

KOUZES
POSNER








LPI

**LEADERSHIP PRACTICES
INVENTORY**

Feedback Report
for Sample Leader
Administration Date:
December 12, 2008
Sample Organization

December 22, 2008






Contents

	The Five Practices Data Summary	1
	The Five Practices Bar Graphs	2
	Leadership Behavior Ranking	3
	Model the Way Data Summary	4
	Model the Way Bar Graphs	5
	Inspire a Shared Vision Data Summary	6
	Inspire a Shared Vision Bar Graphs	7
	Challenge the Process Data Summary	8
	Challenge the Process Bar Graphs	9
	Enable Others to Act Data Summary	10
	Enable Others to Act Bar Graphs	11
	Encourage the Heart Data Summary	12
	Encourage the Heart Bar Graphs	13
	Percentile Graph	14
	Responses to Essay Questions	16

The Five Practices Data Summary

This page summarizes your LPI scores for each Practice. The Self column shows the total of your own responses to the six statements about each Practice. The AVG column shows the averages of all your Observers' ratings. The Individual Observers columns show the total of each Observer's rating. Scores can range from 6 to 60.

[M](#) [D](#) [C](#) [O](#)
 Manager Direct Report Co-Worker Other
[AVG](#) Average of all LPI Observer Ratings

	Self	AVG	Individual Observers					
			M	C1	C2	D1	D2	O1
 Model the Way	39	36.0	30	35	25	48	32	46
 Inspire a Shared Vision	31	39.7	33	46	38	45	30	46
 Challenge the Process	30	42.5	40	56	38	46	35	40
 Enable Others to Act	34	42.0	41	48	41	40	38	44
 Encourage the Heart	38	39.5	30	55	33	44	27	48

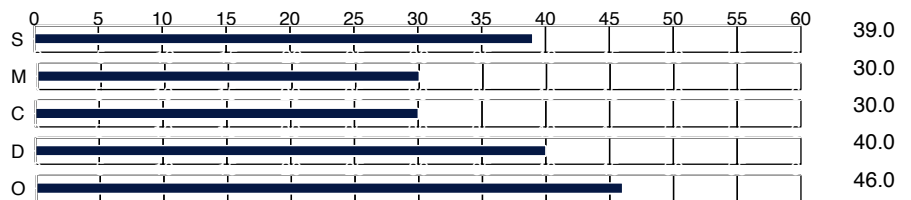
The Five Practices Bar Graphs

These bar graphs, one set for each Practice, provide a graphic presentation of the numerical data recorded on The Five Practices Data Summary page. By Practice, it shows the total score for Self and the average total for each category of Observer. Scores can range from 6 to 60.

Self Manager Direct Report Co-Worker Other



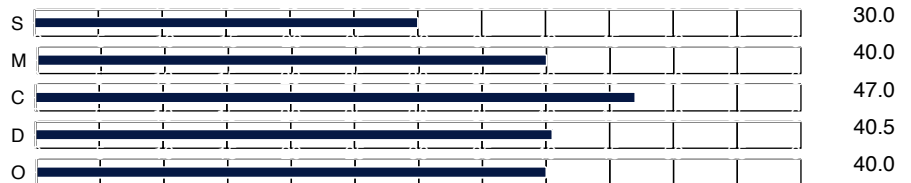
Model the Way



Inspire a Shared Vision



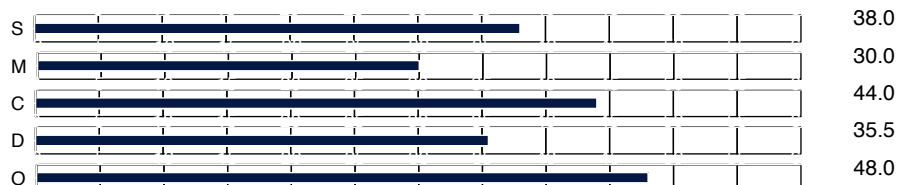
Challenge the Process



Enable Others to Act



Encourage the Heart



Leadership Practices Inventory

The rating scale runs from 1 to 10
 1 - Almost Never 6 - Sometimes
 2 - Rarely 7 - Fairly Often
 3 - Seldom 8 - Usually
 4 - Once in a While 9 - Very Frequently
 5 - Occasionally 10 - Almost Always

