LSP-R™

LEADERSHIP SKILLS PROFILE–REVISED

Introducing the
Leadership Skills Profile–Revised™
A Psychometric Summary

The LSP-R is a personality-based leadership assessment designed to identify and develop top leadership talent. Since the original version was first published in 2003, thousands of leaders have completed the LSP. The LSP-R leverages this data in combination with client feedback to provide an optimized test-taker experience and a more powerful report.

Summary of What Has Changed

Click on a heading to go to that section.

Expanded Coverage	The LSP-R now covers 50 dimensions of performance, adding 9 new leadership competencies.
New Item Content	Personality scales have been revised to strengthen measurement properties.
Shorter Administration	The LSP-R can be completed in 25 minutes, shortening the administration time by 15 minutes.
Better Prediction	We've leveraged decades of validation data to improve predictions made by the LSP-R.
Construct Validation	LSP-R competencies have been found to predict relevant workplace behaviors.
Norms	The LSP-R will compare candidates' results to an interim norm group.
Updated Reports	Reports have been enhanced to make it easier than ever to interpret and leverage results.

SIGMA ASSESSMENT SYSTEMS INC.®

LSP-R

Expanded Coverage

Based on client feedback and a review of the leadership competency literature, nine leadership competencies were added to the LSP-R. In addition, the previous version of the LSP presented two summary scores: a General Leadership Effectiveness Score and an Overall Leadership Performance Score. To reduce redundancy and enhance interpretation, we now present a single Overall Leadership Performance summary score. In addition, three competencies had minor name changes to further enhance interpretability. The classification of some competencies under each LSP-R Category was also updated to improve fit. Each of these changes is reflected in Table 1.

Table 1. Leadership Competencies Measured by the LSP-R

Category	LSP-R Competency	Previous Name	Definition
Cognitive Leadership Skills	Analytical Orientation	-	Demonstrating a preference for problems requiring precise, logical reasoning, and showing an ability to dissect and understand complex, multifaceted problems.
	Business Acumen	New	Demonstrating good judgment and business sense as well as the ability to understand business operations, market trends, the competition, and the bottom-line.
	Creativity	-	Demonstrating the ability to initiate original and innovative ideas, products, and approaches.
	Decisiveness	-	The ability to make clear-cut and timely decisions with the appropriate amount of information.
	Objectivity	-	The ability to maintain a realistic perspective and keep personal biases to a minimum.
	Prioritizing	New	The ability to quickly identify critical tasks and manage time accordingly to complete these tasks without getting distracted by less important matters.
	Risk Taking	-	The willingness to take sound, calculated risks, based on good judgment, in situations where the outcome is uncertain.
	Technical Orientation	-	Demonstrating technical proficiency or expertise acquired through education, training, or experience.
	Thoroughness	-	The ability to attend to detail and develop a comprehensive approach to problems.
Interpersonal Leadership Skills	Active Listening	Listening	Taking the time to listen to others' questions, concerns, and viewpoints, identifying the relevant information, and conveying it to the other person.
	Client/Customer Focus	New	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.
	Communication	-	Keeping direct reports and supervisors informed about decisions, events, and developments that affect them.
	Conflict Management	-	The ability to mediate and resolve conflicts and disagreements in a manner best for all parties involved.
	First Impression	-	The ability to create a positive impact through social confidence, sincerity, dress, and verbal fluency.
	Formal Presentation	-	The ability to deliver an interesting, informative, and organized presentation.
	Interpersonal Relations	-	Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships.
	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	New	The ability to comfortably interact with senior management using their language, understanding their perspective, and responding at their level.
	Persuasiveness	-	The ability to sell others on ideas, approaches, products, and services.
	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.

