Pfeiffer *Assessments*

# Leadership Practices Inventory: LPI®

## JAMES M. KOUZES & BARRY Z. POSNER

## Individual Feedback Report

**Prepared for Amanda Lopez | February 22, 2013**

LPI Sample Report

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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 30 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 Coworker categories to preserve observer anonymity. The average observer rating (AVG) is an average of all LPI observer responses including Manager.

## RATER ABBREVIATIONS:

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

You requested a total of 9 observers to rate you; of these, 9 have submitted an Observer survey as of report date and are included in your report results.

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# 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 | O1 |
| 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 | **49.2** | 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 | S-Self | AVG-Average of all Observer Responses

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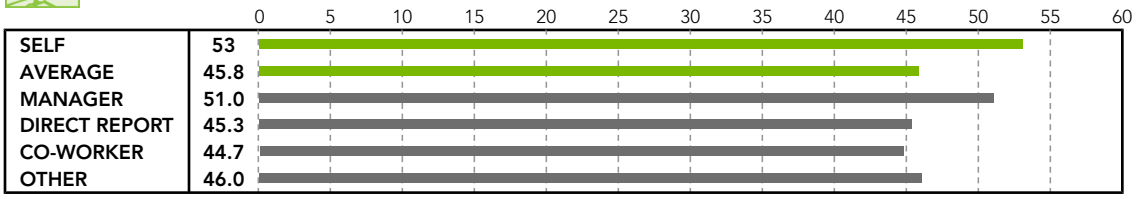
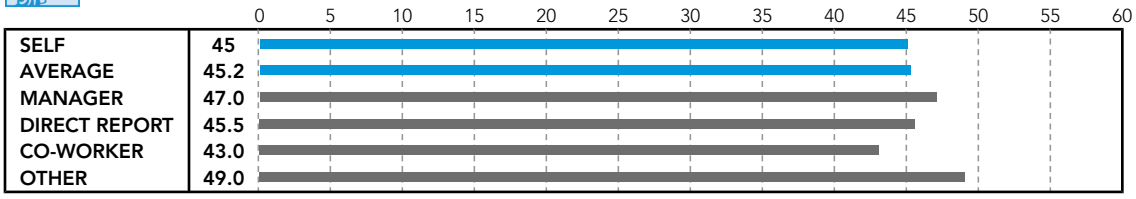
# The Five Practices Bar Graphs

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.