Leadership Behaviors Ranking

This page shows the ranking, from most frequent ("high") to least frequent ("low") of all 30 leadership behaviors based on the average Observers' score. A horizontal line separates the 10 least frequent behaviors from the others. An asterisk (*) next to the Observer score indicates that the Observer score and the Self score differ by more than plus or minus 1.5.

High

	<u>Practice</u>	<u>Self</u>	<u>Observers</u>
17. Shows others how their interests can be realized	Inspire	5	8.3*
13. Searches outside organization for innovative ways to improve	Challenge	4	7.8*
9. Actively listens to diverse points of view	Enable	4	7.7*
14. Treats people with dignity and respect	Enable	5	7.5*
30. Gives team members appreciation and support	Encourage	4	7.5*
26. Is clear about his/her philosophy of leadership	Model	4	7.5*
3. Seeks challenging opportunities to test skills	Challenge	4	7.5*
18. Asks "What can we learn?"	Challenge	8	7.3
27. Speaks with conviction about meaning of work	Inspire	5	7.3*
20. Recognizes people for commitment to shared values	Encourage	9	7.2*
19. Supports decisions other people make	Enable	4	7.2*
28. Experiments and takes risks	Challenge	6	7.0
16. Asks for feedback on how his/her actions affect people's performance	Model	6	7.0
23. Makes certain that goals, plans, and milestones are set	Challenge	4	7.0*
4. Develops cooperative relationships	Enable	8	6.8
15. Creatively rewards people for their contributions	Encourage	4	6.8*
6. Makes certain that people adhere to agreed-on standards	Model	8	6.5*
29. Ensures that people grow in their jobs	Enable	7	6.5
12. Appeals to others to share dream of the future	Inspire	2	6.5*
7. Describes a compelling image of the future	Inspire	7	6.3
24. Gives people choice about how to do their work	Enable	6	6.3
10. Expresses confidence in people's abilities	Encourage	5	6.2
5. Praises people for a job well done	Encourage	9	6.0*
25. Finds ways to celebrate accomplishments	Encourage	7	5.8
22. Paints "big picture" of group aspirations	Inspire	5	5.8
8. Challenges people to try new approaches	Challenge	4	5.8*
21. Builds consensus around organization's values	Model	7	5.3*
2. Talks about future trends influencing our work	Inspire	7	5.3*
1. Sets a personal example of what is expected	Model	6	5.2
11. Follows through on promises and commitments	Model	8	4.5*

Low

* Difference between Observer's and Self rating was greater than 1.5

Leadership Practices Inventory

The rating scale runs from 1 to 10

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



Model the Way Data Summary

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

This page shows the scores for each of the six leadership behaviors related to this Practice. The Self column shows the scores you gave yourself for each behavior. The AVG column shows the averages of all the Observers' ratings. The Individual Observers columns show each Observer's rating for each behavioral item. Scores can range from 1 to 10.

[M](#)anager [D](#)irect Report [C](#)o-Worker [O](#)ther
AVG Average of all LPI Observer Ratings

	Self	AVG	Individual Observers					
			M	C1	C2	D1	D2	O1
26. Is clear about his/her philosophy of leadership	4	7.5	6	8	6	10	8	7
16. Asks for feedback on how his/her actions affect people's performance	6	7.0	3	7	7	7	9	9
6. Makes certain that people adhere to agreed-on standards	8	6.5	9	6	2	7	9	6
21. Builds consensus around organization's values	7	5.3	4	8	5	6	1	8
1. Sets a personal example of what is expected	6	5.2	4	4	4	8	3	8
11. Follows through on promises and commitments	8	4.5	4	2	1	10	2	8