LSP-R

Category	LSP-R Competency	Previous Name	Definition
Personal Leadership Qualities	Achievement and Motivation	-	Demonstrating the motivation to work hard, be successful, achieve difficult goals, and complete challenging tasks.
	Ambition	-	Demonstrating a desire for increased influence and promotion in the organizational hierarchy.
	Dependability	-	The ability to be counted on to meet commitments and deadlines.
	Desire to Learn	New	Embracing new challenges and the opportunity to learn, as well as demonstrating the motivation to grow and develop by responding positively to constructive feedback.
	Emotional Control	-	Maintaining personal composure during times of stress or pressure, when things are uncertain, or when faced with conflict or disagreement.
	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.
	Integrity	New	Demonstrating a high quality of character including being honest, ethical, trustworthy, and sincere, and effectively representing and respecting company values.
	Open-Mindedness	-	A willingness to consider new ideas and approaches, as well as input from others.
	Productivity	-	Accomplishing an above average quantity and quality of work.
	Self-Discipline	-	The ability to resist impulse, maintain focus, and see a project through to completion.
	Self-Esteem	-	Demonstrating a high level of self-worth and self-confidence.
	Valuing Diversity	New	Responding to others with dignity and respect and in a way that recognizes and values individual differences.
	Work/Life Balance	New	Maintaining a healthy and productive balance between work responsibilities and life outside of work.
Senior Leadership Skills	Assuming Responsibility	-	The willingness to step forward and take charge of a difficult situation, without being asked to do so.
	Attracting Staff	-	The ability to hire and retain staff, and keep turnover at an acceptable level.
	Delegation	-	Delegating responsibility and authority to direct reports and giving them discretion in determining how to do their work.
	Developing/ Coaching Others	New	Supporting the development and career goals of direct reports through work assignments, ongoing developmental discussions, and feedback.
	Emphasizing Excellence	-	Setting challenging goals and high quality standards, and expecting direct reports to perform at their highest level.
	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.
	Involving Direct Reports	Subordinate Involvement	Consulting with direct reports, soliciting suggestions, and taking these suggestions seriously.
	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.
	Organizational Spokesperson	-	Serving as figurehead and spokesperson for one's unit, and effectively promoting and defending the interests of one's direct reports.
	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.
	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.
	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.

New Item Content

Items on the original LSP were derived from three seminal assessments: the Personality Research Form (PRF), Jackson Personality Inventory-Revised (JPIR), and Survey of Work Styles (SWS). As part of a large-scale, multi-year effort, the item content of each of these assessments was optimized and refined for inclusion in the LSP-R. Moreover, additional items were developed specifically for the LSP-R to target leadership competencies not adequately covered by existing scales.

Table 2 shows the personality traits measured by the LSP-R. Leaders are asked to respond to items assessing each personality trait using a 5-point Likert scale. Personality trait scores are computed by averaging responses across items. For each scale, Table 2 also shows the descriptive statistics and Cronbach alpha reliability observed in the norm sample. Average reliability of scales is .82 (minimum of .71) indicating high internal consistency.

The LSP-R combines personality trait scores using an updated scoring algorithm in order to predict performance on 50 unique leadership competencies. Means and standard deviations on each competency in the norm sample can be found in Table 3.

Table 2. Personality Traits Measured on the LSP-R

Source	Personality Trait	Mean	Standard Deviation	Cronbach Alpha Reliability
Jackson Personality Inventory–3	Breadth of interest	4.06	0.64	0.72
	Carefree	3.11	1.16	0.92
	Empathy	3.67	0.75	0.79
	Innovation	3.90	0.80	0.86
	Organization	3.83	0.83	0.82
	Social responsibility	3.76	0.74	0.75
Personnel Research Form–Revised	Abstract thinking	3.96	0.74	0.81
	Accepts criticism	3.31	0.89	0.84
	Achievement	3.90	0.68	0.88
	Affiliation	2.97	0.99	0.88
	Assertiveness	3.63	0.91	0.88
	Caution	2.99	0.97	0.85
	Cooperativeness	3.65	0.68	0.74
	Ease with audience	2.51	1.03	0.91
	Embraces change	3.36	0.70	0.71
	Embraces differences	3.67	0.65	0.73
	Even-tempered	3.37	0.88	0.83
	Impression management	2.03	0.56	0.83
	Impulse control	3.65	0.78	0.88
	Non-judgmental	3.41	0.79	0.78
	Nurturance	3.29	0.96	0.86
	Perfectionism	3.47	0.77	0.74
	Persistence	3.98	0.66	0.83
	Planning	3.35	0.84	0.81
	Reliability	4.08	0.62	0.79
	Rule compliance	3.47	0.83	0.83
	Salesmanship	3.25	0.77	0.84
	Self-discipline	3.54	0.90	0.85
	Self-esteem	3.83	0.72	0.88
	Self-monitoring	3.39	0.74	0.84
	Self-reliance	2.65	0.93	0.90
	Truthful	3.64	0.92	0.82
Survey of Work Styles–Revised	Job satisfaction	3.78	0.83	0.87
	Patience	2.94	0.88	0.84
	Work involvement	2.93	0.90	0.79
Developed Specifically for the LSP-R	Communication	3.98	0.61	0.78
	Developing/Coaching others	3.87	0.69	0.80
	Inspirational role model	3.76	0.66	0.79
	Motivating others	3.95	0.62	0.79
	Willingness to delegate	3.20	0.73	0.84

