ◆ These studies focused on how and why some executives gain success while others derail their careers.





## Their Conclusions?

- ◆ **There is a set of competencies or characteristics that is crucial to success (see the 67), as well as a set that could send a career on a downward spiral (see the 19).**
- ◆ **These competencies can be refined, changed, or overcome through specific experiences.**



## **Their Conclusions (continued)**

- ◆ **Specific developmental experiences can lead to specific competencies.**
- ◆ **This systematic coding has been designed into the LEADERSHIP ARCHITECT® Suite—and is offered to Human Resources practitioners and their internal customers.**

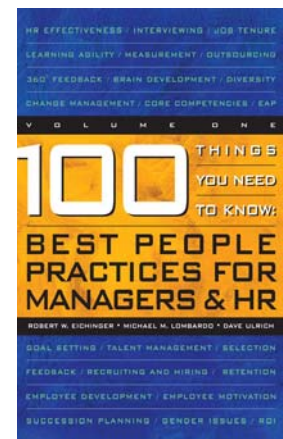
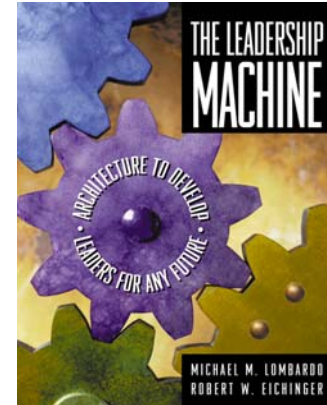


# Lominger Limited, Inc.

- ◆ **Clients can start with the LEADERSHIP ARCHITECT® Competencies or request a translation of their existing or home-grown competencies to the LEADERSHIP ARCHITECT® Library.**
- ◆ **Lominger has completed over 200 custom translations of client organization competencies and values.**
- ◆ **A translation allows a client to keep their existing model, yet leverage the benefits of Lominger's integrated suite.**

# Lominger Limited, Inc.

- ◆ **Lombardo & Eichinger’s, “The Leadership Machine” outlines Lominger’s original competency research and offers best practices for key competency-based HR processes**
- ◆ **“100 Things You Need To Know: Best People Practices For Managers and HR,” by Eichinger, Lombardo and Ulrich is a reference book that cites critical research and offers a multiple-choice format to quiz yourself on the 100 people management items.**



# A Model for Competency-based Human Resources Processes



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# Competencies



## LEADERSHIP ARCHITECT® Competency Sort Cards

Sort cards can be used by managers for:

- ◆ Defining critical requirements for a job/role
- ◆ Establishing key organizational or competitive edge competencies
- ◆ Individual development
- ◆ Evaluating a team
- ◆ Matching people to job requirements

FRONT • THE LEADERSHIP ARCHITECT® COMPETENCY SORT CARDS

**1 ACTION ORIENTED**

**SKILLED**

Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others.

---

BACK • THE LEADERSHIP ARCHITECT® COMPETENCY SORT CARDS

FACTOR IV: ENERGY AND DRIVE  
CLUSTER J: FOCUSING ON THE BOTTOM LINE

**1B ACTION ORIENTED**

**OVERUSED SKILL**

May be a workaholic; may push solutions before adequate analysis; may be non-strategic; may overmanage to get things done too quickly; may have personal and family problems due to disinterest and neglect; may not attend to important but non-challenging duties and tasks; may ignore personal life, burn out.

**UNSKILLED**

Slow to act on an opportunity; may be overly methodical, a perfectionist, or risk averse; may procrastinate; may not set very challenging goals; may lack confidence to act; may know what to do but hesitates to do it; may not be motivated; may be bored with the work or burned out.

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# Competencies



## LEADERSHIP ARCHITECT® Competency Sort Cards

BACK • THE LEADERSHIP ARCHITECT®  
COMPETENCY SORT CARDS

FACTOR IV: ENERGY AND DRIVE  
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THE LEADERSHIP A

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- Assessing interview candidates
- Conducting performance improvement discussions
- The LEADERSHIP ARCHITECT® Competency Sort Card Deck contains skilled, unskilled, and overused descriptions to aid feedback, development, coaching, job profiling and recruiting decisions



# LEADERSHIP ARCHITECT<sup>®</sup>

## Competency Sort Cards

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### 161 GLOBAL BUSINESS KNOWLEDGE

#### SKILLED

Understands business on a global scale; understands what works in many countries; understands what's different from country to country; understands global differences in how capital flows and operates internationally; understands different laws and regulations govern different countries; understands that different approaches work in different places.

---

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### 161 GLOBAL BUSINESS KNOWLEDGE

#### OVERUSED SKILL

Unnecessarily complicates things; overthinks challenges and opportunities; not patient with those who do not know as much; can't settle on a course of action; thinks of too many options; has difficulty prioritizing a course of action; changes strategic and tactical course too quickly.

#### UNSKILLED

Doesn't understand global business; sees business issues in terms of a one-country experience; is rigid about doing things only one way; does not learn new ways of doing things; has a narrow perspective; does not accept novel ways of approaching problems.

---



# Competencies

## LEADERSHIP ARCHITECT® Competency Sort Cards

- Career staller and stopper descriptions are provided along with “not a problem” descriptions
- Available in English, French, Spanish, German, Italian, Japanese, Mandarin Chinese, Brazilian and European Portuguese. (Thai and Dutch text files containing the competency definitions are also available for license)





# Competencies

The LEADERSHIP ARCHITECT® (Core) Library

- ◆ **67 Competencies**
- ◆ **19 Stallers and Stoppers**
- ◆ **10 Universal Performance Dimensions**
- ◆ **7 International Focus Areas**



# Competencies

## The LEADERSHIP ARCHITECT<sup>®</sup> (Full) Library

- ◆ **Competency Factors (8)**
- ◆ **Competency Clusters (26)**
- ◆ **Competencies (67)**
- ◆ **Aspects (356)**
- ◆ **Stallers/Stoppers (19)**
- ◆ **10 Universal Performance Dimensions**
- ◆ **7 International Competencies**
  - The Clusters and Factors are coded on the back of the sort cards.
  - Text files are available to license the Factor and Cluster definitions if your organization wants to use fewer competencies.

