

Leadership Practices Inventory: LPI

JAMES M. KOUZES & BARRY Z. POSNER

Individual Feedback Report

Prepared for Amanda Lopez | February 22, 2012



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The Five Practices of Exemplary Leadership®

Created by James M. Kouzes and Barry Z. Posner in the early 1980s and first identified in their internationally best-selling book, *The Leadership Challenge*, The Five Practices of Exemplary Leadership approaches leadership as a measurable, learnable, and teachable set of behaviors. After conducting hundreds of interviews, reviewing thousands of case studies, and analyzing more than two million survey questionnaires to understand those times when leaders performed at their personal best, there emerged five practices common to making extraordinary things happen. The Five Practices are



The *Leadership Practices Inventory* (LPI) instrument is an essential tool to help you gain perspective into how you see yourself as a leader, how others view you, and what actions you can take to improve your use of The Five Practices, which research has demonstrated, year after year, make for more effective leaders.

ABOUT YOUR LPI REPORT

The LPI measures the frequency of thirty specific leadership behaviors on a 10-point scale, with six behavioral statements for each of The Five Practices. You and the observers you selected rated how frequently you engage in each of these important behaviors associated with The Five Practices. The response scale is:

RESPONSE SCALE	1–Almost Never	3–Seldom	5–Occasionally	7–Fairly Often	9–Very Frequently
	2–Rarely	4–Once in a While	6–Sometimes	8–Usually	10–Almost Always

In the following report pages, you'll see your LPI Self (S) responses and your observer responses, which are categorized into Manager (M), Direct Report (D), Co-Worker (C), and Other (O). Observer responses are categorized as "Other" when there are not enough responses in the Direct Report or Co-Worker categories to preserve observer anonymity. The average observer rating (AVG) is an average of all LPI observer responses including Manager.






RATER ABBREVIATIONS:

S–Self	M–Manager	D–Direct Report	C–Co-Worker	O–Other	AVG– Average of all Observer Responses
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You requested a total of **10** observers to rate you; of these, **9** have submitted an Observer survey as of report date and are included in your report results.

The Five Practices Data Summary

This page summarizes your LPI responses for each leadership practice. The Self column shows the total of your own responses to the six behavioral statements about each practice. The Individual Observers columns show the total of each Observer's six responses for the practice. The AVG column shows the average of all your Observers' total responses. Total responses for each practice can range from 6 to 60; which represents adding up the response score (ranging from 1–Almost Never to 10–Almost Always) for each of the six behavioral statements related to that practice.

		SELF	AVG	INDIVIDUAL OBSERVERS								
				M1	D1	D2	D3	D4	C1	C2	C3	O
	Model the Way	53	45.8	51	51	55	50	25	47	42	45	46
	Inspire a Shared Vision	45	45.2	47	49	48	54	31	45	42	42	49
	Challenge the Process	54	49.0	49	54	58	54	29	48	51	44	56
	Enable Others to Act	53	49.0	50	49	56	54	32	48	47	51	54
	Encourage the Heart	39	40.6	47	36	35	47	26	49	38	39	48

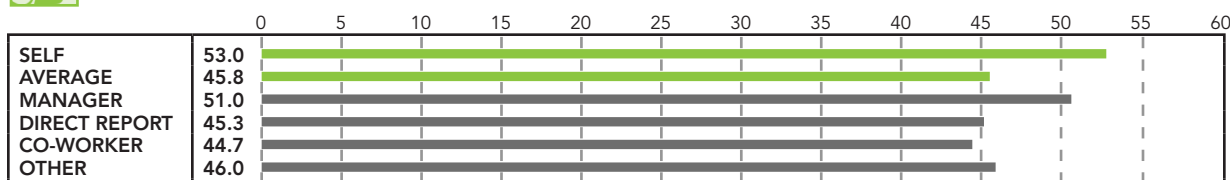
M–Manager D–Direct Report C–Co-Worker O–Other AVG–Average of all Observer Responses

The Five Practices Bar Graphs

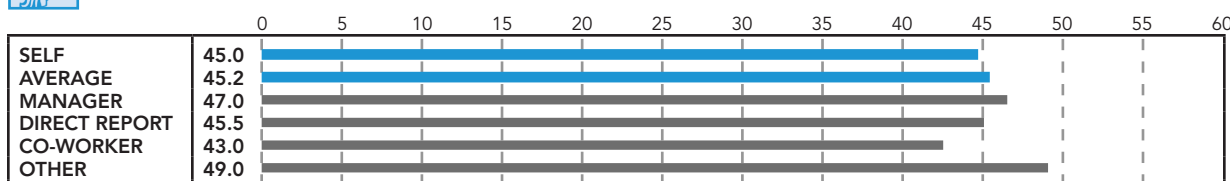
These bar graphs, one set for each leadership practice, provide a graphic representation of the numerical data recorded on The Five Practices Data Summary page. By practice, it shows the total response for Self and the average total for each category of Observer. Average refers to the average for all categories of Observers (including Manager). Total responses can range from 6 to 60; which represents adding up the response score (ranging from 1–Almost Never to 10–Almost Always) for each of the six behavioral statements related to that practice.