Note: Personality items are rated using the following scale: 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree. Personality trait scores are averages of responses to items.

4

SIGMA
ASSESSMENT SYSTEMS INC.
Your Future. Down to A Science. www.SIGMAAssessmentSystems.com

Introducing the LSP-R: A Psychometric Summary

Table 3. Descriptive Statistics for LSP-R Competencies

Category	Competency	Mean	Standard Deviation	Category	Competency	Mean	Standard Deviation
Summary Scores	Interpersonal	3.42	0.44	**Personal Leadership Qualities**	Achievement and Motivation	3.75	0.55
	Task Orientation	3.58	0.39		Ambition	3.48	0.67
	Cognitive Leadership Skills	3.49	0.33		Dependability	3.74	0.49
	Interpersonal Leadership Skills	3.38	0.48		Desire to Learn	3.85	0.51
	Personal Leadership Qualities	3.56	0.36		Emotional Control	3.37	0.71
	Senior Leadership Skills	3.54	0.39		Flexibility	3.36	0.45
	Overall	3.50	0.37		Independence	3.63	0.47
					Integrity	3.64	0.66
Cognitive Leadership Skills	Analytical Orientation	3.81	0.58		Open-Mindedness	3.34	0.52
	Business Acumen	3.89	0.48		Productivity	3.86	0.56
	Creativity	3.67	0.62		Self-Discipline	3.67	0.64
	Decisiveness	3.41	0.56		Self-Esteem	3.50	0.69
	Objectivity	3.43	0.57		Valuing Diversity	3.62	0.51
	Prioritizing	3.38	0.48		Work/Life Balance	3.07	0.90
	Risk Taking	2.89	0.65	**Senior Leadership Skills**	Assuming Responsibility	3.65	0.63
	Technical Orientation	3.31	0.35		Attracting Staff	3.47	0.49
	Thoroughness	3.60	0.55		Delegation	3.25	0.58
Interpersonal Leadership Skills	Active Listening	3.37	0.64		Developing/ Coaching Others	3.58	0.56
	Client/Customer Focus	3.57	0.58		Emphasizing Excellence	3.73	0.54
	Communication	3.83	0.54		Facilitating Teamwork	3.39	0.58
	Conflict Management	3.30	0.56		Inspirational Role Model	3.72	0.57
	First Impression	3.25	0.66		Involving Direct Reports	3.31	0.56
	Formal Presentation	3.12	0.70		Monitoring and Controlling	3.61	0.49
	Interpersonal Relations	3.17	0.68		Motivating Others	3.55	0.53
	Negotiation	3.48	0.58		Organizational Spokesperson	3.35	0.56
	Operating Upwards	3.39	0.57		Organizing the Work of Others	3.44	0.53
	Persuasiveness	3.36	0.63		Short-Term Planning	3.55	0.60
	Sensitivity	3.24	0.71		Strategic Planning	3.69	0.43
	Social Astuteness	3.47	0.53		Vision	3.81	0.56

Note: Mean scores on each outcome are computed using a weighted combination of personality trait scores.

Shorter Administration

After undergoing extensive revisions, the LSP-R now has 228 items. This is substantially fewer items than the original LSP. As a result, the administration time has been cut nearly in half, with the LSP-R taking just 25 minutes to complete.

Better Prediction

Most of the LSP-R's enhancements are highly visible and intuitive: reduced administration time, inclusion of new competencies, updated items, and enhanced reports. However, arguably the biggest improvement is optimized prediction of leadership competencies based on underlying personality traits. Leveraging decades of validation data on the original LSP, the scoring algorithm has been updated for the LSP-R. This update to the scoring algorithm further improves the prediction of each leadership competency.