Leadership Practices Inventory

The rating scale runs from 1 to 10

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



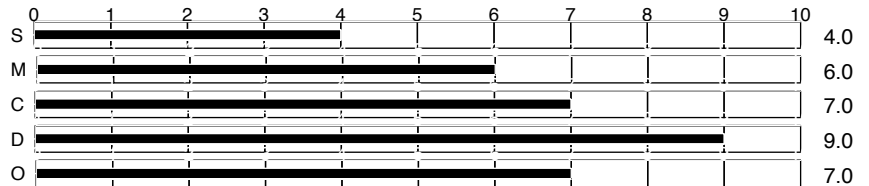
Model the Way Bar Graphs

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

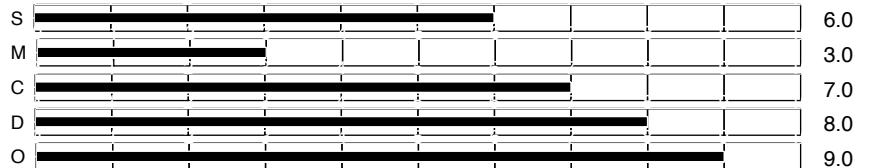
The set of bar graphs for each of the six leadership behaviors related to this Practice provides a graphic representation of your and your Observers' average ratings for that behavior. Scores can range from 1 to 10.

Self Manager Direct Report Co-Worker Other

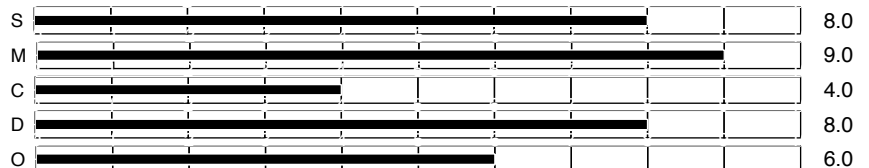
26. Is clear about his/her philosophy of leadership



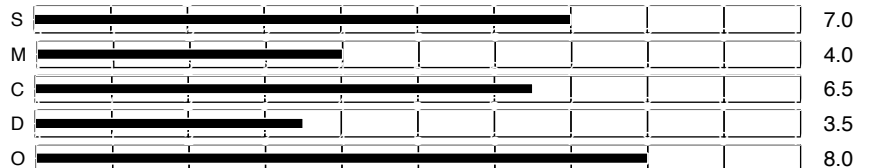
16. Asks for feedback on how his/her actions affect people's performance



6. Makes certain that people adhere to agreed-on standards



21. Builds consensus around organization's values



1. Sets a personal example of what is expected



11. Follows through on promises and commitments



Leadership Practices Inventory

The rating scale runs from 1 to 10

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



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 scores for each of the six leadership behaviors related to this Practice. The Self column shows the scores you gave yourself for each behavior. The AVG column shows the averages of all the Observers' ratings. The Individual Observers columns show each Observer's rating for each behavioral item. Scores can range from 1 to 10.

Manager Direct Report Co-Worker Other
AVG Average of all LPI Observer Ratings

Self AVG Individual Observers

M C1 C2 D1 D2 O1

	Self	AVG	M	C1	C2	D1	D2	O1
17. Shows others how their interests can be realized	5	8.3	9	9	6	8	8	10
27. Speaks with conviction about meaning of work	5	7.3	8	6	9	9	3	9
12. Appeals to others to share dream of the future	2	6.5	5	9	4	9	4	8
7. Describes a compelling image of the future	7	6.3	4	5	8	7	7	7
22. Paints "big picture" of group aspirations	5	5.8	3	9	8	7	4	4
2. Talks about future trends influencing our work	7	5.3	4	8	3	5	4	8