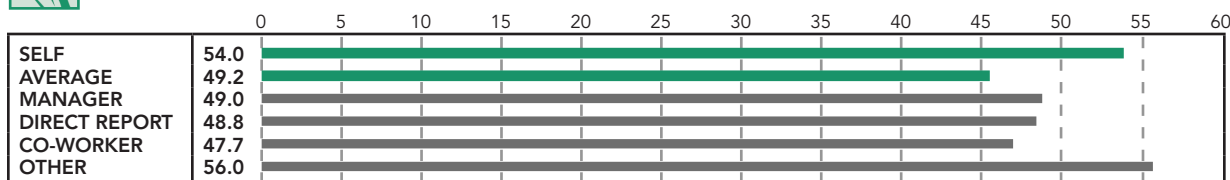
Model the Way



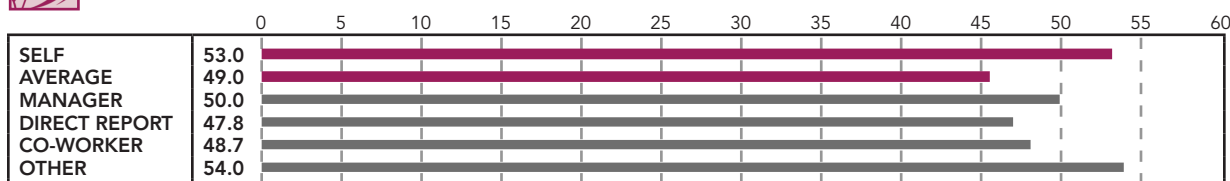
Inspire a Shared Vision



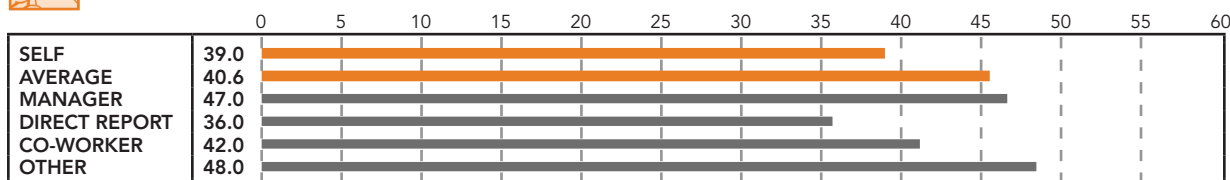
Challenge the Process



Enable Others to Act

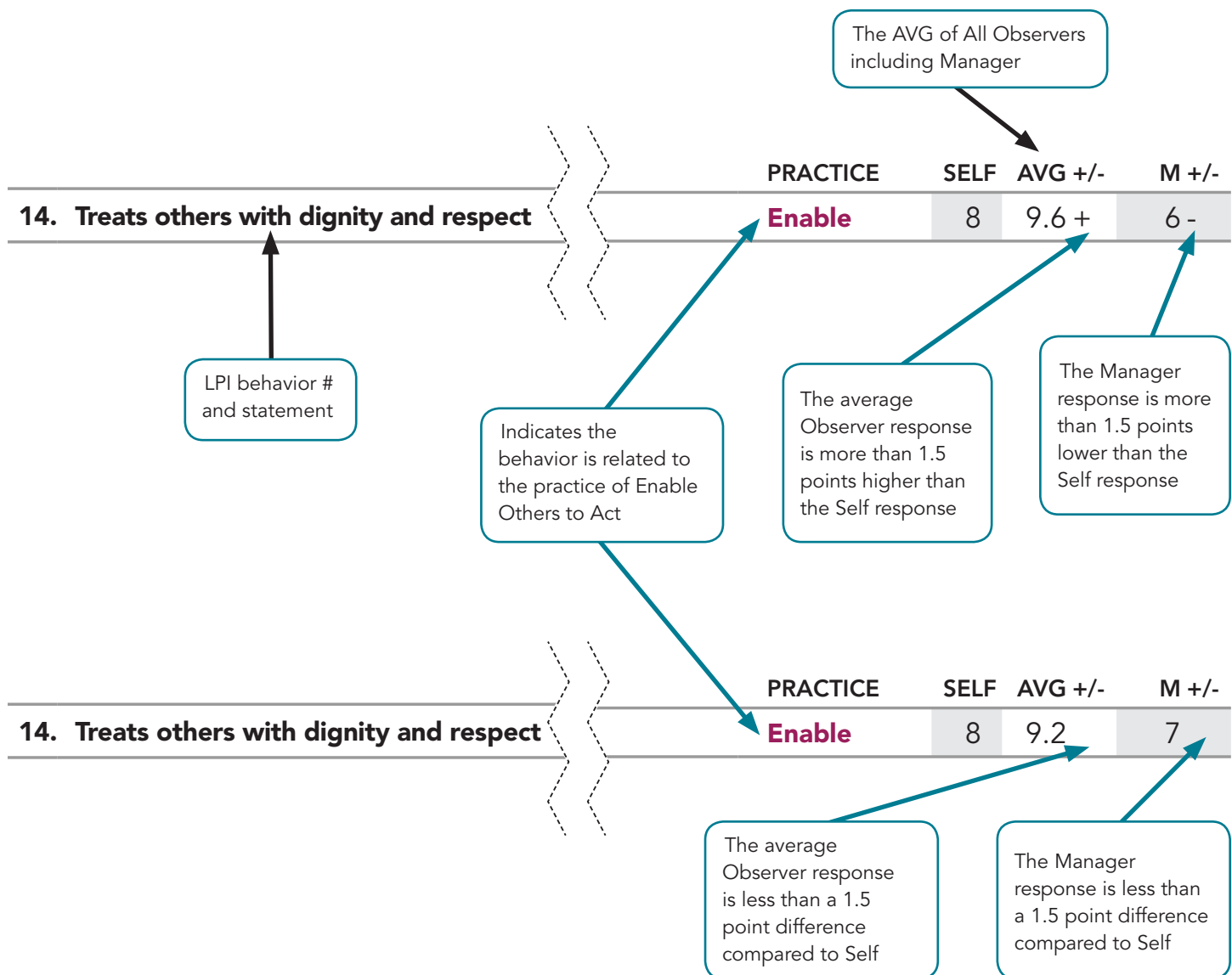


Encourage the Heart



Leadership Behaviors Ranking

The following page shows the ranking, from most frequent to least frequent, of all thirty leadership behaviors based on the average of your Observers' responses. The average (AVG) includes the Manager response, which is also shown separately. Horizontal lines separate the 10 most and the 10 least frequent behaviors from the middle 10. A plus sign (+) next to the AVG or Manager (M) response indicates that the response is more than 1.5 points higher than your Self response; a minus sign (-) indicates that the response is more than 1.5 points lower than your Self response. Since 1.5 is approximately the average difference between Self and Observer scores, any difference greater than that merits attention. When the +/- column is blank in a given row, this indicates a reasonable degree of agreement between the SELF and AVG or SELF and MANAGER scores. The response scale runs from 1–Almost Never to 10–Almost Always.