We used a combination of both empirical and expert criteria to refine the scoring algorithm. With regard to the empirical criteria, we leveraged data from both the LSP-R and our competency-based 360 degree feedback survey, SIGMARadius. The LSP-R and SIGMARadius both measure the same leadership competencies, but they do so in different ways. The LSP-R predicts competencies based on the leader's self-reported personality traits whereas the SIGMARadius validates those predictions based on multi-source ratings of actual job performance as rated by supervisors, colleagues, and direct reports.

By having leaders complete both the LSP and SIGMARadius, we were able to examine the statistical significance of each trait-competency connection using multi-source ratings of leadership competencies. We used a sample in which 2 280 raters (394 supervisors, 1 039 colleagues, 638 direct reports, and 209 other) provided SIGMARadius ratings for 240 target leaders who completed the LSP to test these connections. On average, each target was rated by 10.47 raters. Data were collected over multiple years from a wide variety of industries and levels of seniority in leadership. The most common job titles of the targets in the sample were Manager ($n=57$), Director ($n=32$), Vice President ($n=12$), Division Chief ($n=5$), Chief Administrative Officer ($n=4$), Deputy Director ($n=4$), Supervisor ($n=4$), Assistant Vice President ($n=3$), and CEO ($n=2$).

To be sure that only robust relations were used in the scoring algorithm, connections needed to be significant across two or more rater sources (e.g., in both self-ratings and supervisor ratings of job performance). Table 4 shows the convergent validities between multi-source ratings of performance and LSP-R competency scores based on the revised scoring algorithm. Results show a moderate to strong correlation between LSP-R scores and overall ratings of performance ($r = .51$ for self-ratings and $r = .22$ combining all raters).

We also considered rational criteria in developing the scoring algorithm. A statistical relationship alone was not sufficient. The connection between each underlying personality trait and leadership competency also had to be logical. A panel of 3 subject matter experts independently judged the theoretical rationale of each connection and subsequently met to resolve discrepancies. For each outcome, only the strongest predictors with the clearest rational connections were retained.

The validity coefficients reported in Table 4 highlight only part of the LSP-R's enhanced prediction. They reflect the revised scoring algorithm but are limited to the original LSP's item content. To enable a full comparison between the original and revised LSP, both assessments were administered in a sample of 266 paid participant leaders recruited via Amazon MTurk. In this sample, 72% of respondents currently held leadership positions with their employers, with the remaining 28% having recent leadership experience within the last 10 years. Participants averaged 6.75 years of leadership experience.

This norm sample was representative the general U.S. population. Average age was 38.89 ($SD = 10.77$), with 55% male, 63% under age 40, 78% Caucasian, 7% Black, and 5% Hispanic. Although this interim norm sample provides a good representation of general leaders, norms will be updated once we have collected sufficient data from users of the LSP-R.

Table 5 shows the convergent validities between the SIGMARadius, LSP-R, and original LSP summary scores in a paid sample of leaders. As expected, the LSP-R outperformed the original, with an overall validity coefficient of .50 compared to 0.45 for the original, an improvement of .05. However, the main limitation to Table 5 is that data from the MTurk study was exclusively self-report. Validation data from multi-source ratings of performance on leaders completing the LSP-R will be important to collect in future.

Table 4. Convergent Validity of Competency Scores from Updated Scoring Algorithm with Multi-Source Ratings of Performance

