

**KOUZES**  
**POSNER**








**LPI**

**LEADERSHIP PRACTICES  
INVENTORY**

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

December 22, 2008






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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.

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

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

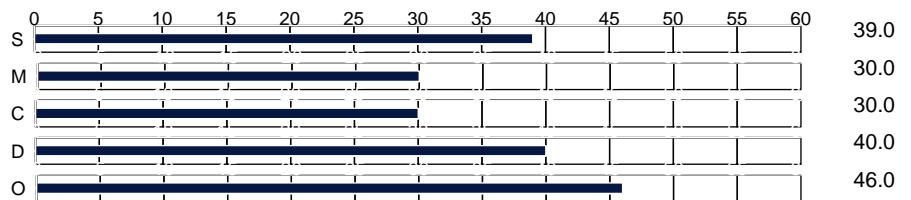
## The Five Practices Bar Graphs

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



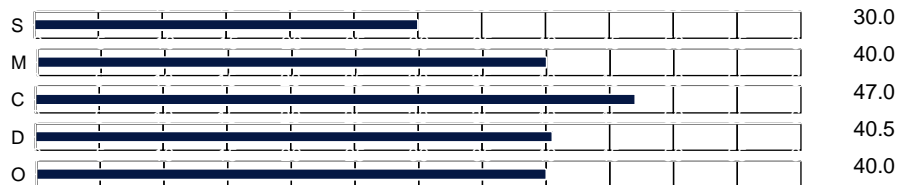
### Model the Way



### Inspire a Shared Vision



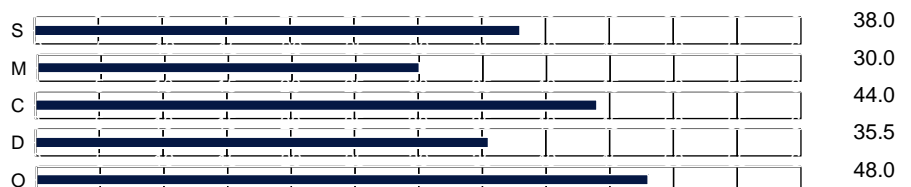
### Challenge the Process



### 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**

	Practice	Self	Observers
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

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- |                     |                     |
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| 3 - Seldom          | 8 - Usually         |
| 4 - Once in a While | 9 - Very Frequently |
| 5 - Occasionally    | 10 - Almost Always  |



### Model the Way Data Summary

- Find your voice by clarifying your personal values
- 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

	<u>Self</u>	<u>AVG</u>	<u>Individual Observers</u>					
			<u>M</u>	<u>C1</u>	<u>C2</u>	<u>D1</u>	<u>D2</u>	<u>O1</u>
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

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| 5 - Occasionally    | 10 - Almost Always  |