RESPONSE SCALE

 1–Almost Never
 2–Rarely

 3–Seldom
 4–Once in a While

 5–Occasionally
 6–Sometimes

 7–Fairly Often
 8–Usually

 9–Very Frequently
 10–Almost Always

MOST FREQUENT

	PRACTICE	SELF	AVG +/-	M +/-
14. Treats others with dignity and respect	Enable	10	9.6	10
11. Follows through on promises and commitments he/she makes	Model	10	9.0	10
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	10	8.9	9
1. Sets a personal example of what he/she expects of others	Model	10	8.7	10
2. Talks about future trends that will influence how our work gets done	Inspire	10	8.6	10
23. Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs we work on	Challenge	10	8.4 -	7 -
28. Experiments and takes risks, even when there is a chance of failure	Challenge	9	8.4	9
4. Develops cooperative relationships among the people he/she works with	Enable	8	8.4	8
9. Actively listens to diverse points of view	Enable	9	8.2	9
13. Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do	Challenge	8	8.2	8
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	10	8.1 -	9
6. Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on	Model	9	8.1	8
8. Challenges people to try out new and innovative ways to do their work	Challenge	9	7.9	8
19. Supports the decisions that people make on their own	Enable	8	7.9	8
22. Paints the "big picture" of what we aspire to accomplish	Inspire	6	7.9 +	8 +
7. Describes a compelling image of what our future can be like	Inspire	7	7.8	8
26. Is clear about his/her philosophy of leadership	Model	8	7.6	8
21. Builds consensus around a common set of values for running our organization	Model	9	7.4 -	8
30. Gives the members of the team lots of appreciation and support for their contributions	Encourage	8	7.4	8
18. Asks "What can we learn?" when things don't go as expected	Challenge	8	7.3	8
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	7	7.3	8
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	6	7.2	7
5. Praises people for a job well done	Encourage	6	7.1	8 +
15. Makes sure that people are creatively rewarded for their contributions to the success of projects	Encourage	5	7.1 +	8 +
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	9	7.0 -	7 -
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	8	6.8	6 -
12. Appeals to others to share an exciting dream of the future	Inspire	9	6.4 -	6 -
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	5	6.0	8 +
25. Finds ways to celebrate accomplishments	Encourage	6	5.9	8 +
16. Asks for feedback on how his/her actions affect other people's performance	Model	7	5.0 -	7

LEAST FREQUENT



Model the Way Data Summary

- Clarify values by finding your voice and affirming shared values
- Set the example by aligning actions with shared values

This page shows the responses for each of the six leadership behaviors related to this practice. The Self column shows the responses you gave yourself for each behavior. The AVG column shows the averages of the Observers' responses. The Individual Observers columns show each Observer's response for each behavioral item. Responses can range from 1–Almost Never to 10–Almost Always.

	SELF	AVG	INDIVIDUAL OBSERVERS								
			M1	D1	D2	D3	D4	C1	C2	C3	O
1. Sets a personal example of what he/she expects of others	10	8.7	10	10	10	9	5	8	8	8	10
6. Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on	9	8.1	8	9	10	8	4	9	8	8	9
11. Follows through on promises and commitments he/she makes	10	9.0	10	9	10	10	6	8	8	10	10
16. Asks for feedback on how his/her actions affect other people's performance	7	5.0	7	6	7	6	1	5	5	5	3
21. Builds consensus around a common set of values for running our organization	9	7.4	8	8	9	9	5	9	6	7	6
26. Is clear about his/her philosophy of leadership	8	7.6	8	9	9	8	4	8	7	7	8