# Competencies

## LEADERSHIP ARCHITECT® Research and Interpretation Guides

The Diagnostic Map is a large grid with multiple columns. Each column represents a different competency or skill set. The rows likely represent different norms or validity research data. The grid is color-coded with various shades of blue, red, and white.

- ◆ A two-page, double sided reference guide that depicts the latest norms and validity research for the LEADERSHIP ARCHITECT®.

The Developmental Difficulty guide is a table with several columns. The columns are labeled 'Competency', 'Factor', 'Subfactor', 'Indicator', and 'Indicator'. The rows list various developmental difficulties and their associated factors and indicators.



- ◆ Available in color-laminated copies and black and white paper copies.
- ◆ Can be used for building solid profiles, analyzing skill sets, aiding coaching sessions and more!

The Library Structure diagram is a hierarchical chart showing the structure of the LEADERSHIP ARCHITECT library. It lists various competencies and their associated norms and validity research. The diagram is color-coded with blue, red, and white.

# Competencies

## SUCCESS PROFILE ARCHITECT™ (SPA)

- ◆ An on-line software tool used to develop competency profiles for specific jobs
- ◆ Subscribers can build sophisticated competency profiles by selecting research-based profiles (level, type of experience) or expertly developed profiles (function, industry) and merging them with competencies identified locally that may be representative of a specific job, or of the organization's values or culture
- ◆ SPA interacts with INTERVIEW ARCHITECT™ to enable users to move from role profiling to creating an interview guide on-line
- ◆ Available via annual subscription to Lominger's Internet-based application

LEADERSHIP ARCHITECT® eSuite  
eSuite Products Contact Us Admin Functions Change Password Log Out  
SUCCESS PROFILE ARCHITECT™: User Guide Edit Categories  
LOMINGER  
The Leadership Architects™

Profiles List

You may use the SUCCESS PROFILE ARCHITECT™ (SPA) application to create your own competency-based profiles or you may select from existing profiles to either use as is or build onto. New users of the LEADERSHIP ARCHITECT™ eSuite group of products may want to access the [Getting Started section of the online user guide](#).

Create a New Profile ▶ Compare Profiles ▶

Manage Existing Profile ▶ [Need help with this?](#)

My Profiles

Lominger Limited, Inc Profiles

Lominger Profiles

Leadership Architect Library

Coaching ⓘ  
Cultributes ⓘ  
Function ⓘ  
Job Type ⓘ  
Level ⓘ  
Special ⓘ  
Values ⓘ

Chair/Project/Taskforce (Research Based) ⓘ  
Cross-Move (Research Based) ⓘ  
Fix-It/Turnaround (Research Based) ⓘ  
Large Scale (Research Based) ⓘ  
Line to Staff Switch (Research Based) ⓘ  
Member/Project/Taskforce (Research Based) ⓘ  
Off-Shore (Research Based) ⓘ  
Scope (Research Based) ⓘ  
Significant People Responsibilities (Research Based) ⓘ  
Small Entrepreneurial Firm (Research Based) ⓘ  
Staff Leadership (Research Based) ⓘ  
Staff to Line Switch (Research Based) ⓘ  
Start Up (Research Based) ⓘ  
Strategic Leadership (Research Based) ⓘ

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# A Model for Competency-based Human Resources Processes





# Organizational Capabilities

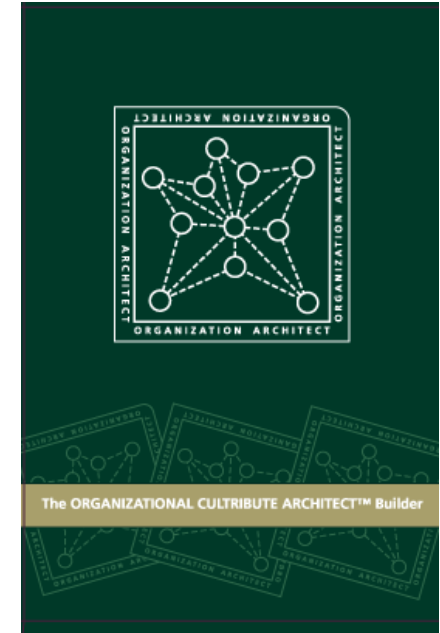
## ORGANIZATION ARCHITECT®

- ◆ **Integrated set of tools for senior managers to use in identifying the organizational core capabilities plus the leadership competencies needed to implement strategic plans.**
- ◆ **Aligns strategic vision with other human resource/talent management systems; helps you assess the extent and difficulty of the change envisioned.**
- ◆ **Helps organizations plan and prepare to implement new strategies; increases the chances of successful implementation and change.**

# Organizational Capabilities

## ORGANIZATION ARCHITECT®

- ◆ **The ORGANIZATIONAL CULTRIBUTE ARCHITECT® Builder**—Identifies what your organization does well today and what your organization would need to do well in the future in order to achieve your tactical or strategic goals and objectives. Multiple languages (English, French and German) available in cards, paper survey and eCultributes™.
- ◆ **The CHANGE!ABLE ARCHITECT® Planner**—Identifies how difficult it will be to close the "gap" between your organization's and your top management's current strengths and the strengths that will be needed to achieve your strategy. *English and French available in cards and paper survey.*



The CHANGE!ABLE ARCHITECT™ Planner • FRONT

33.

Major change in our organization has...