Leadership Practices Inventory

The rating scale runs from 1 to 10

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

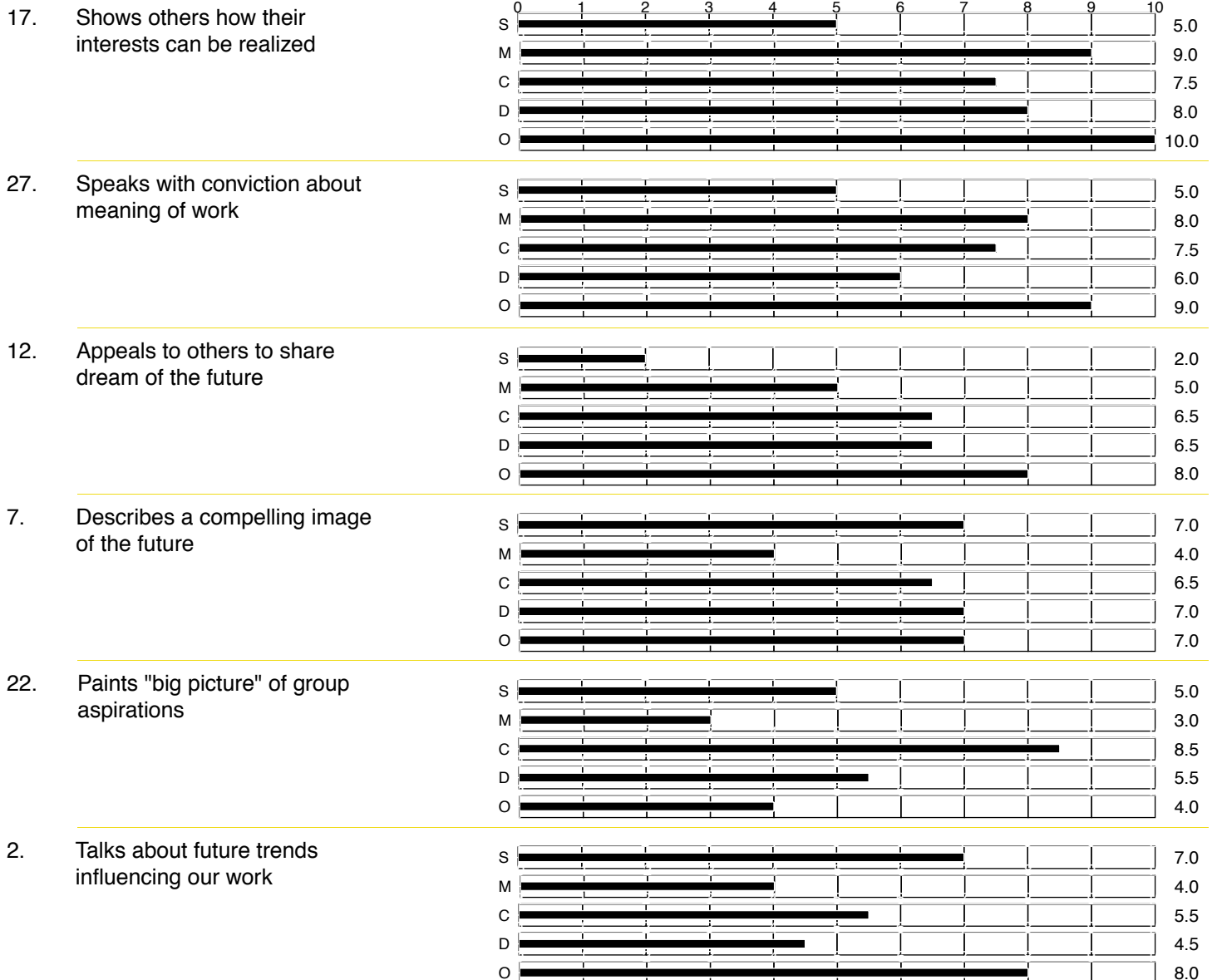


Inspire a Shared Vision Bar Graphs

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

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 ratings for that behavior. Scores can range from 1 to 10.