RESPONSE SCALE

 1–Almost Never
 2–Rarely

 3–Seldom
 4–Once in a While

 5–Occasionally
 6–Sometimes

 7–Fairly Often
 8–Usually

 9–Very Frequently
 10–Almost Always

M–Manager

D–Direct Report

C–Co-Worker

O–Other

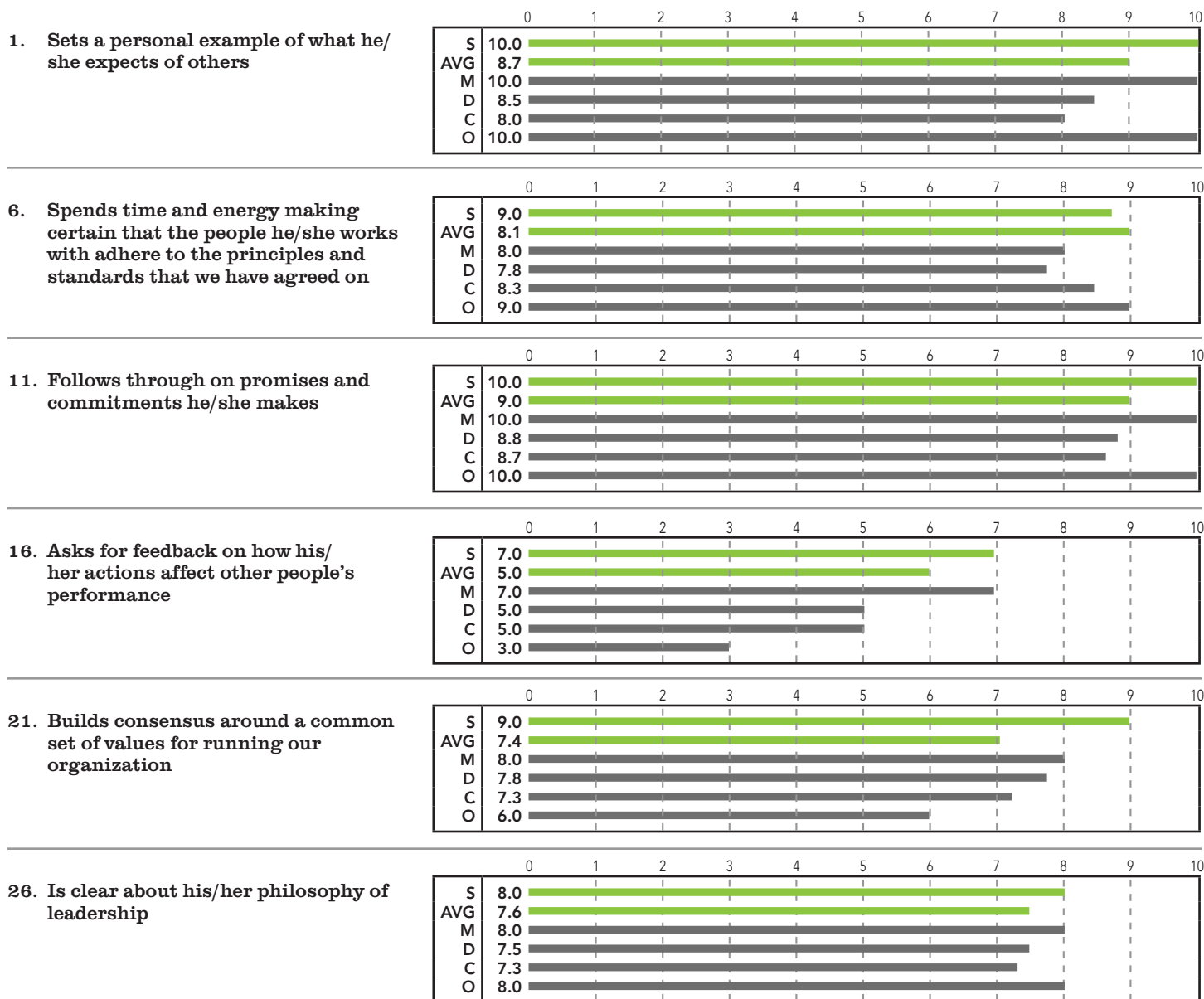
AVG–Average of all Observer Responses



Model the Way Bar Graphs

- Clarify values by finding your voice and affirming shared values
- Set the example by aligning actions with shared values

The set of bar graphs for each of the six leadership behaviors related to this practice provides a graphic representation of your and your Observers' average responses for that behavior. By behavior, it shows the response for Self and the average response for each category of Observer. Average refers to the average response for *all* categories of Observers (including Manager). Responses can range from 1–Almost Never to 10–Almost Always.



RESPONSE SCALE

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2–Rarely 4–Once in a While 6–Sometimes 8–Usually 10–Almost Always

S–Self M–Manager D–Direct Report C–Co-Worker O–Other AVG–Average of all Observer Responses



Inspire a Shared Vision Data Summary

- Envision the future by imagining exciting and ennobling possibilities
- Enlist others in a common vision by appealing to shared aspirations

This page shows the responses for each of the six leadership behaviors related to this practice. The Self column shows the responses you gave yourself for each behavior. The AVG column shows the averages of the Observers' responses. The Individual Observers columns show each Observer's response for each behavioral item. Responses can range from 1–Almost Never to 10–Almost Always.

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			M1	D1	D2	D3	D4	C1	C2	C3	O
2. Talks about future trends that will influence how our work gets done	10	8.6	10	9	9	10	6	8	8	8	9
7. Describes a compelling image of what our future could be like	7	7.8	8	9	8	9	5	8	8	7	8
12. Appeals to others to share an exciting dream of the future	9	6.4	6	6	7	7	4	7	7	7	7
17. Shows others how their long-term Interests can be realized by enlisting in a common vision	7	7.3	8	7	7	9	5	8	7	6	9
22. Paints the “big picture” of what we aspire to accomplish	6	7.9	8	9	8	9	5	8	6	9	9
27. Speaks with genuine conviction about the higher meaning and purpose of our work	6	7.2	7	9	9	10	6	6	6	5	7

RESPONSE SCALE

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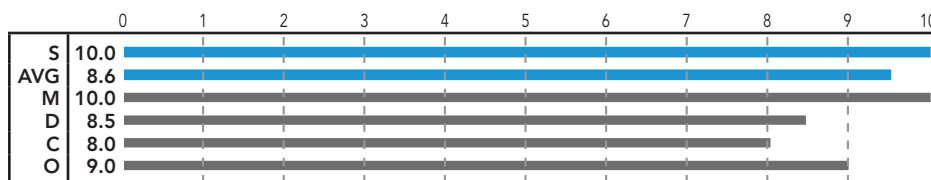


Inspire a Shared Vision Bar Graphs

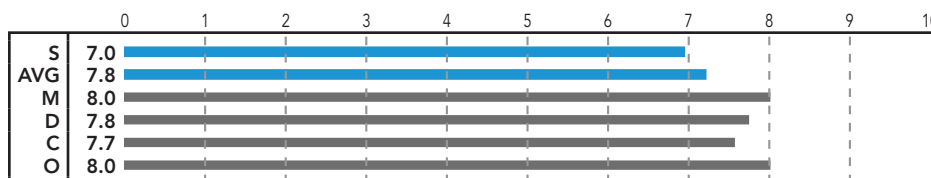
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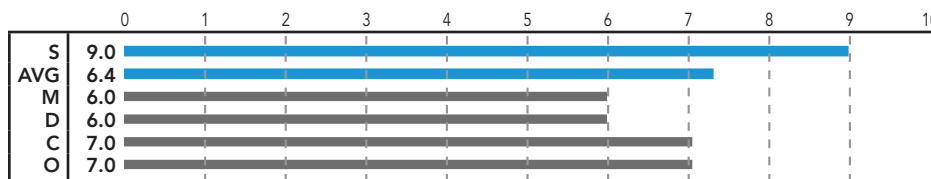
2. Talks about future trends that will influence how our work gets done