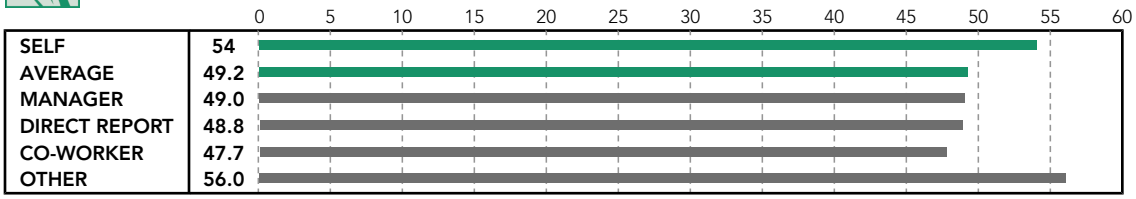
## Model the Way



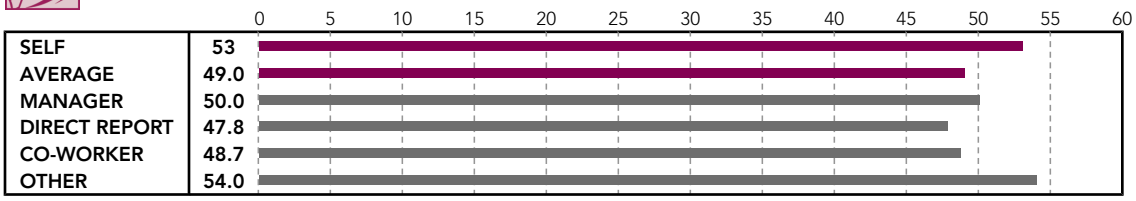

## Inspire a Shared Vision



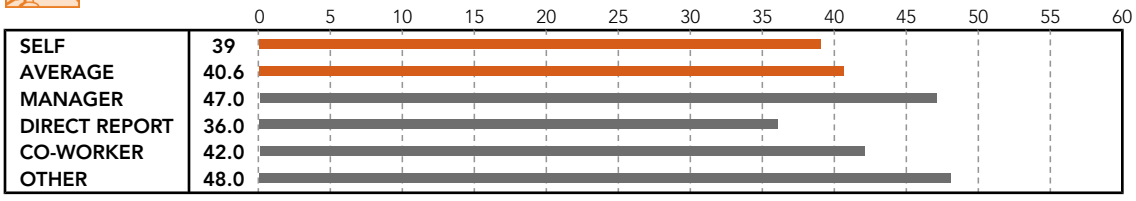

## Challenge the Process




## Enable Others to Act




## Encourage the Heart

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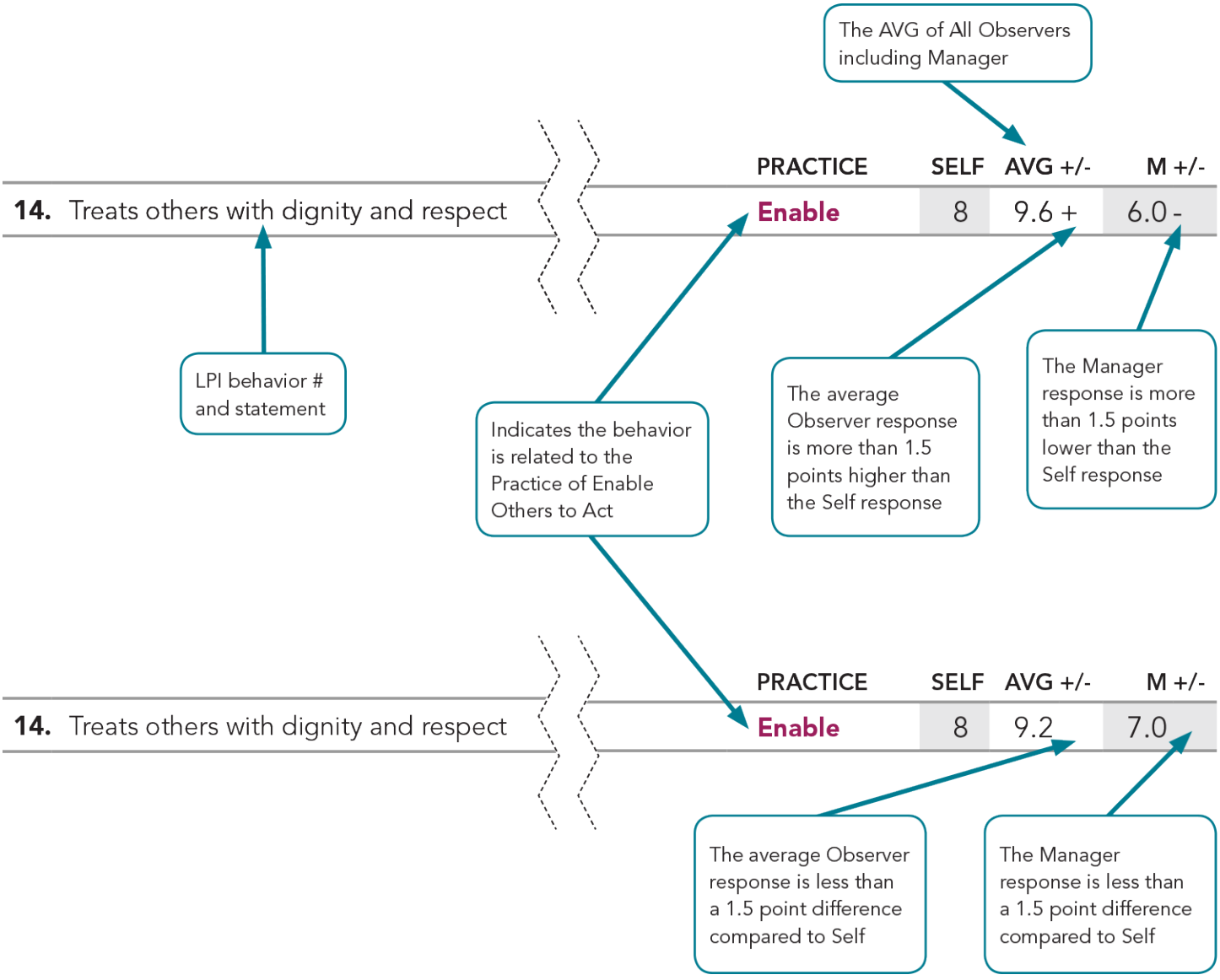
# Leadership Behaviors Ranking