Category	Competency	Correlation with 360° Ratings of Performance		Category	Competency	Correlation with 360° Ratings of Performance	
		Self-Ratings (*n*=240)	All Raters (*n*=2280)			Self-Ratings (*n*=240)	All Raters (*n*=2280)
Summary Scores	Interpersonal	.54	.26	Personal Leadership Qualities	Achievement and Motivation	.39	.33
	Task Orientation	.48	.25		Ambition	.39	.39
	Cognitive Leadership Skills	.43	.16		Dependability	.13	.14
	Interpersonal Leadership Skills	.56	.30		Emotional Control	.36	.31
	Personal Leadership Qualities	.39	.18		Flexibility	.30	.10
	Senior Leadership Skills	.42	.21		Independence	.28	.28
	Overall	.51	.22		Open-Mindedness	.30	.24
					Productivity	.25	.21
Cognitive Leadership Skills	Analytical Orientation	.28	.19		Self-Discipline	.30	.20
	Creativity	.56	.37		Self-Esteem	.39	.32
	Decisiveness	.40	.17	Senior Leadership Skills	Assuming Responsibility	.28	.20
	Objectivity	.29	.19		Attracting Staff	.31	.25
	Risk Taking	.36	.30		Delegation	.35	.22
	Technical Orientation	.13	.22		Emphasizing Excellence	.28	.27
	Thoroughness	.41	.29		Facilitating Teamwork	.28	.23
Interpersonal Leadership Skills	Active Listening	.37	.20		Inspirational Role Model	.16	.25
	Communication	.22	.18		Involving Direct Reports	.25	.14
	Conflict Management	.39	.14		Monitoring and Controlling	.27	.27
	First Impression	.48	.33		Motivating Others	.27	.18
	Formal Presentation	.34	.30		Organizational Spokesperson	.36	.36
	Interpersonal Relations	.52	.43		Organizing the Work of Others	.38	.28
	Negotiation	.35	.28		Short-Term Planning	.29	.20
	Persuasiveness	.36	.26		Strategic Planning	.27	.20
	Sensitivity	.42	.41		Vision	.31	.30
	Social Astuteness	.37	.25				

Note: All correlations are significant at p < .05.

Table 5. Comparing Predictions of the LSP-R vs. the Original LSP (*n*=467)

Category	Competency	Correlation with Ratings of Performance		Correlation Between Scores on Original vs. Revised LSP
		LSP-R	Original LSP	
Summary Scores	Interpersonal	0.71	0.69	0.88
	Task Orientation	0.72	0.63	0.72
	Cognitive Leadership Skills	0.66	0.52	0.71
	Interpersonal Leadership Skills	0.66	0.66	0.69
	Personal Leadership Qualities	0.69	0.60	0.72
	Senior Leadership Skills	0.66	0.65	0.85
	Overall	0.50	0.45	0.85

Construct Validation

Using data collected from the norm sample, we were able to demonstrate that LSP-R competencies significantly predicted relevant workplace behaviors. In particular, we examined two sets of behaviors: counterproductive workplace behaviors and organizational citizenship behaviors.

Counterproductive workplace behaviors describe those behaviors employees engage in that can be damaging to their organization or coworkers. This can include a variety of actions such as theft, lateness, loafing, or sabotage. Using Bennett and Robinson's (2000) measure of counterproductivity with a few items added, we measured behaviors on a frequency scale of 1=Never, 2=Once a year, 3=Twice a year, 4=Several times a year, 5=Monthly, 6=Weekly, and 7=Daily. Individuals who scored highly on LSP-R Integrity and Objectivity were less likely to engage in these destructive behaviors. Both competencies showed strong (r = -.45) negative correlations with counterproductive behaviors. People who scored in the bottom quartile on objectivity engaged in 6 times more counterproductive behaviors than did people in the top quartile. For integrity, people in the bottom quartile engaged in 4.5 times more counterproductive behaviors than did people in the top quartile.
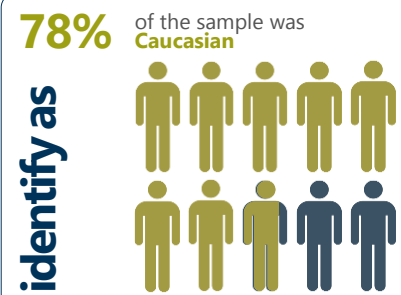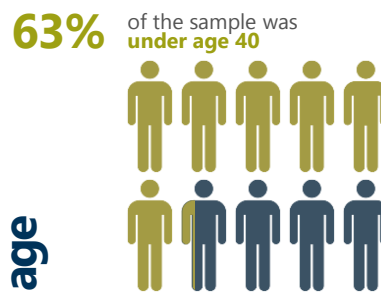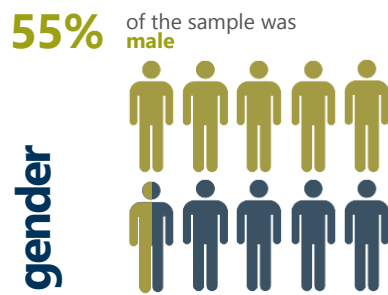
Organizational citizenship behaviors are those actions employees choose to engage in that are outside their formal job description but which have a positive impact on their work environment. For example, helping coworkers, volunteering for extra work assignments, and changing work schedules to accommodate others' requests would be considered citizenship behaviors. Using Fox and Spector's (2011) measure of citizenship behaviors, we measured behavior on a frequency scale of 1=Never, 2=Every few years, 3=Once a year, 4=Twice a year, 5=Several times a year, 6=Monthly, 7=Weekly, 8=Daily. We found individuals who scored high on LSP-R Motivating Others and Developing/Coaching Others engaged in more citizenship behaviors than those who scored low on these competencies. Both competencies correlated at .39 with citizenship behaviors. Comparing people in the top vs. bottom quartiles, high scorers on Motivating Others engaged in 2.5 times more citizenship behaviors. For Developing/Coaching Others, high scorers engaged in 3 times more citizenship behaviors.