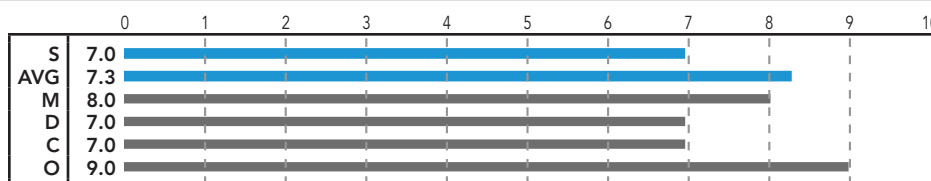
7. Describes a compelling image of what our future could be like



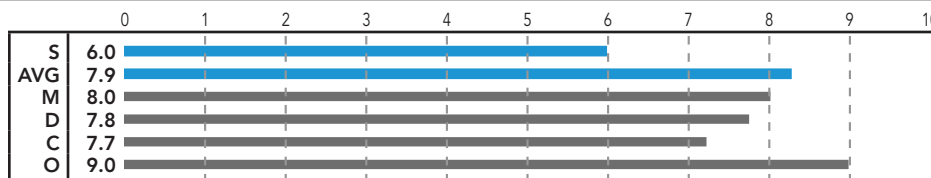
12. Appeals to others to share an exciting dream of the future



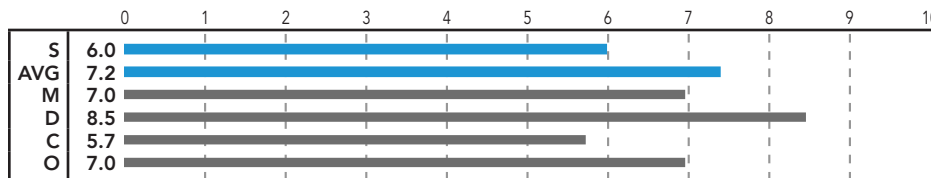
17. Shows others how their long-term Interests can be realized by enlisting in a common vision



22. Paints the "big picture" of what we Aspire to accomplish



27. Speaks with genuine conviction About the higher meaning and purpose of our work



RESPONSE SCALE

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S–Self M–Manager D–Direct Report C–Co-Worker O–Other AVG–Average of all Observer Responses



Challenge the Process Data Summary

- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve
- Experiment and take risks by constantly generating small wins and learning from experience

This page shows the responses for each of the six leadership behaviors related to this practice. The Self column shows the responses you gave yourself for each behavior. The AVG column shows the averages of the Observers' responses. The Individual Observers columns show each Observer's response for each behavioral item. Responses can range from 1—Almost Never to 10—Almost Always.

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			M1	D1	D2	D3	D4	C1	C2	C3	O
3. Seeks out challenging opportunities that test his/her own skills and abilities	10	8.9	9	10	10	9	5	9	9	9	10
8. Challenges people to try out new and innovative ways to do their work	9	7.9	8	10	10	8	3	6	9	7	10
13. Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do	8	8.2	8	10	10	9	5	9	9	5	9
18. Asks "What can we learn?" when things don't go as expected	8	7.3	8	6	8	8	4	8	7	7	10
23. Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs we work on	10	8.4	7	8	10	10	6	9	8	10	8
28. Experiments and takes risks, even when there is a chance of failure	9	8.4	9	10	10	10	6	7	9	6	9

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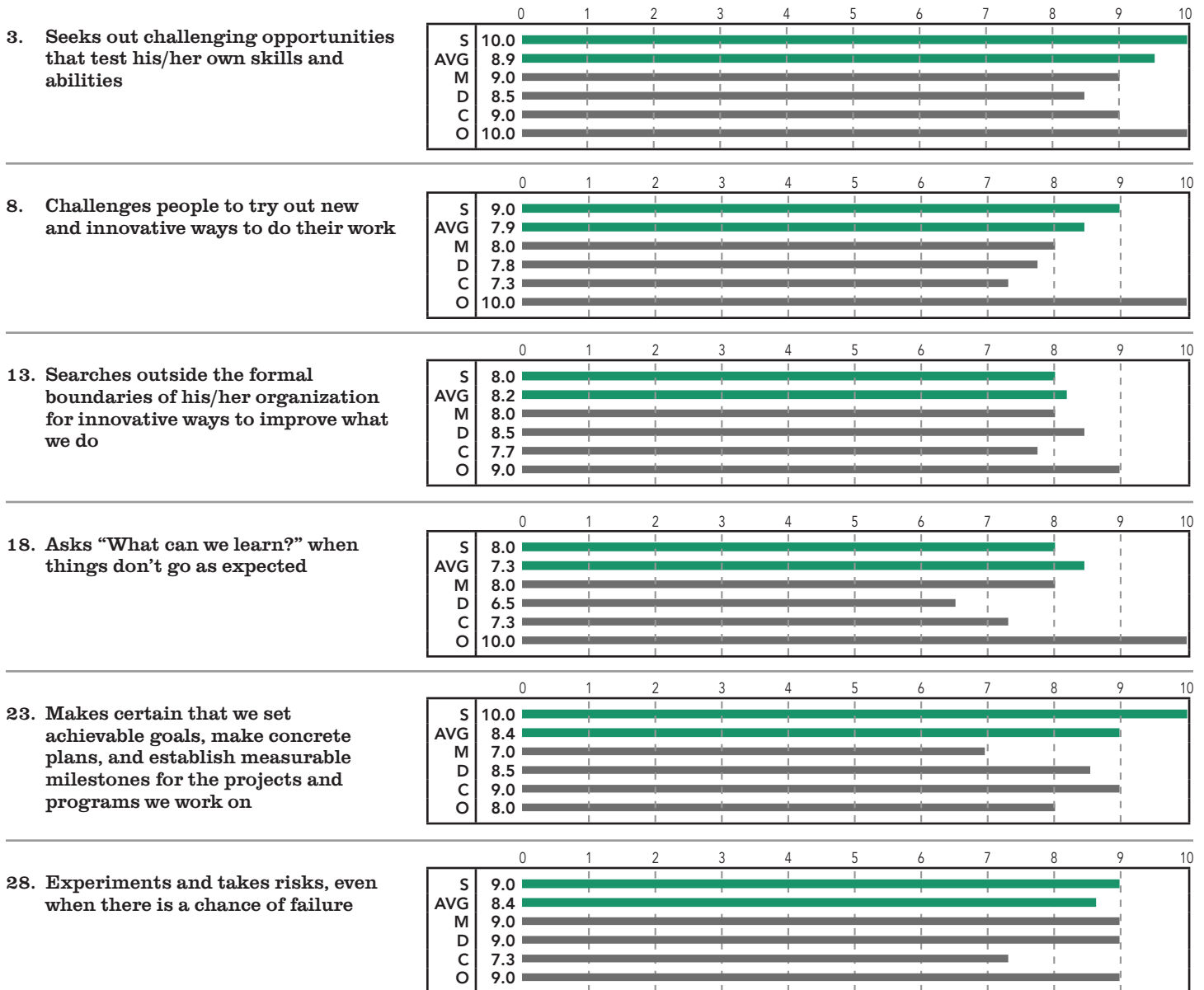
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Challenge the Process Bar Graphs