The following page shows the ranking, from most frequent to least frequent, of all 30 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.

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## MOST FREQUENT

| | | PRACTICE | SELF | AVG +/- | M +/- |
|---|---|---|---|---|---|
| **14.** | Treats others with dignity and respect | **Enable** | 10 | 9.6 | 10.0 |
| **11.** | Follows through on promises and commitments he/she makes | **Model** | 10 | 9.0 | 10.0 |
| **3.** | Seeks out challenging opportunities that test his/her own skills and abilities | **Challenge** | 10 | 8.9 | 9.0 |
| **1.** | Sets a personal example of what he/she expects of others | **Model** | 10 | 8.7 | 10.0 |
| **2.** | Talks about future trends that will influence how our work gets done | **Inspire** | 10 | 8.6 | 10.0 |
| **23.** | Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on | **Challenge** | 10 | 8.4 - | 7.0 - |
| **28.** | Experiments and takes risks, even when there is a chance of failure | **Challenge** | 9 | 8.4 | 9.0 |
| **4.** | Develops cooperative relationships among the people he/she works with | **Enable** | 8 | 8.4 | 8.0 |
| **9.** | Actively listens to diverse points of view | **Enable** | 9 | 8.2 | 9.0 |
| **13.** | Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do | **Challenge** | 8 | 8.2 | 8.0 |
| **24.** | Gives people a great deal of freedom and choice in deciding how to do their work | **Enable** | 10 | 8.1 - | 9.0 |
| **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 | 8.0 |
| **8.** | Challenges people to try out new and innovative ways to do their work | **Challenge** | 9 | 7.9 | 8.0 |
| **19.** | Supports the decisions that people make on their own | **Enable** | 8 | 7.9 | 8.0 |
| **22.** | Paints the "big picture" of what we aspire to accomplish | **Inspire** | 6 | 7.9 + | 8.0 + |
| **7.** | Describes a compelling image of what our future could be like | **Inspire** | 7 | 7.8 | 8.0 |
| **26.** | Is clear about his/her philosophy of leadership | **Model** | 8 | 7.6 | 8.0 |
| **21.** | Builds consensus around a common set of values for running our organization | **Model** | 9 | 7.4 - | 8.0 |
| **30.** | Gives the members of the team lots of appreciation and support for their contributions | **Encourage** | 8 | 7.4 | 8.0 |
| **18.** | Asks "What can we learn?" when things don't go as expected | **Challenge** | 8 | 7.3 | 8.0 |
| **17.** | Shows others how their long-term interests can be realized by enlisting in a common vision | **Inspire** | 7 | 7.3 | 8.0 |
| **27.** | Speaks with genuine conviction about the higher meaning and purpose of our work | **Inspire** | 6 | 7.2 | 7.0 |
| **5.** | Praises people for a job well done | **Encourage** | 6 | 7.1 | 8.0 + |
| **15.** | Makes sure that people are creatively rewarded for their contributions to the success of projects | **Encourage** | 5 | 7.1 + | 8.0 + |
| **10.** | Makes it a point to let people know about his/her confidence in their abilities | **Encourage** | 9 | 7.0 - | 7.0 - |
| **29.** | Ensures that people grow in their jobs by learning new skills and developing themselves | **Enable** | 8 | 6.8 | 6.0 - |
| **12.** | Appeals to others to share an exciting dream of the future | **Inspire** | 9 | 6.4 - | 6.0 - |
| **20.** | Publicly recognizes people who exemplify commitment to shared values | **Encourage** | 5 | 6.0 | 8.0 + |
| **25.** | Finds ways to celebrate accomplishments | **Encourage** | 6 | 5.9 | 8.0 + |
| **16.** | Asks for feedback on how his/her actions affect other people's performance | **Model** | 7 | 5.0 - | 7.0 |