LSP-R

Norms

Validation and scoring of the LSP-R is based on 2280 people – supervisors, colleagues, and direct reports – rating 240 leaders who completed the original LSP, plus self-report evidence from 266 leaders completing both the original and revised LSP. With the release of the LSP-R, scores are generated by comparing test-takers' results to an interim norm group of leaders. These norms are based on the responses from 266 paid participants recruited via Amazon MTurk. In the norm sample, 72% of respondents currently held leadership positions with their employers while the remaining 28% had recent leadership experience within the last 10 years. Participants averaged 6.75 years of leadership experience.

The norm sample was 55% male with an average age of 38.89 (SD = 10.77). In the sample, 63% were under 40, 78% Caucasian, 7% Black, and 5% Hispanic. Interim norms will be updated once we have collected a sufficient number of cases.

55% of the sample was **male**

gender

63% of the sample was **under age 40**

age

78% of the sample was **Caucasian**

identify as

Updated Reports

Users of the original LSP will be pleased to see the many updates we've made to the reports. These changes include the strategic use of color, iconography, and other visuals to direct attention. In addition, overview pages have been updated to include definitions and page references, thereby streamlining reporting. SIGMA's benchmarking feature offers a customized solution that allows you to select the LSP-R competencies that align with your organizational requirements.

We offer several report types as part of the LSP-R Leadership Product Suite, including:

Focus. The LSP-R Focus Report provides a powerful leadership solution by narrowing the number of traits offered for development. Rather than highlighting an individual's lowest scores, this report identifies those areas that leaders can realistically develop to quickly strengthen their day-to-day performance and provides opportunities for leaders to choose their own development priorities.

Selection. The LSP-R Selection Report predicts performance on critical leadership competencies and explains, in detail, how the respondent's personality will impact their leadership effectiveness. The Selection Report can be tailored to capture all 50 LSP-R competencies or to reflect the specific requirements of your leaders with benchmarks established by your team of experts.

Upgrade. Get the most from the LSP-R by integrating your selection assessments with your development efforts. In our Upgrade option, you get both the LSP-R Selection Report and the corresponding Focus Report.

GroupView. Designed for managers and HR professionals, the LSP-R GroupView Report provides a quick overview of test scores for those competencies your team of experts have identified as critical. This user-friendly report format allows you to compare the scores of multiple test-takers in one convenient table. Gain a deeper understanding of the current strengths and development opportunities for selection candidates in your organization.

Summary

The LSP-R represents a comprehensive refinement of the original LSP, offering a shorter administration time, broader coverage of key leadership competencies, optimized prediction of those competencies, and enhanced reports to support self-directed or coaching-augmented leadership development.

US: SIGMA Assessment Systems, Inc. ▪ PO Box 610757 ▪ Port Huron MI ▪ 48061-0757 ▪ P: 800-265-1285 ▪ E: support@sigmahr.com
Canada: SIGMA Assessment Systems, Ltd. ▪ PO Box 3292 Stn. B ▪ London ON ▪ N6A 4K3 ▪ P: 800-401-4480 ▪ E: support@sigmahr.com
www.SIGMAAssessmentSystems.com