Self Manager Direct Report Co-Worker Other



Leadership Practices Inventory

The rating scale runs from 1 to 10

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



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 scores for each of the six leadership behaviors related to this Practice. The Self column shows the scores you gave yourself for each behavior. The AVG column shows the averages of all the Observers' ratings. The Individual Observers columns show each Observer's rating for each behavioral item. Scores can range from 1 to 10.

[M](#)anager [D](#)irect Report [C](#)o-Worker [O](#)ther
 AVG Average of all LPI Observer Ratings

Self AVG Individual Observers

			<u>M</u>	<u>C1</u>	<u>C2</u>	<u>D1</u>	<u>D2</u>	<u>O1</u>	
13.	Searches outside organization for innovative ways to improve	4	7.8	6	10	8	9	7	7
3.	Seeks challenging opportunities to test skills	4	7.5	7	9	8	7	7	7
18.	Asks "What can we learn?"	8	7.3	8	9	8	7	6	6
23.	Makes certain that goals, plans, and milestones are set	4	7.0	7	10	7	8	3	7
28.	Experiments and takes risks	6	7.0	9	8	3	8	8	6
8.	Challenges people to try new approaches	4	5.8	3	10	4	7	4	7

Leadership Practices Inventory

The rating scale runs from 1 to 10

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



Challenge the Process Bar Graphs

- 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

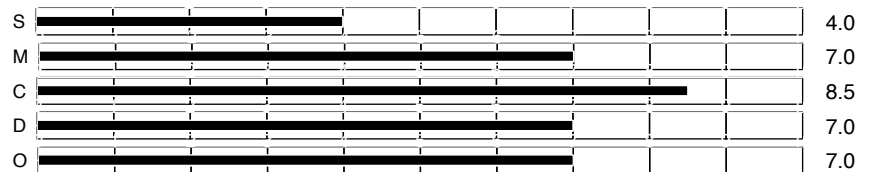
The set of bar graphs for each of the six leadership behaviors related to this Practice provides a graphic representation of your and your Observers' average ratings for that behavior. Scores can range from 1 to 10.

Self Manager Direct Report Co-Worker Other

13. Searches outside organization for innovative ways to improve



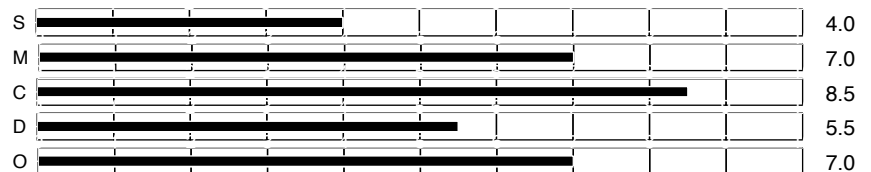
3. Seeks challenging opportunities to test skills



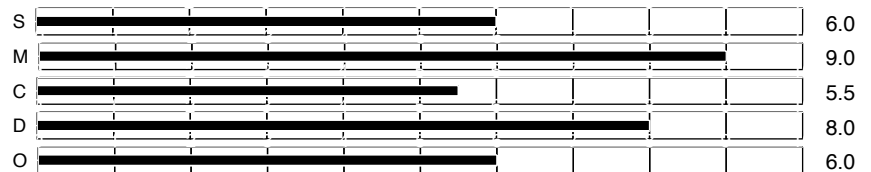
18. Asks "What can we learn?"



23. Makes certain that goals, plans, and milestones are set



28. Experiments and takes risks



8. Challenges people to try new approaches



Leadership Practices Inventory

The rating scale runs from 1 to 10
 1 - Almost Never 6 - Sometimes
 2 - Rarely 7 - Fairly Often
 3 - Seldom 8 - Usually
 4 - Once in a While 9 - Very Frequently
 5 - Occasionally 10 - Almost Always



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 scores for each of the six leadership behaviors related to this Practice. The Self column shows the scores you gave yourself for each behavior. The AVG column shows the averages of all the Observers' ratings. The Individual Observers columns show each Observer's rating for each behavioral item. Scores can range from 1 to 10.