## LEAST FREQUENT

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## 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 Observers 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 | O1 |
| 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 | 3-Seldom | 5-Occasionally | 7-Fairly Often | 9-Very Frequently |
| | 2-Rarely | 4-Once in a While | 6-Sometimes | 8-Usually | 10-Almost always |

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

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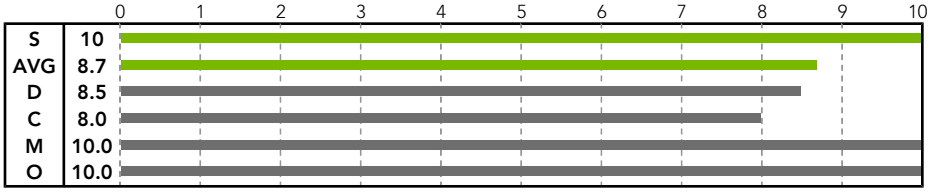
## Model the Way Bar Graphs

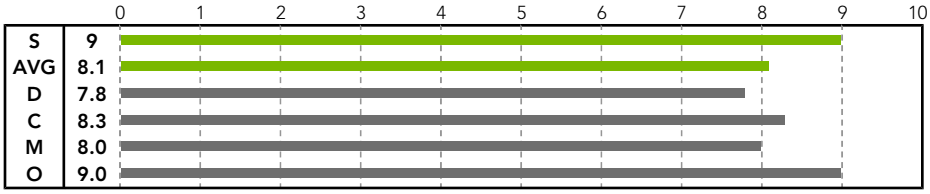
- **Clarify values by finding your voice and affirming shared values**
- **Set the example by aligning actions with shared values**

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.

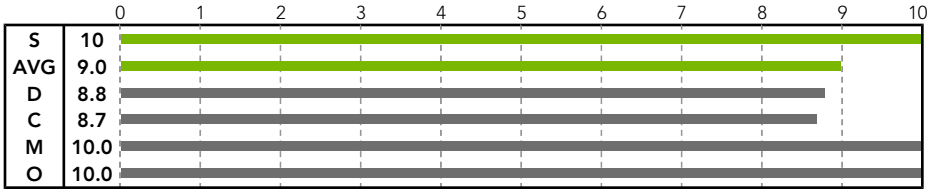
**1. Sets a personal example of what he/she expects of others**



