

A Leadership Competency Model

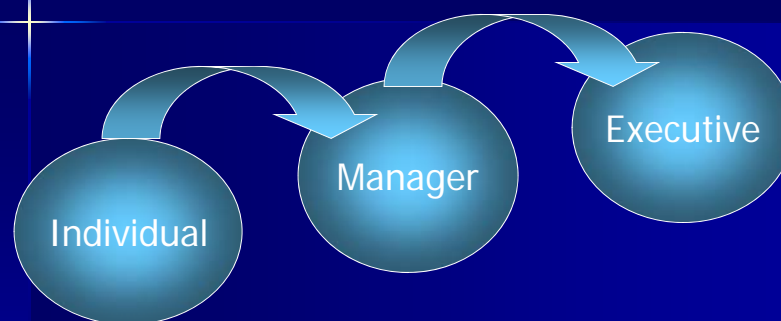
Lominger Leadership Architect include:

Library Structure "Place Mat"

- 67 Competencies
- 19 Career Stallers and Stoppers
- Competencies and Stallers and Stoppers are further grouped into 26 Clusters
- 8 research-based Factors



Lominger Career Flow Research



- Performance
- Further Promotion
- Develop Early
- Most Likely Weaknesses
- Flame-out Factors

Executive Coaching • Leadership Development
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Lominger Card Sort Exercise

Directions:

- Clear your desk
- Access green divider cards A, B, C. Place in front of you to label piles
- Shuffle burgundy banner (front) side card, sort them into three piles:

A: High
22 Cards

B: Moderate
23 Cards

C: Low
22 Cards



- On Library Structure placemat, mark with **GREEN** highlighter Competencies in A: High pile. Mark with **ORANGE** highlighter C: Low pile

Lominger Card Sort Exercise (Cont.)

Directions:

- Prioritize your **GREEN** competencies and pick top 5 strengths
- Prioritize your **ORANGE** competencies and pick top 5 developmental
- Record your top 5 strengths and developmental areas on Development Planning Tool column

Job Position Evaluation Exercise

Directions:

1. Review Your Position Description
2. Answer questions on Position Competency Interview Questions

Job Position Card Sort Exercise

Directions:

- Clear your desk
- Access green divider cards D, F, G, Place in front of you to label piles
- Shuffle burgundy banner (front) side card, sort them into three piles:

D: Essential
13 Cards

F: Nice to
Have
18 Cards

G: Less
Important
36 Cards



- On Library Structure placemat, mark with **Pink** highlighter Competencies in D: Essential or Mission Critical

Competency Evaluation Card Sort Exercise – Mini Performance Review

Directions:

- Clear your desk
- Access **green** divider cards J, K, L, M, N Place in front of you to label piles
- ID 13 Critical Competencies for your current position from Previous Card sort exercise.
- Pull those cards out of the deck
- Shuffle burgundy banner (front) side card, sort them into five piles:



J: Towering Strength

K: Talented

L: Skilled

M: Weakness

N: Serious Issue

Competency Evaluation Card Sort Exercise

Directions:

- On Library Structure placemat, mark with
- **GREEN** highlighter Competencies in J: Towering Strength & K: Talented.
 - **YELLOW** highlighter Competencies in L: Skilled.
 - **ORANGE** highlighter M: Weakness, N: Serious Issue



J: Towering Strength

K: Talented

L: Skilled

M: Weakness

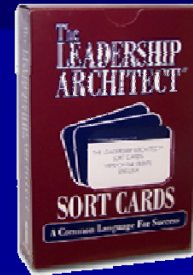
N: Serious Issue

- **Towering Strength:** Turn any cards put in pile J over and determine if any are "Over used" – note any that should be a development focus

Competency Evaluation Card Sort Exercise

Results Interpretation:

- **PINK, ORANGE** = Development Area – *high priority*
- **PINK, GREEN** = Strength Area



J: Towering Strength

K: Talented

L: Skilled

M: Weakness

N: Serious Issue

- **Optional Homework Activity:** Have your boss do this exercise with the cards and compare notes – *"Gift of Feedback"*

Leadership Development Action Planning

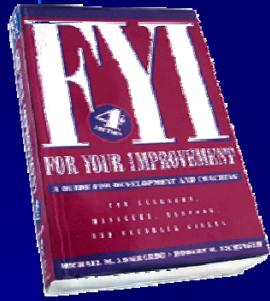
Directions:

1. Pick top 2-3:
 - Strength Areas &
 - Development Areas
2. Fill out Leadership Development Action Plan

GOATES CONSULTING GROUP		Leadership Development Action Plan				
Name: _____						
Goal/Objective Area	Action Steps	Resources	Timeline	Support/Activities	Measurements	
Top 2-3 Areas of Strength						

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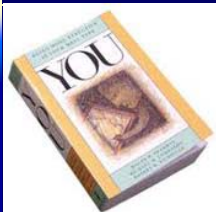
FYI: For Your Improvement



Each competency chapter provides:

- An unskilled, skilled, and overuse definition of the competency
- Possible causes for why there is a development need in this area
- A map explaining why the competency is important
- 10 or more tips for building the competency
- Book and audiotape suggestions
- Quotes that may prompt inspiration or reflection

YOU: Being More Effective in your MBTI



The Sixteen Types

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ



Korn Ferry/Lominger Publishers; Roger Pearman, Michael M. Lombardo, and Robert W. Eichinger – Authors

Book is divided into three sections, each designed to help learners get to know themselves and others:

- Section I combines the research on the 16 MBTI personality types with the competency research done by Lominger.
- Section II covers the 20 facet pairs that underlie the familiar type designations of I-E, S-N, T-F, and J-P
- Section III covers effectiveness and development planning and includes strategies for building skills or substituting for lack of skills.

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