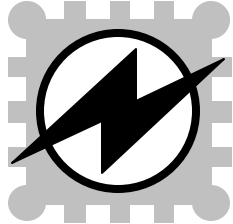


The Kouzes/Posner

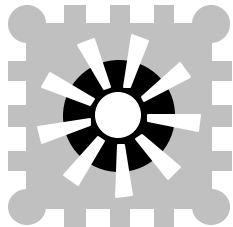
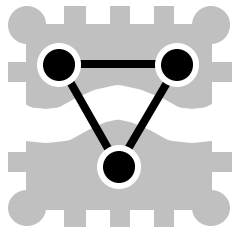
LEADERSHIP PRACTICES INVENTORY



Confidential Feedback

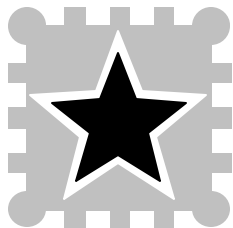
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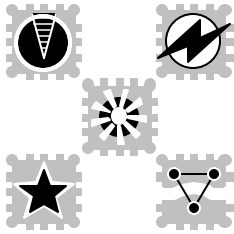
Jill Hammond



Acme Industries, Inc.

October 9, 2001





LEADERSHIP PRACTICES INVENTORY

Profile for Jill Hammond

Acme Industries, Inc.
October 9, 2001

| | <u>SELF</u> | <u>LPI-OBSERVER RATINGS</u> | | | | | | | | | |
|------------------------------|-------------|-----------------------------|------------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | <u>AVG</u> | <u>AGR</u> | <u>M</u> | <u>D1</u> | <u>D2</u> | <u>D3</u> | <u>D4</u> | <u>C1</u> | <u>C2</u> | <u>C3</u> |
| MODELING THE WAY | 45 | 54.8 | H | 56 | 55 | 57 | 52 | 52 | 57 | 50 | 59 |
| ENCOURAGING THE HEART | 37 | 48.8 | H | 51 | 44 | 54 | 52 | 47 | 54 | 50 | 38 |
| ENABLING OTHERS TO ACT | 40 | 48.7 | H | 53 | 48 | 50 | 44 | 46 | 53 | 43 | 52 |
| INSPIRING A SHARED VISION | 28 | 44.4 | M | 49 | 41 | 44 | 46 | 35 | 49 | 54 | 37 |
| CHALLENGING THE PROCESS | 30 | 44.2 | M | 45 | 40 | 45 | 49 | 35 | 52 | 52 | 35 |

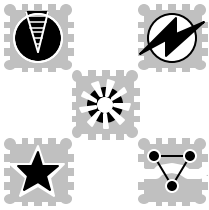
AVG = Average of all LPI Observer ratings

AGR = Degree of consistency between observer scores, with H = High,
M = Moderate, and L = Low degree of consistency or agreement