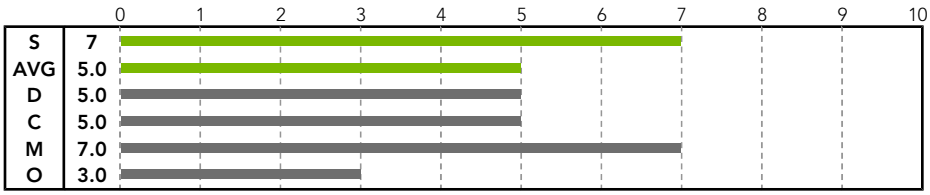

**6. Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on**



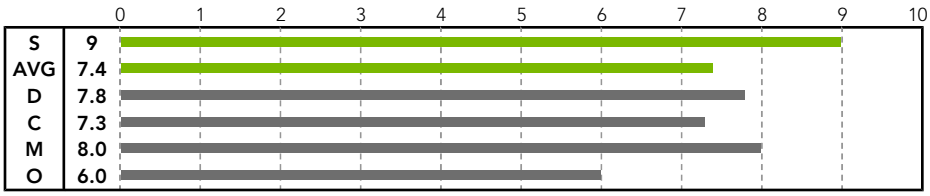

**11. Follows through on promises and commitments he/she makes**



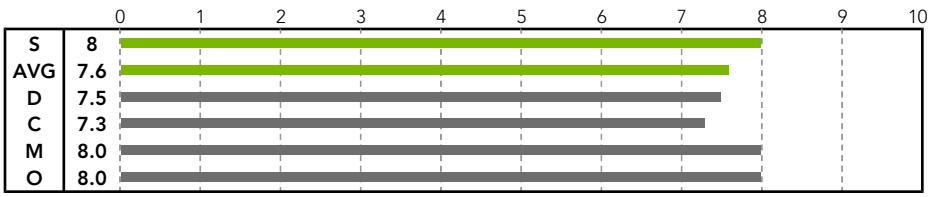

**16. Asks for feedback on how his/her actions affect other people's performance**




**21. Builds consensus around a common set of values for running our organization**




**26. Is clear about his/her philosophy of leadership**




| 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 |

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

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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 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 Observers 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 | O1 |
| 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 | | | | | |
|---|---|---|---|---|---|
| | 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 |

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

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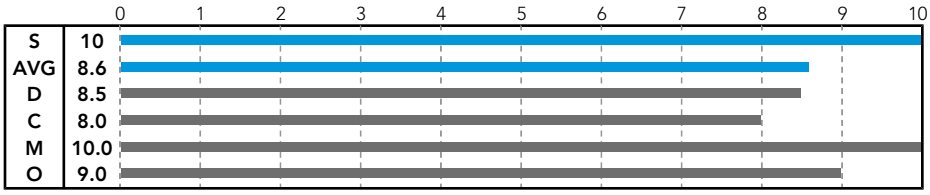
# Inspire a Shared Vision Bar Graphs

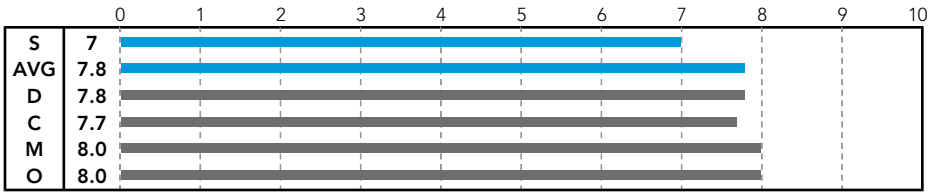
- **Envision the future by imagining exciting and ennobling possibilities**
- **Enlist others in a common vision by appealing to shared aspirations**

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 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.

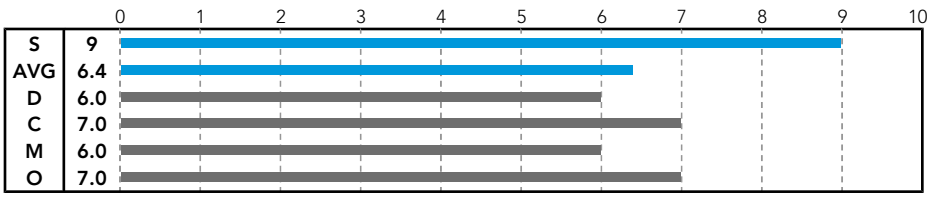
**2. Talks about future trends that will influence how our work gets done**