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Enable Others to Act Data Summary

- Foster collaboration by building trust and facilitating relationships
- Strengthen others by increasing self-determination and developing competence

This page shows the responses for each of the six leadership behaviors related to this practice. The Self column shows the responses you gave yourself for each behavior. The AVG column shows the averages of the Observers' responses. The Individual Observers columns show each Observer's response for each behavioral item. Responses can range from 1--Almost Never to 10--Almost Always.

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			M1	D1	D2	D3	D4	C1	C2	C3	O
4. Develops cooperative relationships among the people he/she works with	8	8.4	8	9	10	10	6	8	8	9	8
9. Actively listens to diverse points of view	9	8.2	9	8	10	9	5	8	7	9	9
14. Treats others with dignity and respect	10	9.6	10	9	10	10	7	10	10	10	10
19. Supports the decisions that people make on their own	8	7.9	8	9	10	8	5	8	7	7	9
24. Gives people a great deal of freedom and choice in deciding how to do their work	10	8.1	9	9	9	9	5	6	8	9	9
29. Ensures that people grow in their jobs by learning new skills and developing themselves	8	6.8	6	5	7	8	4	8	7	7	9

RESPONSE SCALE

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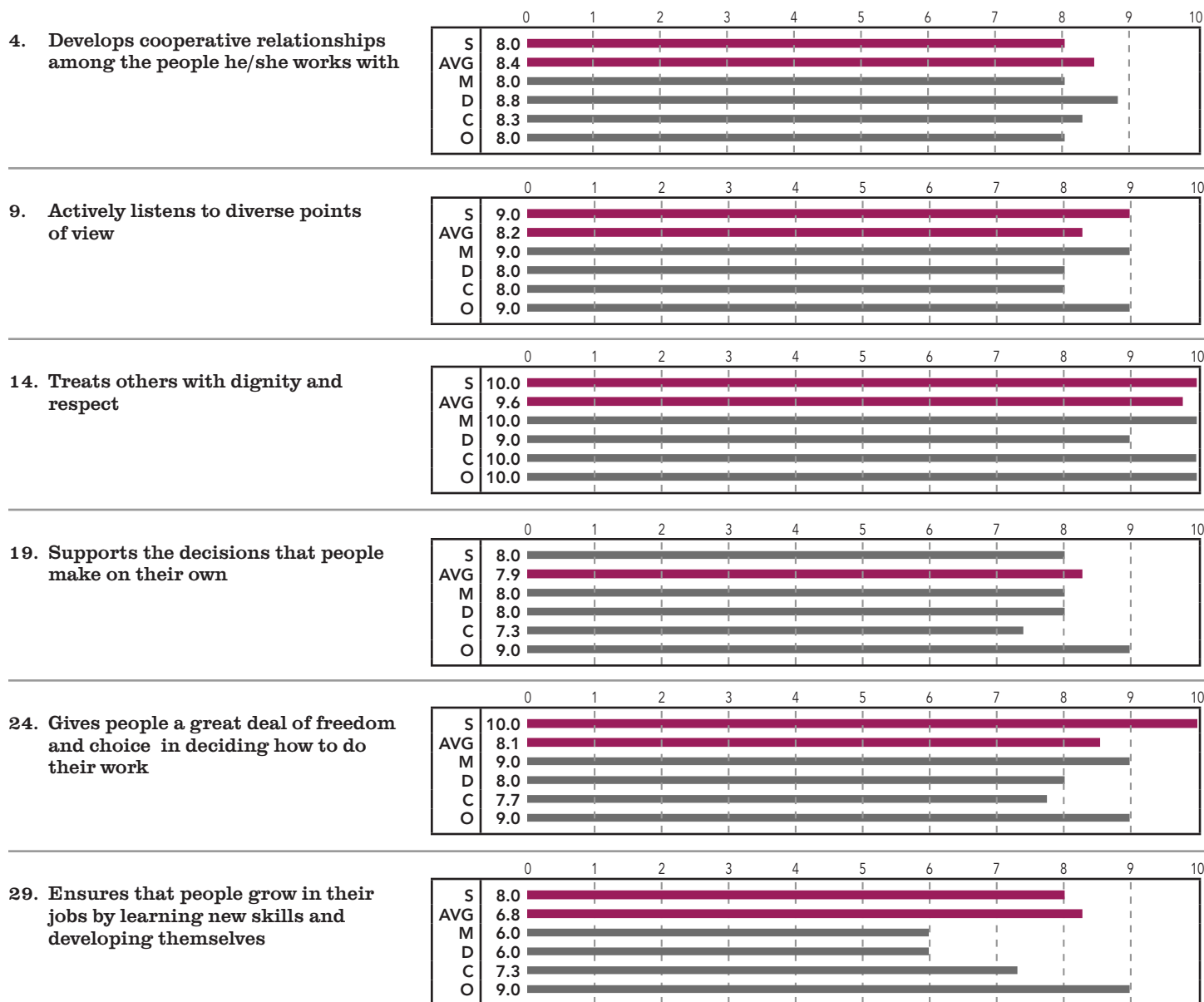
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Enable Others to Act Bar Graphs