M = Manager

D = Direct Reports

C = Coworkers

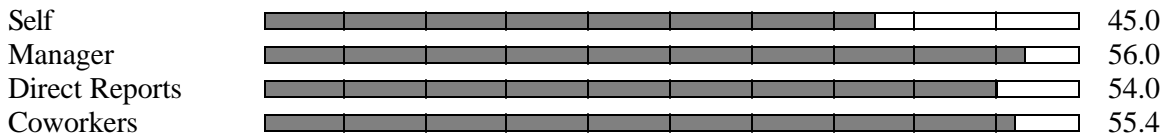


LEADERSHIP PRACTICES INVENTORY

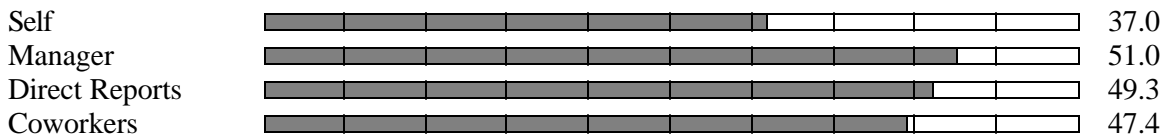
Profile for Jill Hammond

Acme Industries, Inc.
October 9, 2001

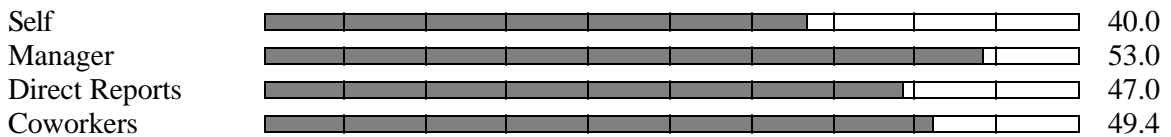
MODELING THE WAY



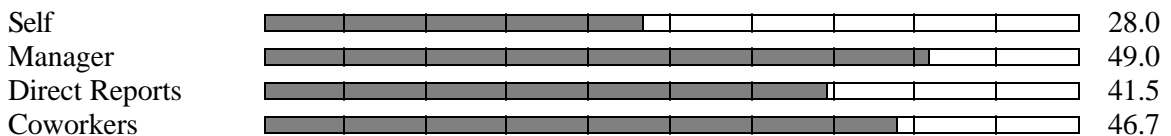
ENCOURAGING THE HEART



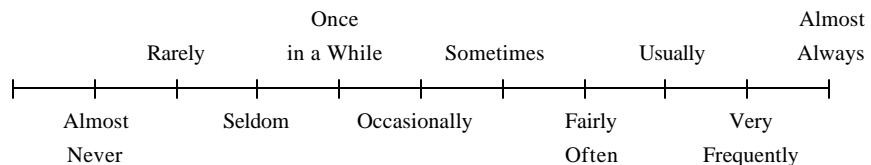
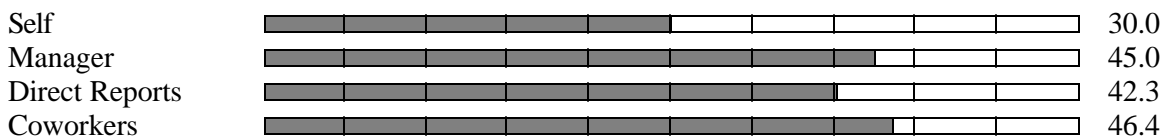
ENABLING OTHERS TO ACT

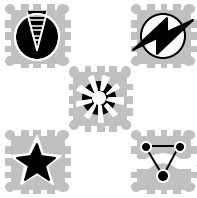


INSPIRING A SHARED VISION



CHALLENGING THE PROCESS





LEADERSHIP PRACTICES INVENTORY

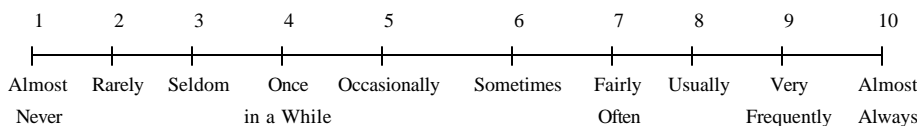
Profile for Jill Hammond

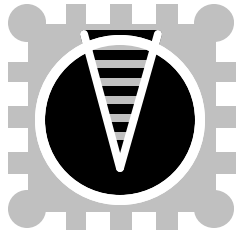
Acme Industries, Inc.
October 9, 2001

Leadership Behaviors Ranked by LPI Observer Ratings

| | | <u>SELF</u> | <u>OBSERVERS</u> |
|---|-------------|-------------|------------------|
| 14. Follows through on promises and commitments | MODELING | 10 | 9.9 |
| 13. Treats people with dignity and respect | ENABLING | 9 | 9.6 |
| 27. Speaks with conviction about meaning of work | INSPIRING | 5 | 9.4* |
| 4. Sets example of what is expected | MODELING | 9 | 9.1 |
| 29. Makes progress toward goals one step at a time | MODELING | 8 | 9.1 |
| 24. Ensures that goals, plans and milestones are set | MODELING | 5 | 9.1* |
| 9. Ensures that people adhere to agreed-on standards | MODELING | 8 | 8.9 |
| 28. Ensures that people grow in their jobs | ENABLING | 5 | 8.8* |
| 10. Expresses confidence in people's abilities | ENCOURAGING | 5 | 8.6* |
| 19. Is clear about his/her philosophy of leadership | MODELING | 5 | 8.6* |
| 3. Develops cooperative relationships | ENABLING | 8 | 8.5 |
| 5. Praises people for a job well done | ENCOURAGING | 8 | 8.4 |
| 30. Gives team members appreciation and support | ENCOURAGING | 7 | 8.2 |
| 25. Finds ways to celebrate accomplishments | ENCOURAGING | 6 | 8.2* |
| 26. Takes initiative to overcome obstacles | CHALLENGING | 6 | 8.2* |
| 8. Listens to diverse points of view | ENABLING | 7 | 8.1 |
| 20. Recognizes people for commitment to shared values | ENCOURAGING | 5 | 8.1* |
| 1. Seeks challenging opportunities | CHALLENGING | 4 | 7.6* |
| 11. Looks outside organization for ways to improve | CHALLENGING | 6 | 7.5* |
| 16. Asks "What can we learn?" | CHALLENGING | 5 | 7.5* |
| <hr/> | | | |
| 17. Shows others how their interests can be realized | INSPIRING | 4 | 7.4* |
| 2. Talks about future trends | INSPIRING | 6 | 7.2 |
| 15. Creatively rewards people for their contributions | ENCOURAGING | 6 | 7.1 |
| 18. Supports other people's decisions | ENABLING | 6 | 7.1 |
| 6. Challenges people to try new approaches | CHALLENGING | 5 | 7.0* |
| 12. Appeals to others to share dream of future | INSPIRING | 4 | 7.0* |
| 22. Is enthusiastic and positive about future | INSPIRING | 5 | 6.8* |
| 7. Describes compelling image of future | INSPIRING | 4 | 6.6* |
| 23. Lets people choose how to do their work | ENABLING | 5 | 6.5* |
| 21. Experiments and takes risks | CHALLENGING | 4 | 6.2* |