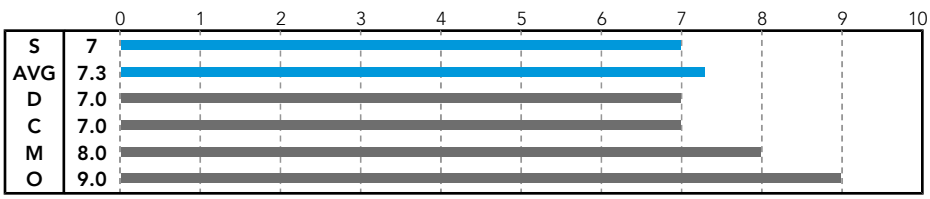

**7. Describes a compelling image of what our future could be like**



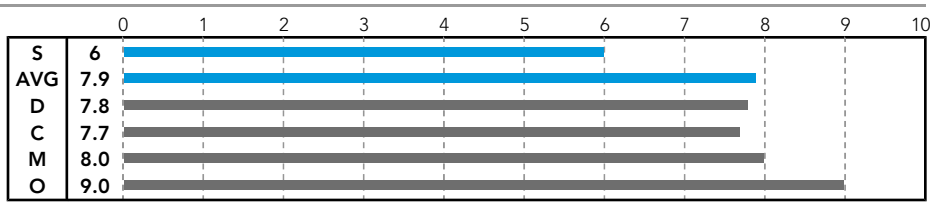

**12. Appeals to others to share an exciting dream of the future**



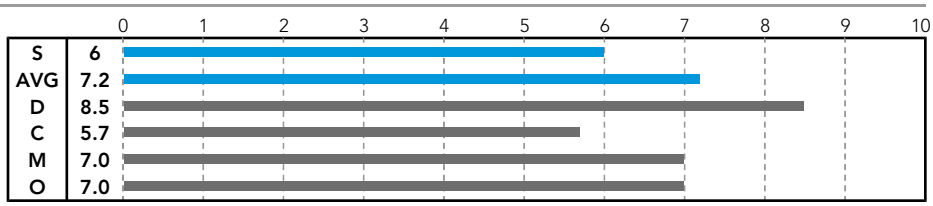

**17. Shows others how their long-term interests can be realized by enlisting in a common vision**




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

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

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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**

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 Observers 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 | O1 |
| **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 that 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 |

| **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 |

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

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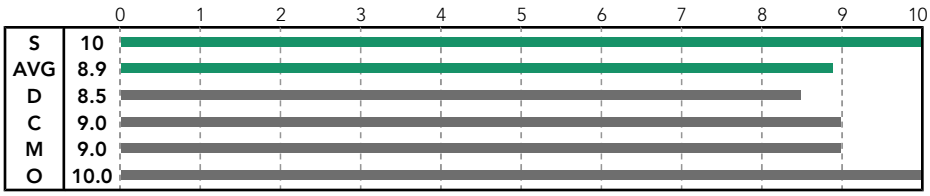
## Challenge the Process Bar Graphs

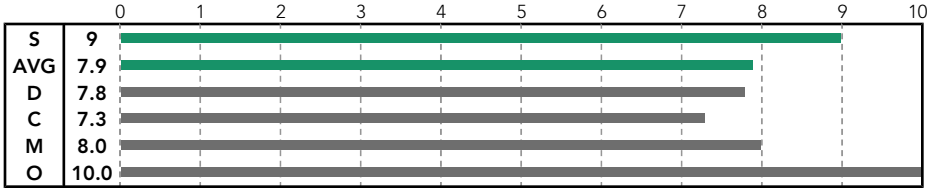
- **Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve**
- **Experiment and take risks by constantly generating small wins and learning from experience**

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 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.