1. always been from the top down. (E)
2. been mostly top down with some involvement from the middle. (E)
3. usually been a mixture of all levels working together. (C)
4. usually been the result of the bottom and middle. (B)
5. always started at the bottom and worked its way up. (A)



# A Model for Competency-based Human Resources Processes



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# Team Capabilities

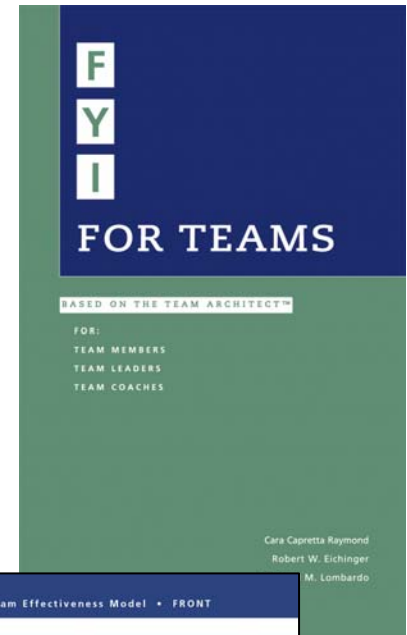
## TEAM ARCHITECT™

- ◆ A tool that helps teams assess their current level of capabilities and focus on becoming a high performing team utilizing Lominger's research-based T<sup>7</sup> Team Effectiveness Model:
  - Thrust
  - Trust
  - Talent
  - Teaming Skills
  - Task Skills
  - Team Leader Fit
  - Team Support from the Organization

# Team Capabilities

## TEAM ARCHITECT™

- ◆ Helps teams target obstacles to stronger performance
- ◆ Can be used to develop team members, team leaders and collective teams
- ◆ Use any combination of the tools in the team kit:
  - TEAM ARCHITECT® Card Deck
  - eTEAMS® Online Survey
  - *FYI for Teams*—Team Remedy Book



# A Model for Competency-based Human Resources Processes



# Interviewing and Selection

## INTERVIEW ARCHITECT® Professional Handbook



- ◆ An interviewing encyclopedia with hundreds of interview questions, follow-up probes and look-fors per competency
- ◆ Newly refined interview questions for Lominger's Four Dimension behavioral interviewing process
- ◆ Intended for use by HR and recruiting professionals
- ◆ Provides a step-by-step guide for creating interview worksheets and protocols
- ◆ Helps you prepare for and evaluate information received during face-to-face interviews

# Interviewing and Selection

## INTERVIEW ARCHITECT™ Online

- ◆ An internet-based version of the INTERVIEW ARCHITECT® Professional Handbook content
- ◆ Subscribers will be able to: pick questions and probes for competencies, print or email an interview packet and save the packet for later use
- ◆ Tool interacts with SPA™ to enable users to move from role profiling to creating an interview guide on-line
- ◆ Available via annual subscription to Lominger's Internet-based application

LEADERSHIP ARCHITECT® eSuite

eSuite Products Contact Us Admin Functions Change Password Log Out

INTERVIEW ARCHITECT®: User Guide Folder Administration

LOMINGER  
The Leadership Architects™

Details < Step 1: Select Competencies < Step 2: Build Interview Template < Step 3: Create Printable Interview Packets

Template Name: HR Manager - Pat Sample

This screen shows the competencies you selected for your interview template in Step 1. Click the competency title to view interview content for that competency.

Once you have reviewed the content and have selected what to include in the template, click the "Return to Competencies" button. You will be returned to this screen.

When you are satisfied with your selections, click "Proceed to Step 3" Note: Your work is saved automatically as you proceed from screen to screen.

Click each competency title to customize content		*Denotes Customized Content
12.	<a href="#">Conflict Management</a>	
20.	<a href="#">Directing Others</a>	
65.	<a href="#">Managing Vision and Purpose</a>	

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# Interviewing and Selection

## INTERVIEW ARCHITECT® Express Handbook



- ◆ Five structured, simple, one-page interview templates for each of the LEADERSHIP ARCHITECT® competencies
- ◆ Templates contain a primary and back-up question along with follow-up probes
- ◆ Templates also contain a five-point rating scale with supporting look for and watch out for behaviors to aid candidate evaluation

# Interviewing and Selection

## INTERVIEW ARCHITECT® Express Online

- ◆ An internet-based version of the INTERVIEW ARCHITECT® Express Handbook content
- ◆ Select single-page interviewing guides for up to seven interviewers per candidate and distribute the interview guides via e-mail, printed copy or download

LEADERSHIP ARCHITECT® eSuite  
eSuite Products Contact Us Admin Functions Change Password Log Out  
INTERVIEW ARCHITECT® User Guide Folder Administration LOMINGER The Leadership Architects™

Template Name: Interview Template  
Select options for each Interviewer.

- ◆ Click a box to assign a question to an Interviewer.
- ◆ Mouseover each phrase to read complete question.

Back Proceed

LEADERSHIP ARCHITECT® Competencies / Questions	Interviewers						
	A	B	C	D	E	F	G
<b>Action Oriented</b>							
1. Taking action first...	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Grabbing something and running with it...	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Facing difficult problems...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Evaluating opportunities...	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Expending energy and effort...	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Boss Relationships</b>							
1. Building boss relationships...	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Dealing with a boss you don't like...	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Disagreeing with a person in authority...	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Presenting bad news to a boss...	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Helping a boss reach their goals...	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Enter interviewer names:

A.

B.

C.

D.

E.

F.

G.

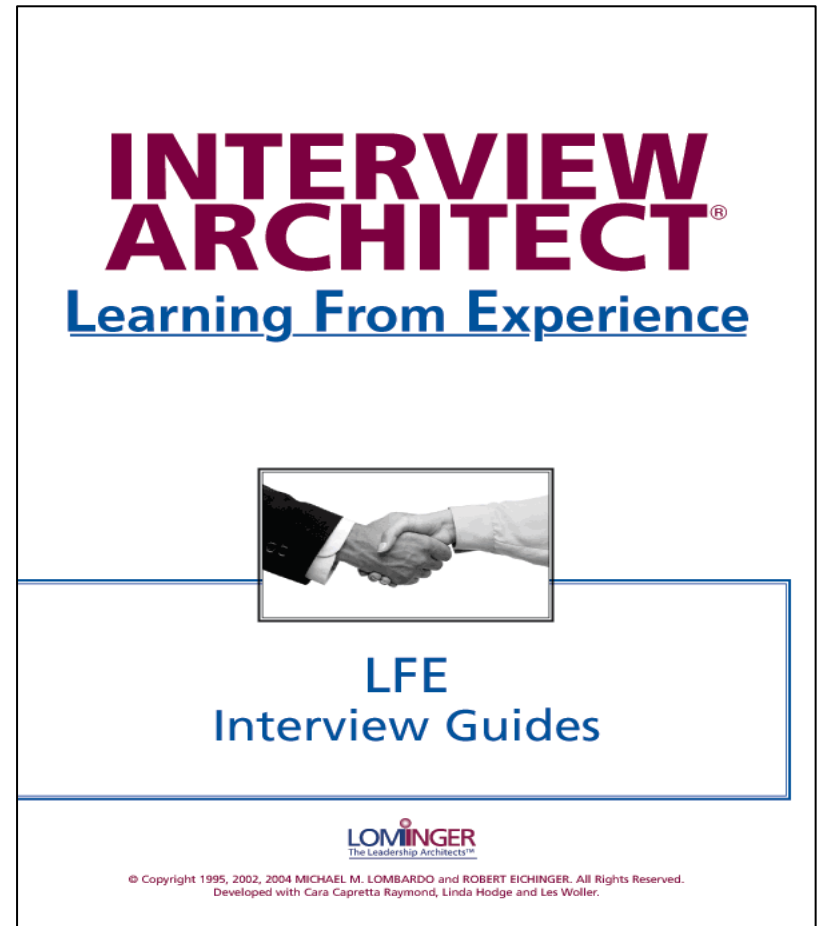
- ◆ Tool interacts with SPA™ to enable users to move from role profiling to creating an interview guide on-line
- ◆ Available via annual subscription to Lominger's Internet-based application