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Encourage the Heart Data Summary

- Recognize contributions by showing appreciation for individual excellence
- Celebrate the values and victories by creating a spirit of community

This page shows the responses for each of the six leadership behaviors related to this practice. The Self column shows the responses you gave yourself for each behavior. The AVG column shows the averages of the Observers' responses. The Individual Observers columns show each Observer's response for each behavioral item. Responses can range from 1–Almost Never to 10–Almost Always.

	SELF	AVG	INDIVIDUAL OBSERVERS								
			M1	D1	D2	D3	D4	C1	C2	C3	O
5. Praises people for a job well done	6	7.1	8	7	6	7	5	9	6	8	8
10. Makes it a point to let people know about his/her confidence in their abilities	9	7.0	7	6	7	8	6	7	6	7	9
15. Makes sure that people are creatively rewarded for their contributions to the success of projects	5	7.1	8	5	5	10	4	10	10	5	7
20. Publicly recognizes people who exemplify commitment to shared values	5	6.0	8	6	5	6	3	9	4	5	8
25. Finds ways to celebrate accomplishments	6	5.9	8	6	6	7	3	5	6	5	7
30. Gives the members of the team lots of appreciation and support for their contributions	8	7.4	8	6	6	9	5	9	6	9	9

RESPONSE SCALE

1–Almost Never 3–Seldom 5–Occasionally 7–Fairly Often 9–Very Frequently
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M–Manager D–Direct Report C–Co-Worker O–Other AVG–Average of all Observer Responses

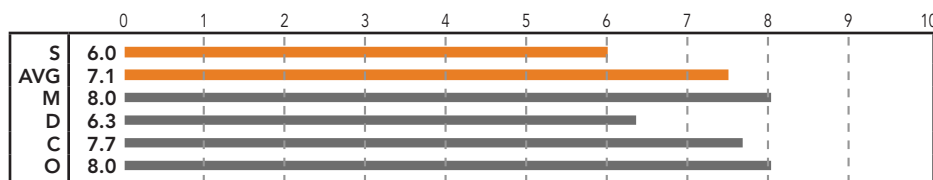


Encourage the Heart Bar Graphs

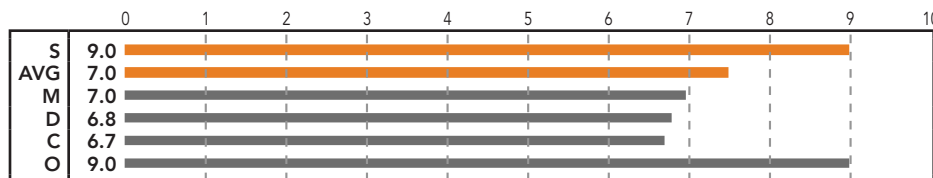
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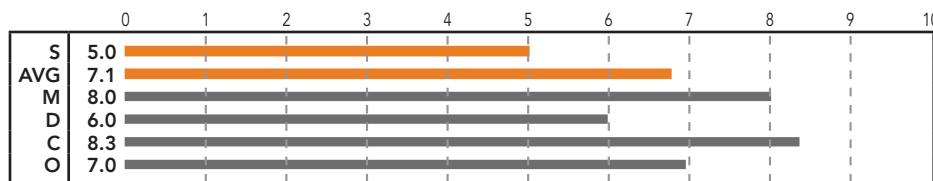
5. Praises people for a job well done



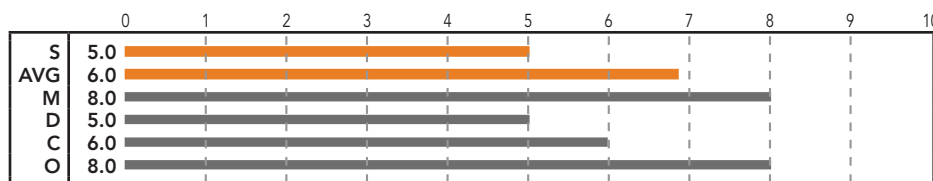
10. Makes it a point to let people know about his/her confidence in their abilities



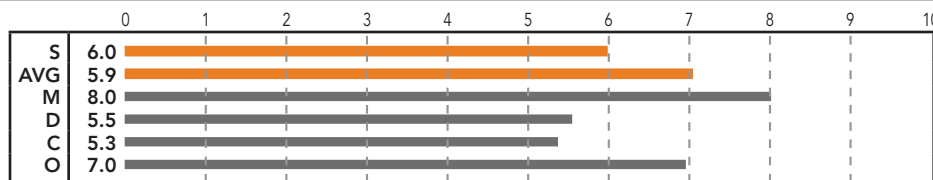
15. Makes sure that people are creatively rewarded for their contributions to the success of projects



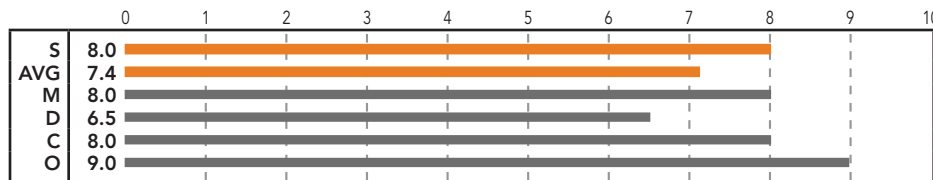
20. Publicly recognizes people who exemplify commitment to shared values