Manager Direct Report Co-Worker Other
AVG Average of all LPI Observer Ratings

Self AVG Individual Observers

		<u>M</u>	<u>C1</u>	<u>C2</u>	<u>D1</u>	<u>D2</u>	<u>O1</u>	
9. Actively listens to diverse points of view	4	7.7	8	8	8	8	5	9
14. Treats people with dignity and respect	5	7.5	9	8	9	6	8	5
19. Supports decisions other people make	4	7.2	4	7	9	8	7	8
4. Develops cooperative relationships	8	6.8	8	10	4	4	8	7
29. Ensures that people grow in their jobs	7	6.5	4	8	8	7	4	8
24. Gives people choice about how to do their work	6	6.3	8	7	3	7	6	7

Leadership Practices Inventory

The rating scale runs from 1 to 10

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



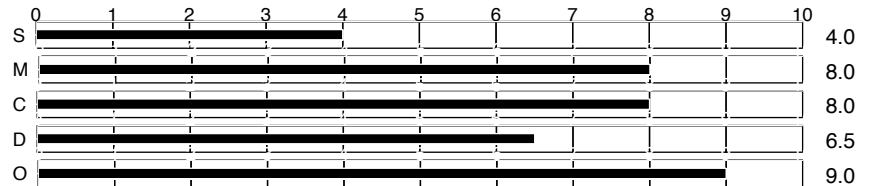
Enable Others to Act Bar Graphs

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

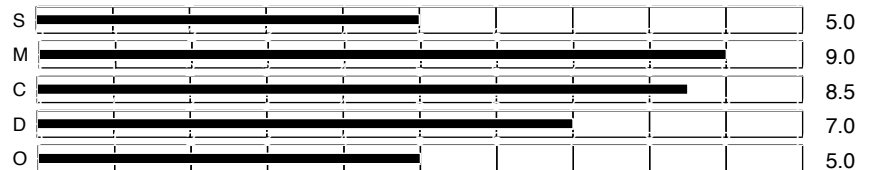
The set of bar graphs for each of the six leadership behaviors related to this Practice provides a graphic representation of your and your Observers' average ratings for that behavior. Scores can range from 1 to 10.

Self Manager Direct Report Co-Worker Other

9. Actively listens to diverse points of view



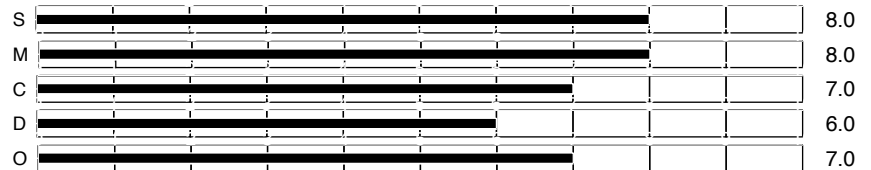
14. Treats people with dignity and respect



19. Supports decisions other people make



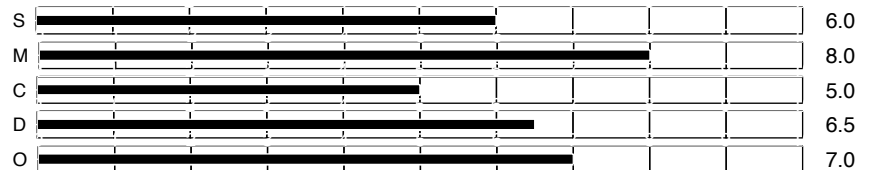
4. Develops cooperative relationships



29. Ensures that people grow in their jobs



24. Gives people choice about how to do their work



Leadership Practices Inventory

The rating scale runs from 1 to 10

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



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 scores for each of the six leadership behaviors related to this Practice. The Self column shows the scores you gave yourself for each behavior. The AVG column shows the averages of all the Observers' ratings. The Individual Observers columns show each Observer's rating for each behavioral item. Scores can range from 1 to 10.