# Interviewing and Selection

## INTERVIEW ARCHITECT® Learning from Experience (LFE)

- ◆ One-page interview templates to select for learning agility or candidates with potential to do more or different things
- ◆ Interview questions are structured around the four learning agility Factors in the CHOICES ARCHITECT®
- ◆ Tool can help organizations to build future bench strength



The image shows the cover of a book titled "INTERVIEW ARCHITECT® Learning From Experience". The title "INTERVIEW ARCHITECT®" is in large, bold, maroon letters, and "Learning From Experience" is in blue, underlined text below it. In the center, there is a black and white photograph of two hands shaking. Below the photo, the text "LFE Interview Guides" is written in blue. At the bottom, the logo for "LOMINGER The Leadership Architects™" is visible, along with a copyright notice: "© Copyright 1995, 2002, 2004 MICHAEL M. LOMBARDO and ROBERT EICHINGER. All Rights Reserved. Developed with Cara Capretta Raymond, Linda Hodge and Les Woller."

# A Model for Competency-based Human Resources Processes



# Feedback

## VOICES®

- ◆ A fast, easy and affordable way to provide 360° feedback to anyone in your organization
- ◆ Surveys can be distributed over the Internet, on disk or on paper—or any combination of the three
- ◆ Available in English, French, German, Spanish and Italian (with toggling capability between languages)
- ◆ Pick any or all of the Lominger 67 Competencies, 19 Stallers and Stoppers, Universal Performance Dimensions or use your own custom competencies

The screenshot displays the VOICES feedback interface. At the top left, there is a navigation menu with links for [Help](#), [Take a Break](#), [Review Ratings](#), and [Restart](#), along with a language dropdown menu set to **English**. The main content area is titled "You are providing feedback for: Pat Sample". It features a progress bar showing 67 out of 86 responses and a bar chart titled "Distribution of responses:" showing the percentage distribution for categories A through G. The LOMINGER logo and "The Leadership Architects®" tagline are visible in the top right, along with the text "VOICES® Feedback Architect".

**Comfort Around Higher Management**  
Can deal comfortably with more senior managers; can present to more senior managers without undue tension and nervousness; understands how senior managers think and work; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches likely to be seen as appropriate and positive.

How would you describe/rate the Learner on this competency?	How important is this competency for success in this position?
<input type="radio"/> (A) Towering Strength	<input type="radio"/> Mission Critical
<input type="radio"/> (B) Talented	<input type="radio"/> Very Important
<input type="radio"/> (C) Skilled / OK	<input type="radio"/> Useful / Nice to Have
<input type="radio"/> (D) Weakness	<input type="radio"/> Less Important
<input type="radio"/> (E) A Serious Issue	<input type="radio"/> Not Important
<input type="radio"/> (F) Don't Know	<input type="radio"/> Don't Know
<input type="radio"/> (G) Can't Rate Person Clearly	<input type="radio"/> Can't Rate Clearly

**Add Notes:** Type directly into the box. DO NOT COPY AND PASTE

[Answer Later](#) [Add General Notes](#) [Proceed](#)

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# Feedback

## VOICES®

- ◆ Provides feedback to raters while they're rating, to improve accuracy and balanced scores
- ◆ Raters can provide narrative feedback—tied to a competency or as a general comment
- ◆ Design your own e-mail cover/intro and reminder messages
- ◆ Automated downloading of completed e-mail surveys—a great time saver
- ◆ User-friendly, standardized feedback reports with a new importance/skill feedback matrix report
- ◆ Software and survey process can be managed in-house or outsourced to Lominger's Global Survey Center

The screenshot displays the VOICES Feedback Architect interface. At the top right, the LOMINGER logo is visible with the tagline 'The Leadership Architects' and 'VOICES® Feedback Architect' below it. The main content area shows a progress bar for 'Pat Sample' with a value of 67 out of 86. To the right, a bar chart titled 'Distribution of responses' shows the percentage of responses for categories A through G. Below this, the competency 'Comfort Around Higher Management' is listed with a description: 'Can deal comfortably with more senior managers; can present to more senior managers without undue tension and nervousness; understands how senior managers think and work; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches likely to be seen as appropriate and positive.' The matrix consists of two columns: 'How would you describe/rate the Learner on this competency?' and 'How important is this competency for success in this position?'. The first column has seven options (A) through (G), and the second column has seven options (A) through (G). Below the matrix is a text box for 'Add Notes' with the instruction 'Type directly into the box. DO NOT COPY AND PASTE'. At the bottom of the interface, there are three buttons: 'Answer Later', 'Add General Notes', and 'Proceed'. A copyright notice at the very bottom reads: '© Copyright 1993-2005 by Robert W. Eichinger and Michael M. Lombard. ALL RIGHTS RESERVED. This work is derived from VOICES® developed and copyrighted by Robert W. Eichinger and Michael M. Lombardo for Lominger Limited, Inc.'