25. Finds ways to celebrate accomplishments



30. Gives the members of the team lots of appreciation and support for their contributions



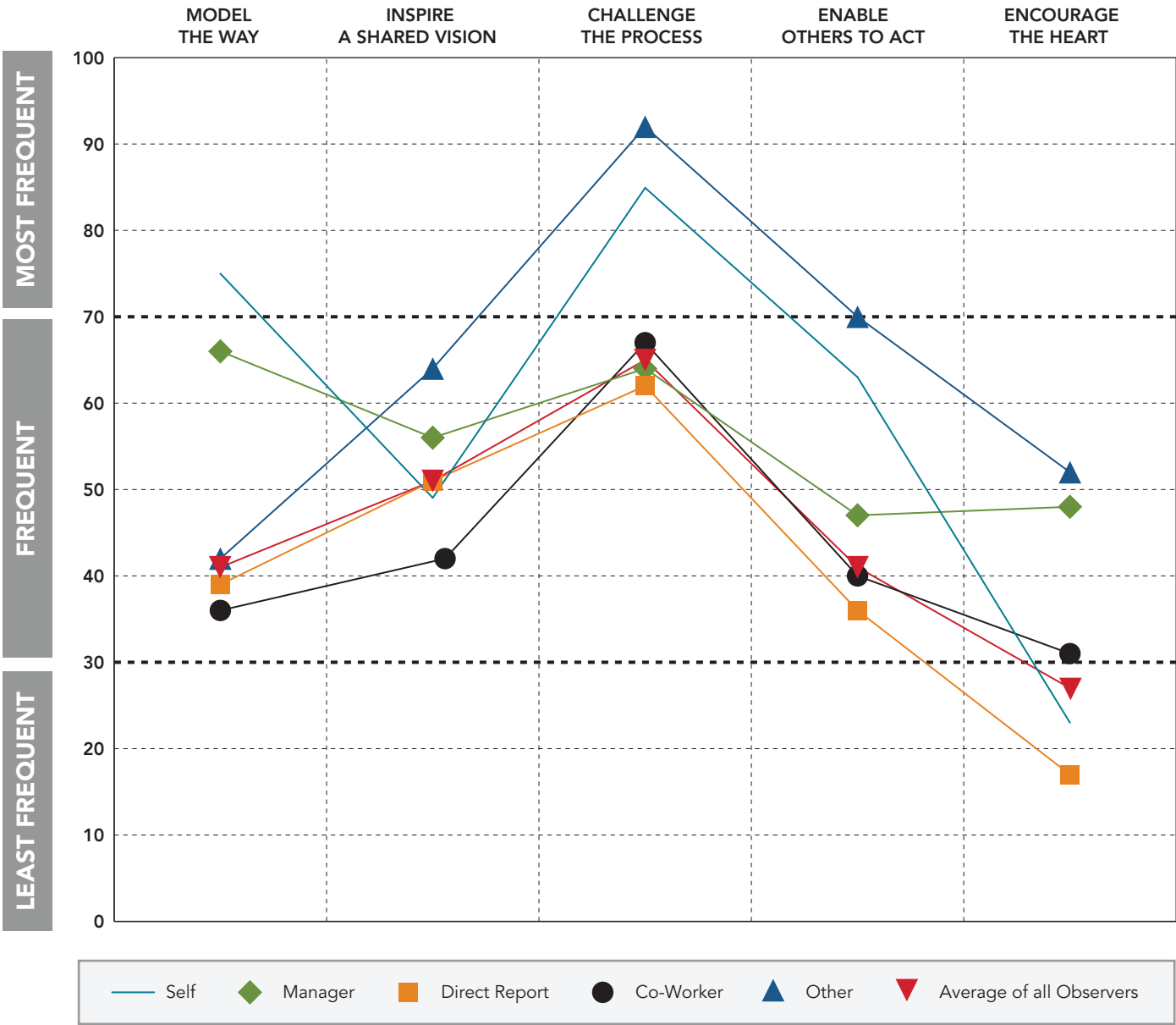
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S–Self M–Manager D–Direct Report C–Co-Worker O–Other AVG–Average of all Observer Responses

Percentile Ranking

The leaders and observers who make up the LPI database include a mix of males and females at all levels, from all types of organizations, and from all over the world. This page compares your Self responses and those of your Observers to over one million Observer responses for other leaders who have taken the LPI. The horizontal lines at the 30th and 70th percentiles divide the graph into three segments, roughly approximating a normal distribution of scores. Each line on the graph shows what percentile your Self or an Observer category response falls into for each practice. For example, if your Self score for Model the Way is at the 50th percentile, half of the leaders in the database were rated higher by their Observers on the practice, and half were rated lower.



Essay Question Responses

This page contains Observer responses to the open-ended essay questions presented with the *Leadership Practices Inventory*. Since answering these questions is optional, each question may not have the same number of responses as the other question. If no Observer chose to answer a particular question, the response "No one answered this feedback question" will appear in the answer field.

Q: What would you like to see this leader do more of?

A: When I go the extra mile, he should acknowledge me and give me a nod of recognition.

A: Give us more information about what's going on in the long view.

Q: What would you like to see this leader do less of?

A: It would help if she let me have control over my tasks, when and how I accomplish them, as long as I get the job done.

A: Micromanaging

A: I would like to see this Leader make fewer commitments that are not followed through. There have been too many times when the Leader has said one thing to me, and then not followed through to make that commitment happen.

Q: What would you like to see this leader keep doing?

A: She's great at giving me challenging new jobs to tackle.

A: She's a good proponent for the department and I like that she fights for us with allocations and such.

A: I would like to see this leader keep recognizing people for their good work. This leader does an excellent job of making sure that you know that your work and contributions are appreciated and are rewarded.

A: Planning fun events for our team.

Q: What do you see as this leader's weakness?

No one answered this feedback question.