

**KOUZES
POSNER**



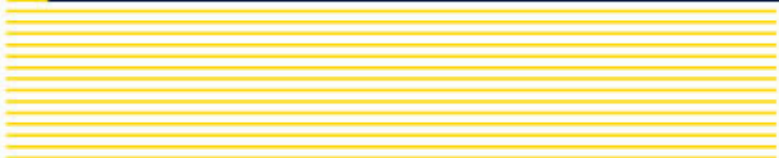
LPI

**LEADERSHIP PRACTICES
INVENTORY**






Feedback Report
for LPI ONLINE EDITOR
Administration Date:
October 1, 2009

Migrated

December 22, 2009








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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.

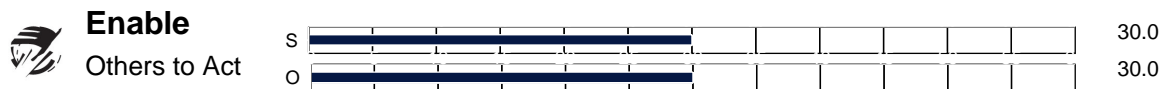
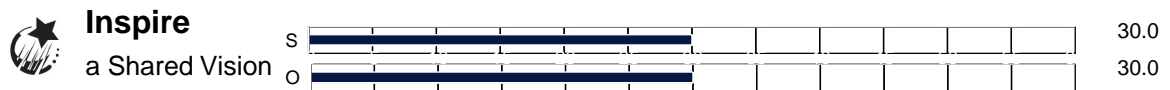
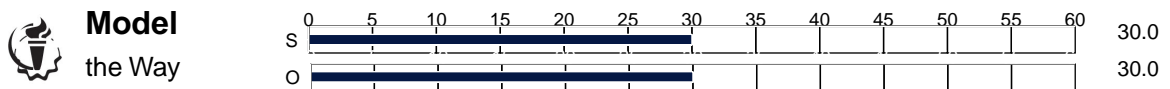
[Manager](#)
[Direct Report](#)
[Co-Worker](#)
[Other](#)
[AVG](#) Average of all LPI Observer Ratings

	<u>Self</u>	<u>AVG</u>	<u>Individual Observers</u>	
			O	
 Model the Way	30.0	30.0	30.0	
 Inspire a Shared Vision	30.0	30.0	30.0	
 Challenge the Process	30.0	30.0	30.0	
 Enable Others to Act	30.0	30.0	30.0	
 Encourage the Heart	30.0	30.0	30.0	

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



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>
30. Gives team members appreciation and support	Encourage	5	5.0
29. Ensures that people grow in their jobs	Enable	5	5.0
28. Experiments and takes risks	Challenge	5	5.0
27. Speaks with conviction about meaning of work	Inspire	5	5.0
26. Is clear about his/her philosophy of leadership	Model	5	5.0
25. Finds ways to celebrate accomplishments	Encourage	5	5.0
24. Gives people choice about how to do their work	Enable	5	5.0
23. Makes certain that goals, plans, and milestones are set	Challenge	5	5.0
22. Paints "big picture" of group aspirations	Inspire	5	5.0
21. Builds consensus around organization's values	Model	5	5.0
20. Recognizes people for commitment to shared values	Encourage	5	5.0
19. Supports decisions other people make	Enable	5	5.0
18. Asks "What can we learn?"	Challenge	5	5.0
17. Shows others how their interests can be realized	Inspire	5	5.0
16. Asks for feedback on how his/her actions affect people's performance	Model	5	5.0
15. Creatively rewards people for their contributions	Encourage	5	5.0
14. Treats people with dignity and respect	Enable	5	5.0
13. Searches outside organization for innovative ways to improve	Challenge	5	5.0
12. Appeals to others to share dream of the future	Inspire	5	5.0
11. Follows through on promises and commitments	Model	5	5.0
10. Expresses confidence in people's abilities	Encourage	5	5.0
9. Actively listens to diverse points of view	Enable	5	5.0
8. Challenges people to try new approaches	Challenge	5	5.0
7. Describes a compelling image of the future	Inspire	5	5.0
6. Makes certain that people adhere to agreed-on standards	Model	5	5.0
5. Praises people for a job well done	Encourage	5	5.0
4. Develops cooperative relationships	Enable	5	5.0
3. Seeks challenging opportunities to test skills	Challenge	5	5.0
2. Talks about future trends influencing our work	Inspire	5	5.0
1. Sets a personal example of what is expected	Model	5	5.0

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

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- | | |
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| 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.

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

Self AVG Individual Observers

	<u>Self</u>	<u>AVG</u>	<u>Individual Observers</u>
			0
1. Sets a personal example of what is expected	5	5.0	5.0
6. Makes certain that people adhere to agreed-on standards	5	5.0	5.0
11. Follows through on promises and commitments	5	5.0	5.0
16. Asks for feedback on how his/her actions affect people's performance	5	5.0	5.0
21. Builds consensus around organization's values	5	5.0	5.0
26. Is clear about his/her philosophy of leadership	5	5.0	5.0

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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

1.	Sets a personal example of what is expected	S										5.0
		O										5.0
6.	Makes certain that people adhere to agreed-on standards	S										5.0
		O										5.0
11.	Follows through on promises and commitments	S										5.0
		O										5.0
16.	Asks for feedback on how his/her actions affect people's performance	S										5.0
		O										5.0
21.	Builds consensus around organization's values	S										5.0
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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*

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Self AVG Individual Observers

[0](#)

	<u>Self</u>	<u>AVG</u>	<u>Individual Observers</u>
2. Talks about future trends influencing our work	5	5.0	5.0
7. Describes a compelling image of the future	5	5.0	5.0
12. Appeals to others to share dream of the future	5	5.0	5.0
17. Shows others how their interests can be realized	5	5.0	5.0
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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.