# Feedback

## **DEVELOPMENT TRACKER™ Return on Intervention™ Tool**

- ◆ **An on-line feedback tool designed to measure improvement on targeted development needs**
- ◆ **Helps individuals and organizations measure the return on investment and the degree of change after implementing 360° feedback initiatives and development plans**
- ◆ **Select surveys for any of the competencies, stallers or performance dimensions**
- ◆ **Reports are easy to read and interpret**
- ◆ **Now part of the VOICES® engine with shared features (multi-language toggling, narrative feedback, etc.)**

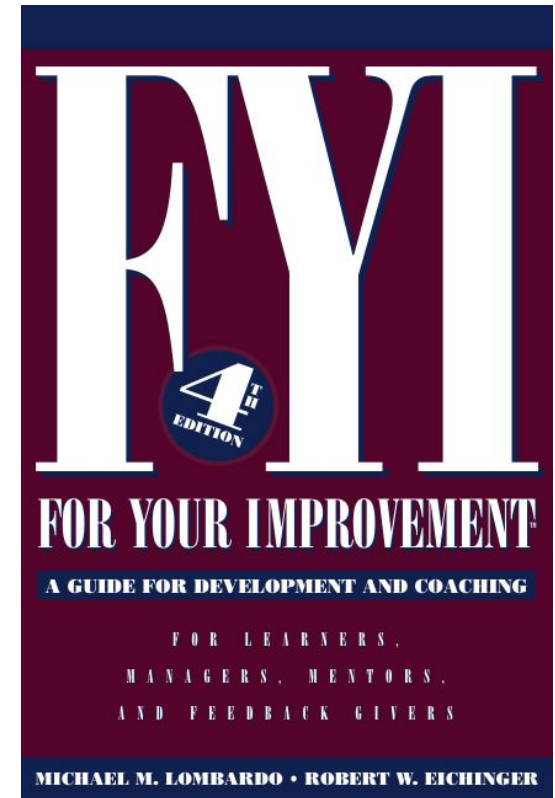
# A Model for Competency-based Human Resources Processes



# Career Development

## *FYI For Your Improvement*<sup>™</sup> 4<sup>th</sup> Edition Coaching and Development Guide

- ◆ Comprehensive guide to developing competencies for job/career success
- ◆ Use for personal development or in coaching and mentoring
- ◆ Practical improvement suggestions used by HR professionals and line managers in daily interactions
- ◆ Contains multiple remedies for each of the 67 competencies, 10 performance management dimensions and 19 stallers and stoppers and 7 international competencies
- ◆ **4<sup>th</sup> Edition available in Spanish**  
(German, French and Italian books are planned for mid 2005 based on inventory-licenses are available.)  
**3<sup>rd</sup> Edition books available in German and French**  
(3<sup>rd</sup> edition translation licenses also available in Japanese)



# Career Development

## FYI For Your Improvement™ Plans Online

- ◆ A web-based, subscription version of the FYI Book
- ◆ Subscribing companies can assign access to the system
- ◆ Plan content can be personalized and edited.
- ◆ Users can create a plan and have access to the content of the competencies in their plan for one-year.

The screenshot shows the LEADERSHIP ARCHITECT® eSuite interface. At the top, there are navigation links: eSuite Products, Contact Us, Admin Functions, Change Password, and Log Out. The main header reads "FYI For Your Improvement™ Plans Online: User Guide". The LOMINGER logo is in the top right corner.

The main content area is titled "Your Plan List" and includes a welcome message: "Welcome to your plan list. This is your FYI For Your Improvement™ Plans Online start page. From this page, you can create new development plans, request new or additional plans from your plan administrator, and edit and view your existing plans." A "Privacy and Your Plans" box states: "Only you can access your plans, not your administrator, your HR Manager, or your boss. You can be completely honest about your areas of need as FYI Plans Online assures that your information is completely private." Below this, it says: "New users of the eSuite group of products may want to access the Getting Started section of the online user guide."

The "Your Development Plans" section features a table with the following data:

Plan Name	Created	Delete	Generate Report	View/Print Report
Ben's Plan	07/06/2004			
Dev Plan for 2005	05/03/2005			

Below the table, it shows "Plans In Use: 2" and "Available Plans: 1". A "Need help with this?" link is also present.

On the right side, there is an "ICON LEGEND" with the following items:

- Generate Development Plan Report - generating a new report will overwrite the existing report for a plan
- View, Print or Download the Development Plan Report (Adobe PDF Format)
- Processing Report - Your report is being processed and will be available shortly
- Delete Development Plan
- Development Plan is Locked (90-day limit exceeded)
- View User Guide. When Clicked within a functional area, help on specific function will be presented
- Development Plan Report Generation Failed

At the bottom right, there is an advertisement for Adobe Reader: "Get Adobe Reader. Download the Free Adobe® Reader®."

At the bottom of the page, there is a footer with links: "Lominger Home | Privacy Policy | Terms of Use" and a copyright notice: "Another tool from the LEADERSHIP ARCHITECT® Suite. © COPYRIGHT 1996, 2004 MICHAEL M. LOMBARDO & ROBERT W. EICHINGER. ALL RIGHTS RESERVED."



# Career Development

## CAREER ARCHITECT® Development Planner Book

- ◆ Extensive set of development remedies provided in each chapter: 67 competencies, 19 stallers and stoppers; plus the 10 performance management dimensions
- ◆ Remedies include FYI set of tips, development in place assignments, feedback sources, full-time jobs, best sources for additional feedback and more...



# A Model for Competency-based Human Resources Processes



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# Learning

## LEARNING ARCHITECT®

- ◆ **Tools for developing individual learners, teams and a learning organization**
- ◆ **Provides four individual learning exercises, a tips deck and a manual with instructions/worksheets**
- ◆ **Can help individuals become more “street smart” by enhancing their ability to learn from experience**



# Learning

Learning  
Profile

## LEARNING ARCHITECT®

- ◆ Use the exercises individually, in sets; spaced over time
- ◆ “Learning” development plan integrates with competency development plan
- ◆ Learner strengthens own ability to learn from experience—a prerequisite for competency development