* Difference between Observers' and Self rating was greater than 1.5



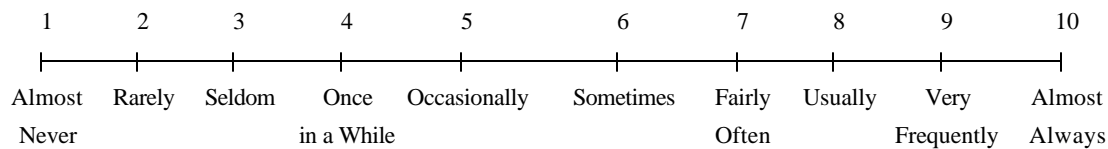


CHALLENGING THE PROCESS

Profile for Jill Hammond

Acme Industries, Inc.
October 9, 2001

| LEADERSHIP BEHAVIOR | SELF | LPI-OBSERVER RATINGS | | | | | | | | |
|--|-----------|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | AVG | M | D1 | D2 | D3 | D4 | C1 | C2 | C3 |
| 26. Takes initiative to overcome obstacles | 6 | 8.3 | 9 | 8 | 9 | 8 | 6 | 9 | 8 | 9 |
| 1. Seeks challenging opportunities | 4 | 7.7 | 7 | 7 | 8 | 7 | 8 | 9 | 9 | 6 |
| 11. Looks outside organization for ways to improve | 6 | 7.5 | 7 | 9 | 9 | 8 | 6 | 8 | 10 | 3 |
| 16. Asks "What can we learn?" | 5 | 7.5 | 9 | 5 | 6 | 9 | 4 | 9 | 9 | 9 |
| 6. Challenges people to try new approaches | 5 | 7.0 | 7 | 5 | 7 | 8 | 6 | 9 | 8 | 6 |
| 21. Experiments and takes risks | 4 | 6.3 | 6 | 6 | 6 | 9 | 5 | 8 | 8 | 2 |
| CUMULATIVE RATINGS: | 30 | 44.2 | 45 | 40 | 45 | 49 | 35 | 52 | 52 | 35 |



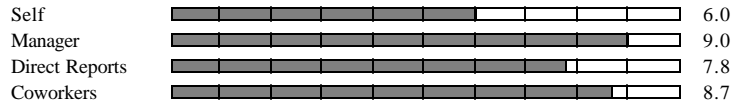


CHALLENGING THE PROCESS

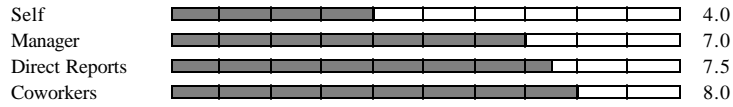
Profile for Jill Hammond

**Acme Industries, Inc.
October 9, 2001**

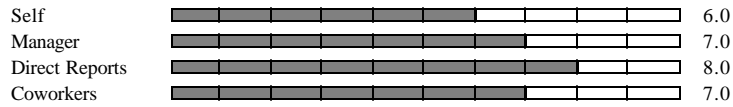
26. I take the initiative to overcome obstacles even when outcomes are uncertain:



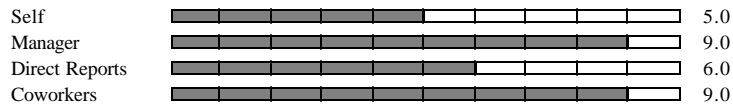
1. I seek out challenging opportunities that test my own skills and abilities:



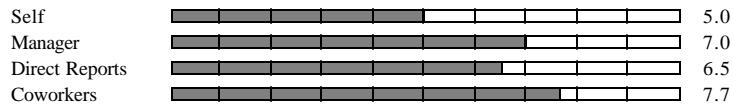
11. I search outside the formal boundaries of my organization for innovative ways to improve what we do:



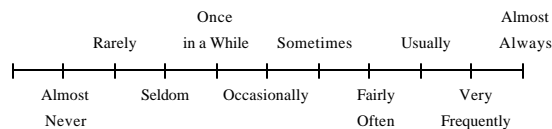
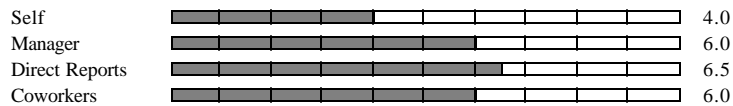
16. I ask "What can we learn?" when things do not go as expected:

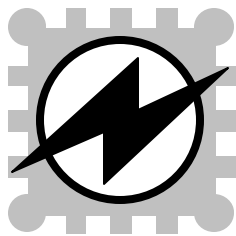


6. I challenge people to try out new and innovative approaches to their work:



21. I experiment and take risks in my work even when there is a chance of failure:



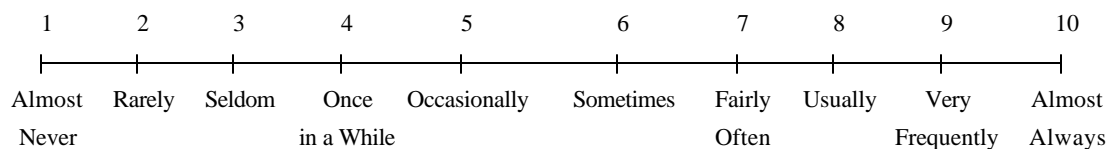


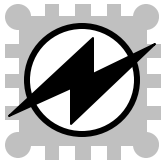
INSPIRING A SHARED VISION

Profile for Jill Hammond

Acme Industries, Inc.
October 9, 2001

| <u>LEADERSHIP BEHAVIOR</u> | <u>SELF</u> | <u>LPI-OBSERVER RATINGS</u> | | | | | | | | |
|--|-------------|-----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | <u>AVG</u> | <u>M</u> | <u>D1</u> | <u>D2</u> | <u>D3</u> | <u>D4</u> | <u>C1</u> | <u>C2</u> | <u>C3</u> |
| 27. Speaks with conviction about meaning of work | 5 | 9.4 | 9 | 10 | 9 | 10 | 8 | 9 | 10 | 10 |
| 17. Shows others how their interests can be realized | 4 | 7.4 | 9 | 8 | 6 | 7 | 6 | 8 | 9 | 6 |
| 2. Talks about future trends | 6 | 7.3 | 8 | 5 | 7 | 8 | 5 | 9 | 9 | 7 |
| 12. Appeals to others to share dream of future | 4 | 7.0 | 7 | 6 | 7 | 7 | 6 | 8 | 9 | 6 |
| 22. Is enthusiastic and positive about future | 5 | 6.8 | 6 | 4 | 10 | 7 | 7 | 8 | 8 | 4 |
| 7. Describes compelling image of future | 4 | 6.7 | 10 | 8 | 5 | 7 | 3 | 7 | 9 | 4 |
| CUMULATIVE RATINGS: | 28 | 44.4 | 49 | 41 | 44 | 46 | 35 | 49 | 54 | 37 |



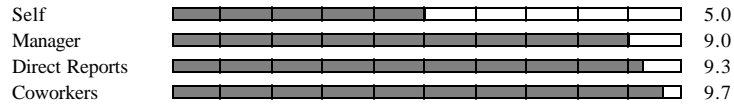


INSPIRING A SHARED VISION

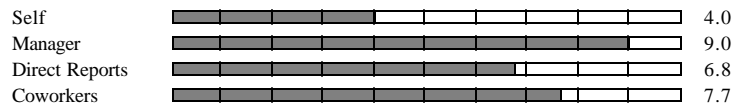
Profile for Jill Hammond

**Acme Industries, Inc.
October 9, 2001**

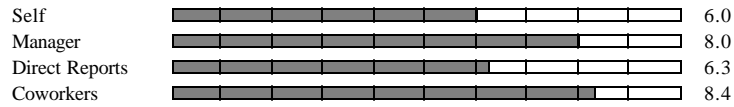
27. I speak with genuine conviction about the higher meaning and purpose of our work:



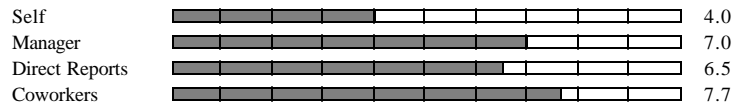
17. I show others how their long-term interests can be realized by enlisting in a common vision:



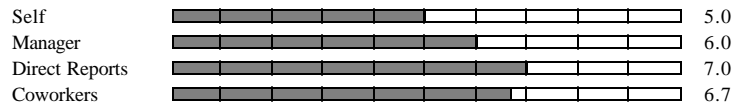
2. I talk about future trends that will influence how our work gets done:



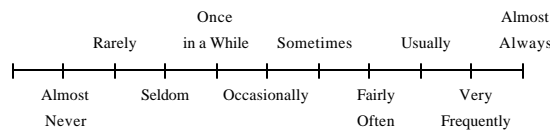
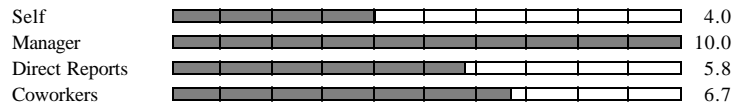
12. I appeal to others to share an exciting dream of the future:

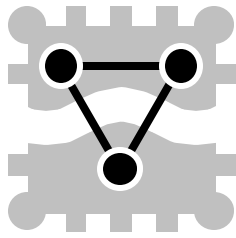


22. I am contagiously enthusiastic and positive about future possibilities:



7. I describe a compelling image of what our future could be like:



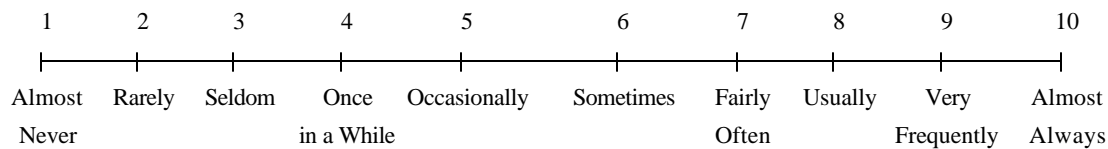


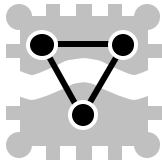
ENABLING OTHERS TO ACT

Profile for Jill Hammond

Acme Industries, Inc.
October 9, 2001

| <u>LEADERSHIP BEHAVIOR</u> | <u>SELF</u> | <u>LPI-OBSERVER RATINGS</u> | | | | | | | | |
|---|-------------|-----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | <u>AVG</u> | <u>M</u> | <u>D1</u> | <u>D2</u> | <u>D3</u> | <u>D4</u> | <u>C1</u> | <u>C2</u> | <u>C3</u> |
| 13. Treats people with dignity and respect | 9 | 9.7 | 10 | 10 | 10 | 9 | 9 | 10 | 9 | 10 |
| 28. Ensures that people grow in their jobs | 5 | 8.8 | 8 | 7 | 9 | 8 | 10 | 10 | 9 | 9 |
| 3. Develops cooperative relationships | 8 | 8.5 | 10 | 9 | 10 | 7 | 7 | 9 | 6 | 10 |
| 8. Listens to diverse points of view | 7 | 8.2 | 10 | 10 | 7 | 8 | 6 | 7 | 7 | 10 |
| 18. Supports other people's decisions | 6 | 7.2 | 8 | 6 | 6 | 6 | 8 | 9 | 6 | 8 |
| 23. Lets people choose how to do their work | 5 | 6.5 | 7 | 6 | 8 | 6 | 6 | 8 | 6 | 5 |
| CUMULATIVE RATINGS: | 40 | 48.7 | 53 | 48 | 50 | 44 | 46 | 53 | 43 | 52 |



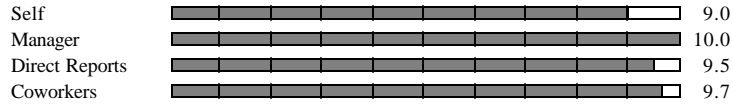


ENABLING OTHERS TO ACT

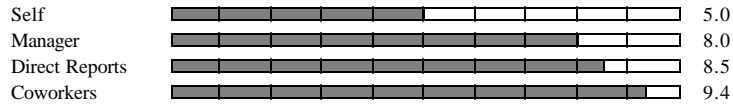
Profile for Jill Hammond

**Acme Industries, Inc.
October 9, 2001**

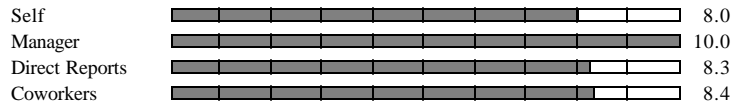
13. I treat others with dignity and respect:



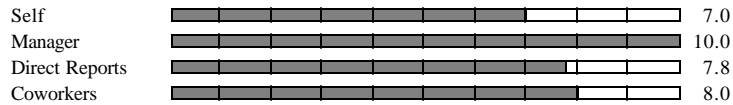
28. I ensure that people grow in their jobs by learning new skills and developing themselves:



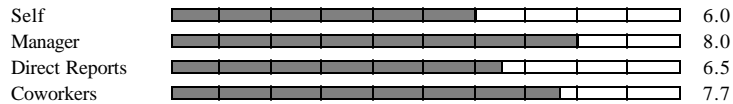
3. I develop cooperative relationships among the people I work with:



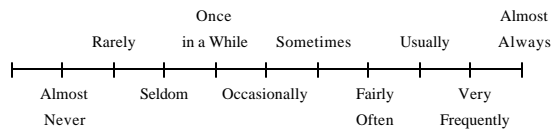
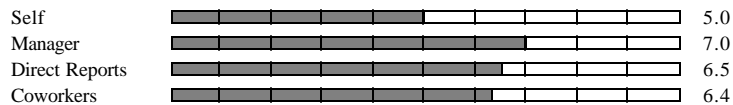
8. I actively listen to diverse points of view:

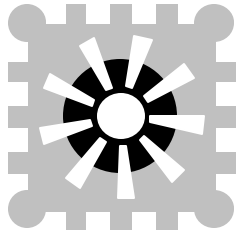


18. I support the decisions that people make on their own:



23. I give people a great deal of freedom and choice in deciding how to do their work:



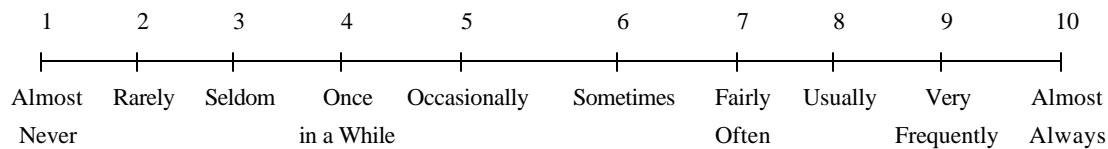


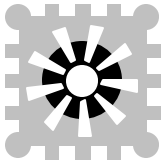
MODELING THE WAY

Profile for Jill Hammond

Acme Industries, Inc.
October 9, 2001

| <u>LEADERSHIP BEHAVIOR</u> | <u>SELF</u> | <u>LPI-OBSERVER RATINGS</u> | | | | | | | | |
|--|-------------|-----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | <u>AVG</u> | <u>M</u> | <u>D1</u> | <u>D2</u> | <u>D3</u> | <u>D4</u> | <u>C1</u> | <u>C2</u> | <u>C3</u> |
| 14. Follows through on promises and commitments | 10 | 9.9 | 10 | 10 | 10 | 9 | 10 | 10 | 10 | 10 |
| 24. Ensures that goals, plans and milestones are set | 5 | 9.2 | 9 | 7 | 9 | 10 | 9 | 9 | 10 | 10 |
| 29. Makes progress toward goals one step at a time | 8 | 9.2 | 10 | 10 | 9 | 8 | 8 | 10 | 8 | 10 |
| 4. Sets example of what is expected | 9 | 9.2 | 10 | 10 | 10 | 8 | 9 | 9 | 7 | 10 |
| 9. Ensures that people adhere to agreed-on standards | 8 | 8.9 | 9 | 9 | 9 | 9 | 8 | 9 | 8 | 10 |
| 19. Is clear about his/her philosophy of leadership | 5 | 8.7 | 8 | 9 | 10 | 8 | 8 | 10 | 7 | 9 |
| CUMULATIVE RATINGS: | 45 | 54.8 | 56 | 55 | 57 | 52 | 52 | 57 | 50 | 59 |