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[M](#)anager
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 [C](#)o-Worker
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Self AVG Individual Observers

	<u>Self</u>	<u>AVG</u>	<u>Individual Observers</u>
			O
3. Seeks challenging opportunities to test skills	5	5.0	5.0
8. Challenges people to try new approaches	5	5.0	5.0
13. Searches outside organization for innovative ways to improve	5	5.0	5.0
18. Asks "What can we learn?"	5	5.0	5.0
23. Makes certain that goals, plans, and milestones are set	5	5.0	5.0
28. Experiments and takes risks	5	5.0	5.0

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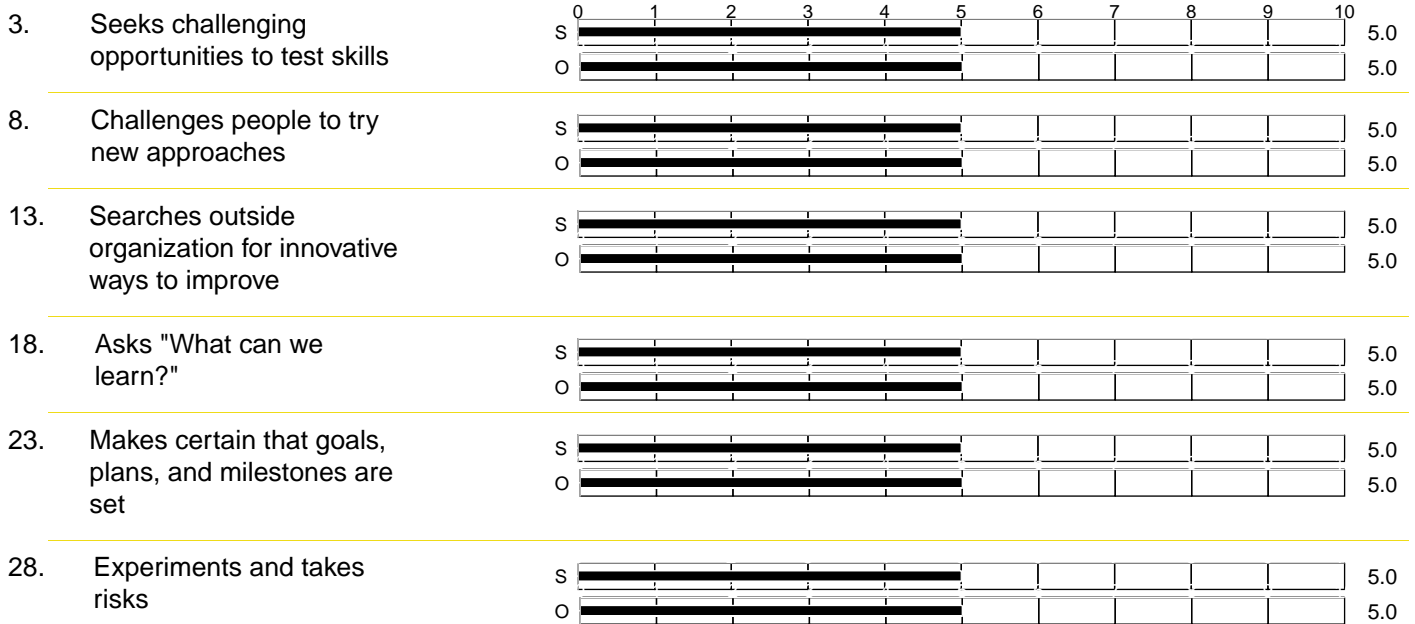


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Enable Others to Act Data Summary

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

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[M](#)anager [D](#)irect Report [C](#)o-Worker [O](#)ther
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Self AVG Individual Observers

[O](#)

	Self	AVG	Individual Observers
4. Develops cooperative relationships	5	5.0	5.0
9. Actively listens to diverse points of view	5	5.0	5.0
14. Treats people with dignity and respect	5	5.0	5.0
19. Supports decisions other people make	5	5.0	5.0
24. Gives people choice about how to do their work	5	5.0	5.0
29. Ensures that people grow in their jobs	5	5.0	5.0

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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

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Self AVG Individual Observers

[O](#)

	<u>Self</u>	<u>AVG</u>	<u>Individual Observers</u>
5. Praises people for a job well done	5	5.0	5.0
10. Expresses confidence in people's abilities	5	5.0	5.0
15. Creatively rewards people for their contributions	5	5.0	5.0
20. Recognizes people for commitment to shared values	5	5.0	5.0
25. Finds ways to celebrate accomplishments	5	5.0	5.0
30. Gives team members appreciation and support	5	5.0	5.0

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Self Manager Direct Report Co-Worker Other

		0	1	2	3	4	5	6	7	8	9	10	
5.	Praises people for a job well done												5.0
10.	Expresses confidence in people's abilities												5.0
15.	Creatively rewards people for their contributions												5.0
20.	Recognizes people for commitment to shared values												5.0
25.	Finds ways to celebrate accomplishments												5.0
30.	Gives team members appreciation and support												5.0

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.