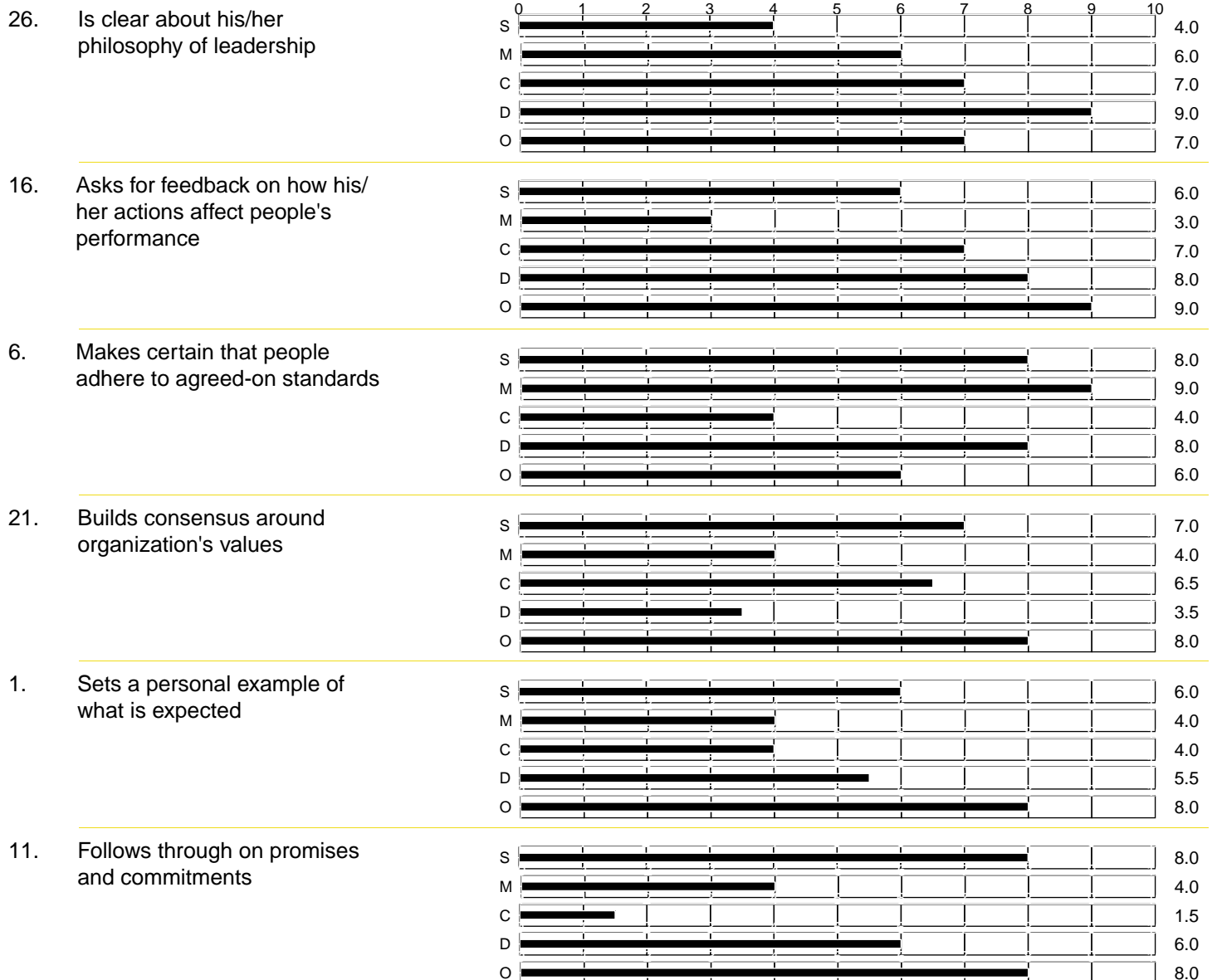


### Model the Way Bar Graphs

- Find your voice by clarifying your personal 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 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

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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*

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

	<u>Self</u>	<u>AVG</u>	<u>M</u>	<u>C1</u>	<u>C2</u>	<u>D1</u>	<u>D2</u>	<u>O1</u>
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

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### 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*

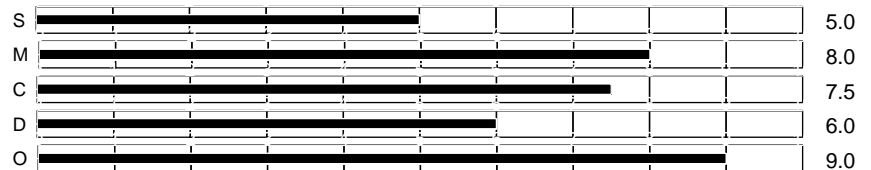
The set of bar graphs for each of the six leadership behaviors related to this Practice provides a graphic representation of your and your Observers' average ratings for that behavior. Scores can range from 1 to 10.

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17. Shows others how their interests can be realized



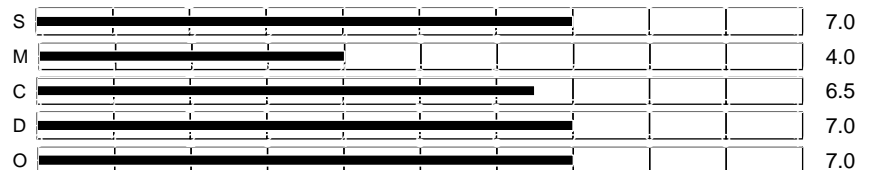
27. Speaks with conviction about meaning of work



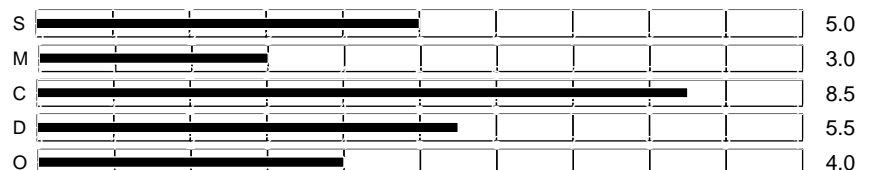
12. Appeals to others to share dream of the future



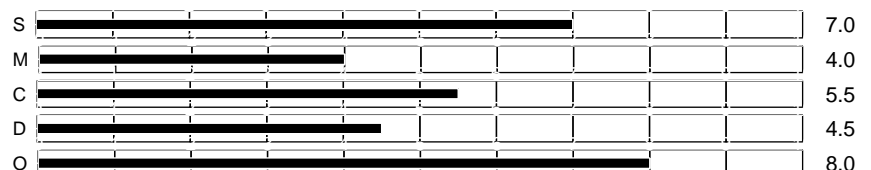
7. Describes a compelling image of the future



22. Paints "big picture" of group aspirations



2. Talks about future trends influencing our work



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### Challenge the Process Data Summary

- Search for opportunities by seeking innovative ways to change, grow, and improve
- Experiment and take risks by constantly generating small wins and learning from mistakes

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[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>	
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















