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.
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
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) 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®
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.
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.
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
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
Competencies

LEADERSHIP ARCHITECT® Competency Sort Cards

- 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
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 are required in different places.

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.
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
The LEADERSHIP ARCHITECT® (Full) Library

- Competency Factors (8)
- Competency Clusters (26)
- Competencies (67)
- Aspects (356)
- Stallers/Stopers (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

- A two-page, double-sided reference guide that depicts the latest norms and validity research for the LEADERSHIP ARCHITECT®.
- 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!
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
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.
A Model for Competency-based Human Resources Processes
A tool that helps teams assess their current level of capabilities and focus on becoming a high performing team utilizing Lominger’s research-based T7 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
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
- 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
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
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
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, stalkers 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
FYI For Your Improvement™ 4th 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
- 4th Edition available in Spanish (German, French and Italian books are planned for mid 2005 based on inventory-licenses are available.)
- 3rd Edition books available in German and French (3rd 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.
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
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 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 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.
A Model for Competency-based Human Resources Processes
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
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
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.
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 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