Learning  
Tips

Learning  
Skills

Learning  
Strategies

Learning  
Troubleshooting



# Learning

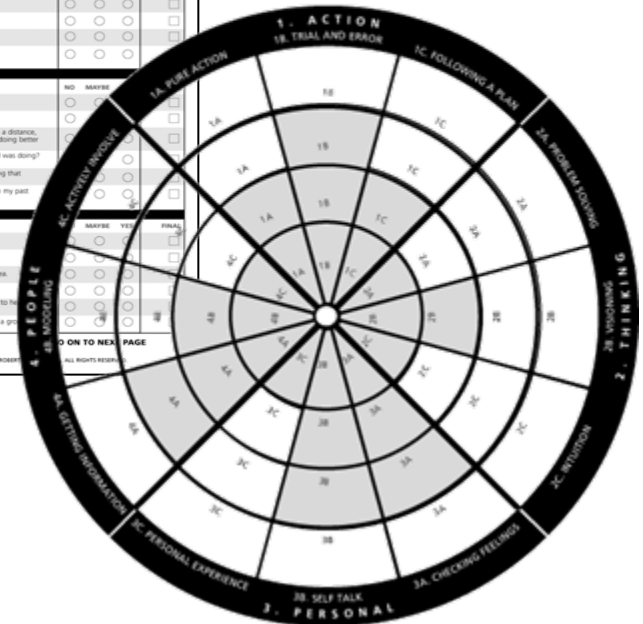
## Learning Strategies™ (formerly Tactics) Self-Score Inventory and Interpretation Guide

- ◆ A tool to determine the most and least used learning strategies.
- ◆ Results can be used to diagnose overall and situational learning and problem solving tactics.
- ◆ Interpretation Guide provides direction to assess patterns and implications – strengths and weaknesses of learning preferences.

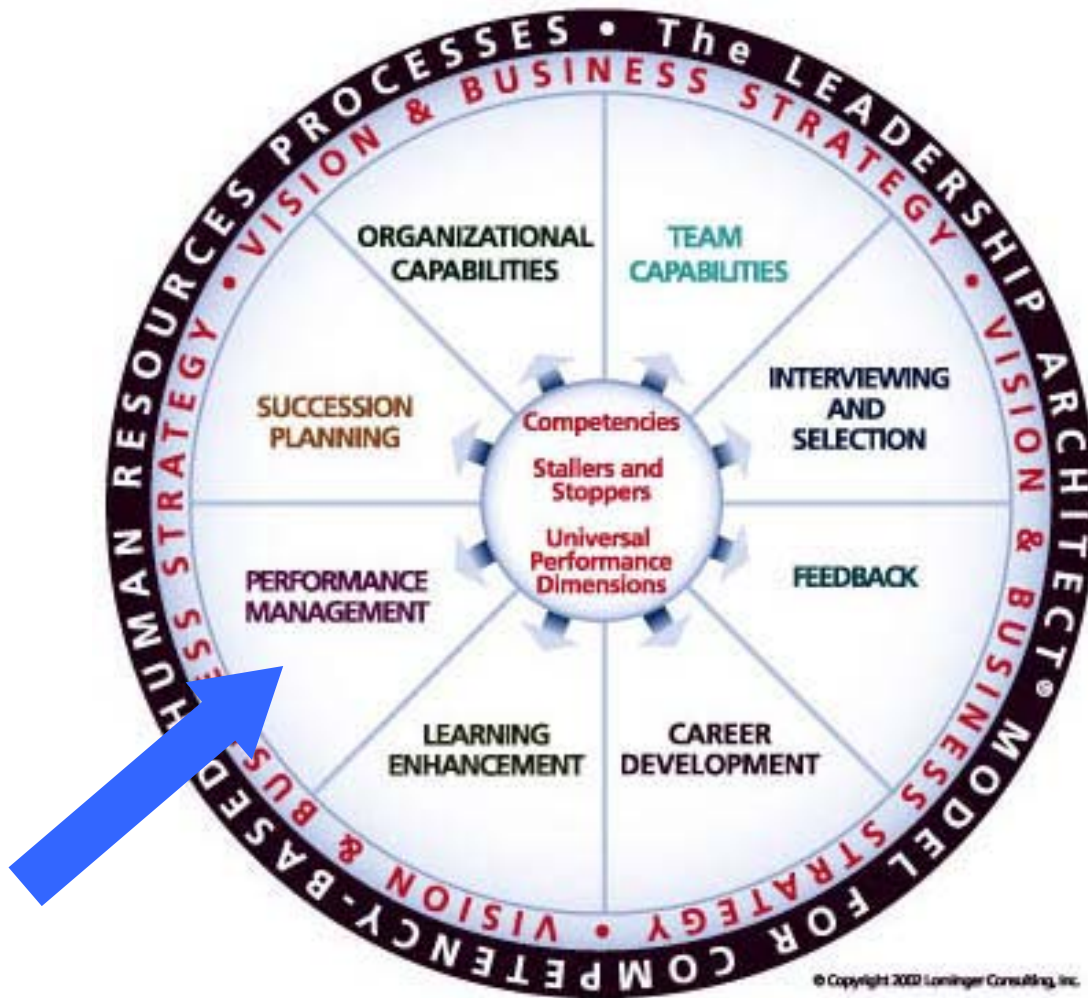
Name: \_\_\_\_\_ Type of Sort:  Personal  Situational

LEARNING STRATEGIES™ Self-Score Inventory		PAGE 1		
	NO	SOMETIMES	YES	FINAL
I came up with a number of actions and activities to try, and immediately carried them out.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I immediately took action to ferret out the underlying problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I tried some things, made mistakes, learned from them, adjusted my approach, and tried again.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I received feedback on the actions I took, adjusted my approach, and tried again.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I compensated for a weakness I knew I had by planning another method of attacking the problem. This method didn't make my weakness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I measured my progress against explicit standards and plans, and adjusted the plan accordingly as I went.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I searched the past for comparison and contrast points; I looked for parallels in business or history. I thought out past successful precedents for a plan to follow.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I rejected the first few usual solutions that came to mind. I then came up with a plan to try something new and different for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I emphasized my strengths and weaknesses in action to see what I could use to solve the problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
Before taking action, I mentally rehearsed how I and others would act. This helped me articulate and plan for what could happen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I had a sudden "aha!" — a realization of exactly what I needed to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I asked myself, "What's not here? What's missing?" and considered how the situation or problem would be different if the missing pieces were included.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I checked my feelings; I asked myself what I felt and thought was the right course of action, and I adjusted my approach accordingly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I asked myself how I was feeling and how my emotions were blocking my actions. I moved my feelings and moved forward again.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I recognized what was going on around me as it was happening. I watched the scene from a distance, and noted how I was performing and how others were reacting. I noted things I could be doing better and changed as I went.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I asked myself questions as I went, "What's new or different here? Why was I doing what I was doing? Why was I falling back into my old habits? Why was this approach working?"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I examined my past successes and failures to try to find something I could repeat, something that would work in this situation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I thought in terms of the transition I was facing or making, and compared it to things from my past to see what was similar and different.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I consulted with inside or outside experts to get the information I needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I consulted others for information only and used that to help guide my actions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
In order to learn how to do this, I observed a person whom I considered a model in this area.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
I modeled the behavior of an admired, but not present, person such as a former boss or a public or historical figure.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
To get them on board, I talked with anyone involved in the problem or who might be able to help. I used their input to help me plan my approach, and I used their input to help me plan my approach.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
In an attempt to get others to help solve the problem, I talked with them individually or in a group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>