[Manager](#) [Direct Report](#) [Co-Worker](#) [Other](#)
AVG Average of all LPI Observer Ratings

Self AVG Individual Observers

		<u>M</u>	<u>C1</u>	<u>C2</u>	<u>D1</u>	<u>D2</u>	<u>O1</u>	
30. Gives team members appreciation and support	4	7.5	8	9	7	7	6	8
20. Recognizes people for commitment to shared values	9	7.2	6	9	7	9	4	8
15. Creatively rewards people for their contributions	4	6.8	4	10	8	7	3	9
10. Expresses confidence in people's abilities	5	6.2	2	9	4	9	6	7
5. Praises people for a job well done	9	6.0	4	9	3	7	4	9
25. Finds ways to celebrate accomplishments	7	5.8	6	9	4	5	4	7

The rating scale runs from 1 to 10
 1 - Almost Never 6 - Sometimes
 2 - Rarely 7 - Fairly Often
 3 - Seldom 8 - Usually
 4 - Once in a While 9 - Very Frequently
 5 - Occasionally 10 - Almost Always



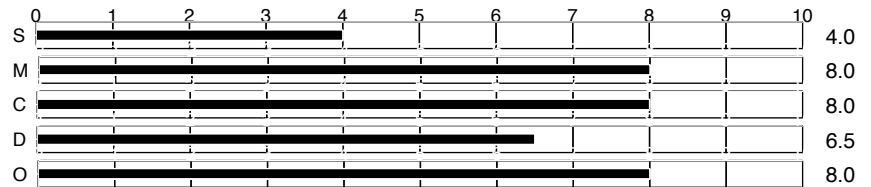
Encourage the Heart Bar Graphs

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

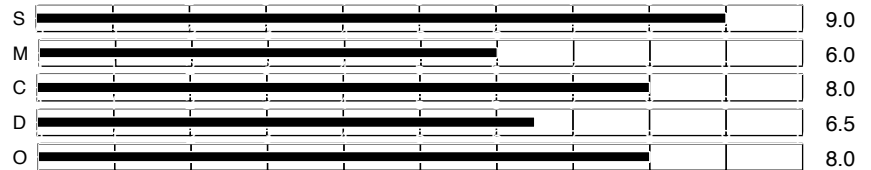
The set of bar graphs for each of the six leadership behaviors related to this Practice provides a graphic representation of your and your Observers' average ratings for that behavior. Scores can range from 1 to 10.

Self Manager Direct Report Co-Worker Other

30. Gives team members appreciation and support



20. Recognizes people for commitment to shared values



15. Creatively rewards people for their contributions



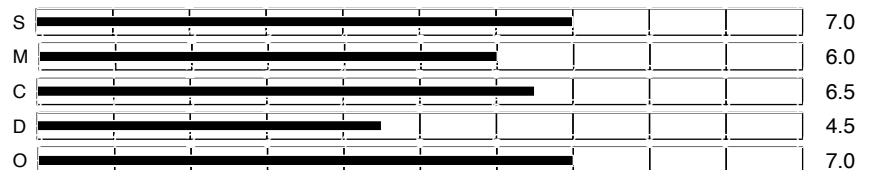
10. Expresses confidence in people's abilities