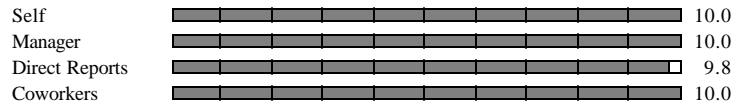


MODELING THE WAY

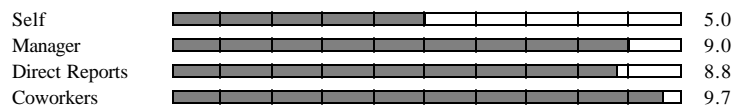
Profile for Jill Hammond

**Acme Industries, Inc.
October 9, 2001**

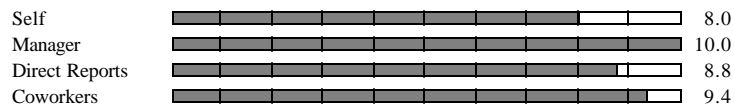
14. I follow through on the promises and commitments that I make:



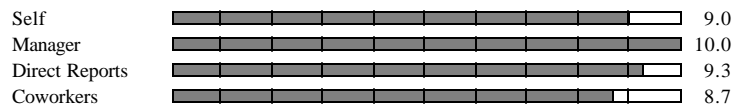
24. I make certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on:



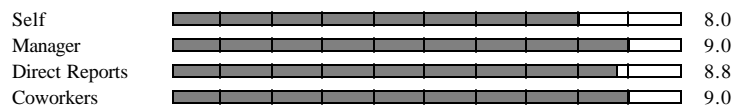
29. I make progress toward goals one step at a time:



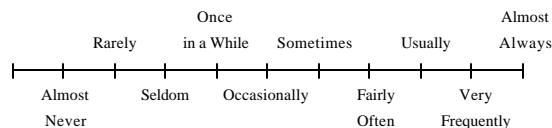
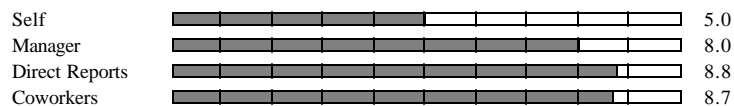
4. I set a personal example of what I expect from others:

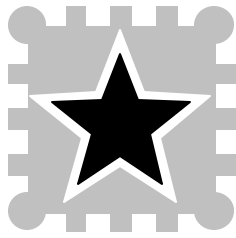


9. I spend time and energy making certain that the people I work with adhere to the principles and standards that we have agreed on:



19. I am clear about my philosophy of leadership:



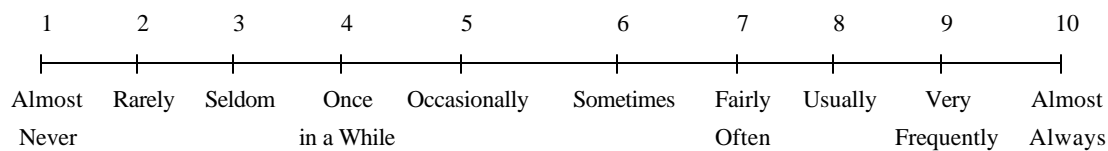


ENCOURAGING THE HEART

Profile for Jill Hammond

Acme Industries, Inc.
October 9, 2001

| <u>LEADERSHIP BEHAVIOR</u> | <u>SELF</u> | <u>LPI-OBSERVER RATINGS</u> | | | | | | | | |
|---|-------------|-----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | <u>AVG</u> | <u>M</u> | <u>D1</u> | <u>D2</u> | <u>D3</u> | <u>D4</u> | <u>C1</u> | <u>C2</u> | <u>C3</u> |
| 10. Expresses confidence in people's abilities | 5 | 8.7 | 9 | 9 | 10 | 8 | 8 | 9 | 8 | 8 |
| 5. Praises people for a job well done | 8 | 8.4 | 9 | 7 | 9 | 9 | 8 | 9 | 8 | 8 |
| 25. Finds ways to celebrate accomplishments | 6 | 8.3 | 8 | 8 | 9 | 9 | 9 | 9 | 9 | 5 |
| 30. Gives team members appreciation and support | 7 | 8.3 | 9 | 9 | 9 | 8 | 9 | 9 | 7 | 6 |
| 20. Recognizes people for commitment to shared values | 5 | 8.2 | 9 | 7 | 9 | 9 | 7 | 9 | 9 | 6 |
| 15. Creatively rewards people for their contributions | 6 | 7.2 | 7 | 4 | 8 | 9 | 6 | 9 | 9 | 5 |
| CUMULATIVE RATINGS: | 37 | 48.8 | 51 | 44 | 54 | 52 | 47 | 54 | 50 | 38 |