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# A Model for Competency-based Human Resources Processes



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# Performance Management

## PERFORMANCE MANAGEMENT ARCHITECT®

- ◆ **Comprehensive coverage of performance management at all levels in the organization**
- ◆ **Ten universal performance dimensions**
- ◆ **Comes with job improvement and career development plans**



# Performance Management

## EMPLOYEE APPRAISER™ Lominger Edition

- ◆ **Software version featuring the 67 competencies and the ten universal performance dimensions**
- ◆ **Provides standard and “create-your-own” evaluation forms**
- ◆ **Word processor helps you tune the competency evaluation up or down**
- ◆ **Allows you to write politically correct text and has templates for letters and action plans**





# Performance Management

## EMPLOYEE APPRAISER™ Lominger Edition

- ◆ Comes with coaching and development tips from *FYI For Your Improvement™* handbook built in to cut and paste into evaluation
- ◆ Offers an employee folder to retain notes to the file all year
- ◆ Also available in an intranet version called PERFORMANCE MANAGER® created in partnership with SuccessFactors

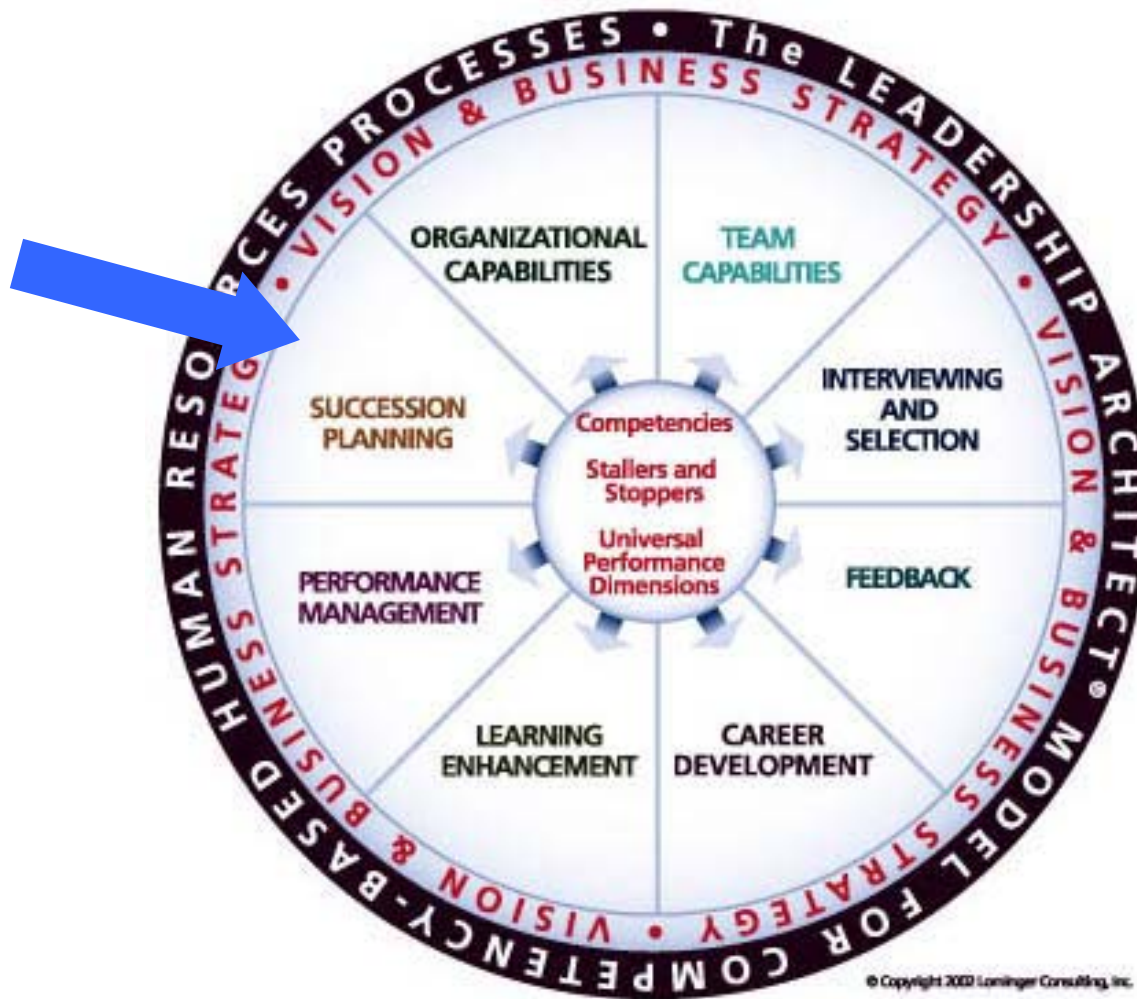


# Performance Management

## PeopleSoft® ePerformance Module

- ◆ **Lominger is an Oracle®/PeopleSoft® Software Alliance Partner** 
- ◆ **The LEADERSHIP ARCHITECT® Library (including PERFORMANCE MANAGEMENT ARCHITECT® Dimensions) and FYI™ development remedies are available for license with Oracle/PeopleSoft's ePerformance Module**