5. Praises people for a job well done

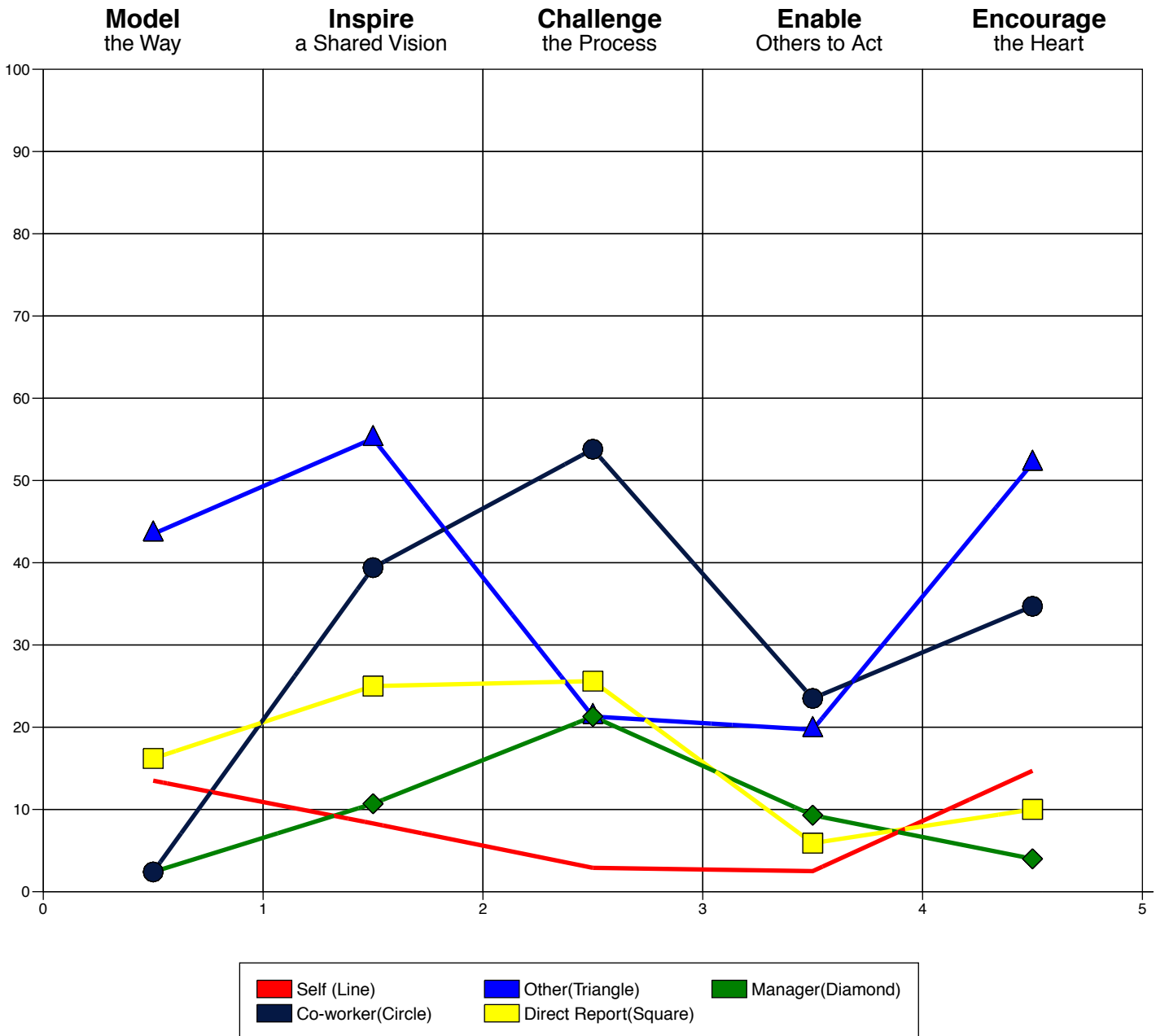


25. Finds ways to celebrate accomplishments



Percentile Ranking

This page compares your Self scores and those of your Observers to the scores of several thousand people who have taken this version of the LPI. The horizontal lines at the 30th and 70th percentiles divide the graph into three segments, roughly approximating a normal distribution of scores.



Open-ended Essay Question Responses

This page contains Observer responses to the open-ended essay questions presented with the Inventory. Since answering these questions is optional, each question may not have the same number of answers per question. If no Observer chose to answer a particular question "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.

Q. What do you see as this Leader's weakness?

No one answered this feedback question.