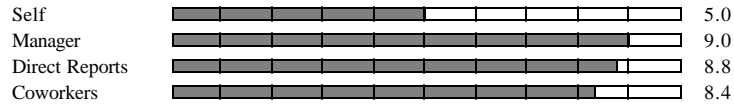


ENCOURAGING THE HEART

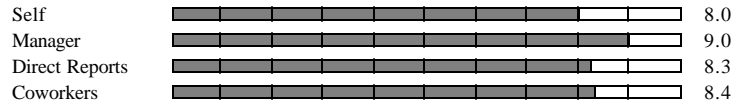
Profile for Jill Hammond

**Acme Industries, Inc.
October 9, 2001**

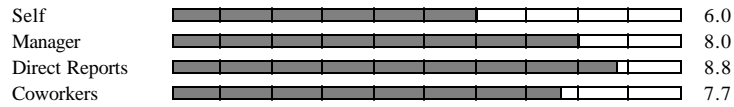
10. I make it a point to let people know about my confidence in their abilities:



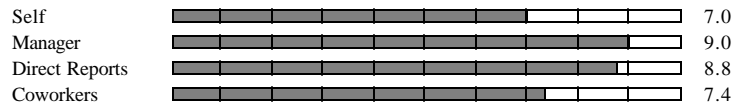
5. I praise people for a job well done:



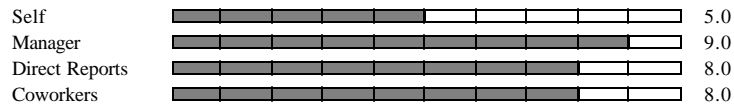
25. I find ways to celebrate accomplishments:



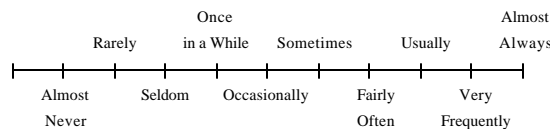
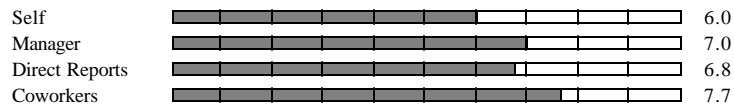
30. I give the members of the team lots of appreciation and support for their contributions:

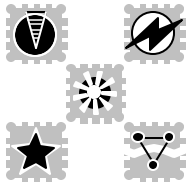


20. I publicly recognize people who exemplify commitment to shared values:



15. I make sure that people are creatively rewarded for their contributions to the success of our projects:





LEADERSHIP PRACTICES INVENTORY

Profile for Participant Group

Acme Industries, Inc.
October 9, 2001

| | | |
|-------------------------------|------|---------|
| CHALLENGING THE PROCESS | AVG | STD DEV |
| Self | 39.5 | 7.9 |
| Managers | 46.7 | 7.7 |
| Direct Reports | 45.8 | 7.6 |
| Coworkers | 45.4 | 7.1 |
| Others | 48.0 | 5.4 |
| All Observers | 46.0 | 7.3 |
| INSPIRING A SHARED VISION | AVG | STD DEV |
| Self | 36.3 | 8.9 |
| Managers | 45.9 | 9.3 |
| Direct Reports | 44.4 | 8.9 |
| Coworkers | 44.4 | 8.3 |
| Others | 44.5 | 5.9 |
| All Observers | 44.7 | 8.6 |
| ENABLING OTHERS TO ACT | AVG | STD DEV |
| Self | 47.8 | 4.0 |
| Managers | 50.3 | 5.4 |
| Direct Reports | 50.6 | 5.4 |
| Coworkers | 47.6 | 5.7 |
| Others | 53.5 | 4.2 |
| All Observers | 49.7 | 5.7 |
| MODELING THE WAY | AVG | STD DEV |
| Self | 44.4 | 5.0 |
| Managers | 48.6 | 6.6 |
| Direct Reports | 49.1 | 6.2 |
| Coworkers | 45.9 | 7.1 |
| Others | 48.7 | 5.0 |
| All Observers | 47.8 | 6.7 |
| ENCOURAGING THE HEART | AVG | STD DEV |
| Self | 41.8 | 7.4 |
| Managers | 46.1 | 8.7 |
| Direct Reports | 45.4 | 8.9 |
| Coworkers | 44.8 | 8.3 |
| Others | 41.7 | 5.9 |
| All Observers | 45.0 | 8.5 |
| Leader Surveys Tallied: | 12 | |
| LPI Observer Surveys Tallied: | 75 | |