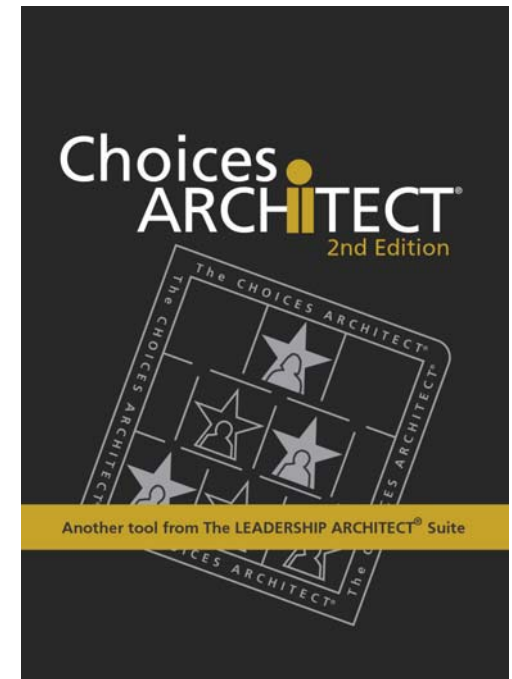
# A Model for Competency-based Human Resources Processes



# Succession Planning

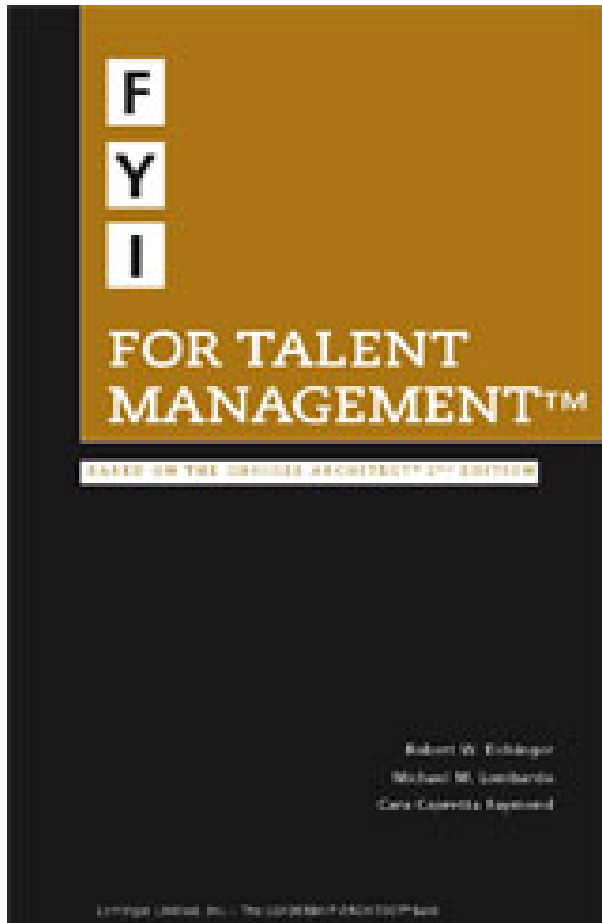
## CHOICES ARCHITECT®

- ◆ A research-based tool for identifying, verifying and managing potential
- ◆ Helps you select high potentials more effectively; critical tool for managing succession planning pools
- ◆ Staff the best candidate for development opportunities and tough or first-time assignments
- ◆ Available in cards, paper survey, quick-score survey and e-CHOICES™ survey
- ◆ May be administered in a 360° format for superior developmental feedback



# Succession Planning

## FYI for Talent Management™



- ◆ A remedy book for developing learning agility (or potential to do more in the future).
- ◆ Includes tips, develop-in-place assignments, full-time jobs and readings to support each of the dimensions of learning agility.
- ◆ Can be used in conjunction with CHOICES ARCHITECT® or as a stand-alone tool to aid talent management applications.



# Specialty Tools

- ◆ **Lominger is pursuing the development of specialty tools for functions, industries and career fields that are unique.**
- ◆ **Potential future areas for tool development may include sales, healthcare (nurses and doctors), legal, IT, fire and law enforcement.**
- ◆ **Lominger's first release in the series of specialty tools is for Nonprofits.**

# Nonprofit Tools for Organizations

## Nonprofit Toolset

- ◆ **Your Mission: Our Tools.**  
**Affordable, research-based nonprofit tools structured around 11 key practices of effective and successful nonprofit organizations**
  
- ◆ **Created specifically for those who work for and with nonprofits to:**
  - Recruit, motivate and train volunteers
  - Manage fundraising and donor relationships
  - Improve board effectiveness, and more...
  
- ◆ **Toolkit consists of three integrated products: Nonprofit Cluster Sort Cards, Nonprofit Effectiveness Questionnaire and *FYI* for Nonprofits Workbook**





# Applying the Suite

- ◆ **Individual tools within the suite can be utilized in stand-alone applications**
- ◆ **Many companies have integrated multiple tools and even the entire suite into their HR practices and processes**
- ◆ **Public certifications are available throughout the year to learn more, or an in-house certification can be delivered by a Lominger Associate**
- ◆ **Tools and processes can be administered by internal HR practitioners or outsourced to LCI and our family of Associates**



# What are Licenses?

## LEADERSHIP ARCHITECT® Intellectual Property License



- ◆ Purchase of an Architect product allows a company to use that product as is.
- ◆ Should the organization need to modify it, make copies, integrate it with existing products/processes, etc., then the organization must enter into a licensed agreement with LLI for permission to use copyrighted material and produce “derivatives.”



# Examples of Derivative Products

- ◆ **Creating the company's own Directory of Developmental Activities using the 136 "Development in Place Assignments" as the reference structure.**
- ◆ **Revising The LEADERSHIP ARCHITECT® Competencies, customized to their business and using them in the performance review process.**



# What are License Costs?

**LLI offers two kinds of copyright release licenses:**

- ◆ **Basic License (Paper plus Electronic Deployment)**
- ◆ **360° Multi-rater Feedback**

**The copyright release licenses vary per product. A firm price is only offered by LLI after clients specify the derivatives they want to create**

- ◆ **The basic licenses consist of an initial license fee as well as annual use fees**
- ◆ **The 360° license is an annual fee with discounts for multiple year licenses**

# A Model for Competency-based Human Resources Processes



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