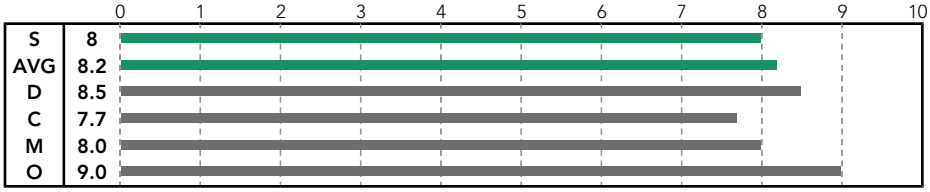
**3. Seeks out challenging opportunities that test his/her own skills and abilities**



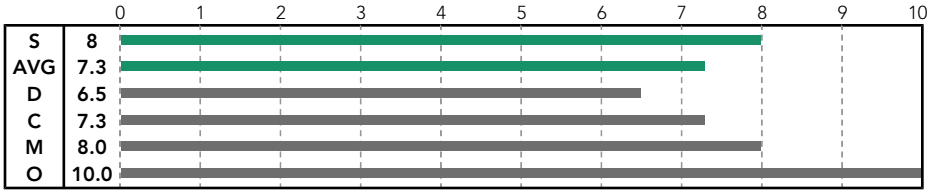

**8. Challenges people to try out new and innovative ways to do their work**



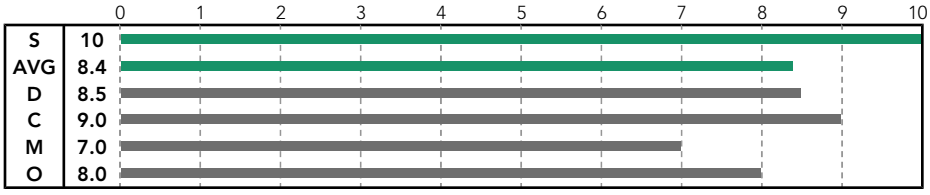

**13. Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do**



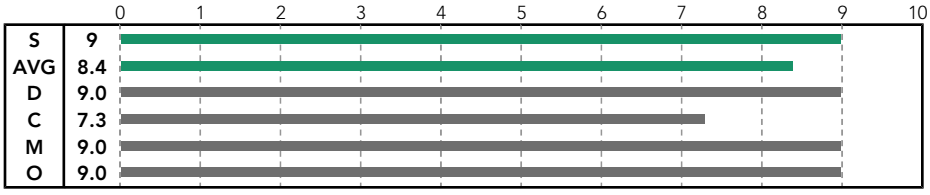

**18. Asks "What can we learn?" when things don't go as expected**




**23. Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on**




**28. Experiments and takes risks, even when there is a chance of failure**




| RESPONSE SCALE | | | | | |
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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 Observers 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 | O1 |
| **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** | 1-Almost Never | 3-Seldom | 5-Occasionally | 7-Fairly Often | 9-Very Frequently |
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|---|---|---|---|---|---|

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# Enable Others to Act Bar Graphs

- **Foster collaboration by building trust and facilitating relationships**
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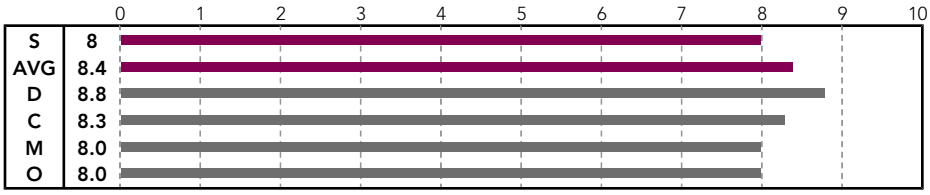
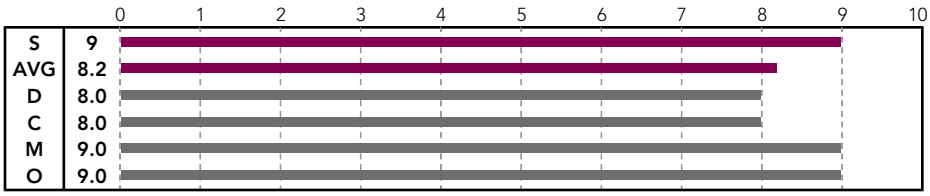
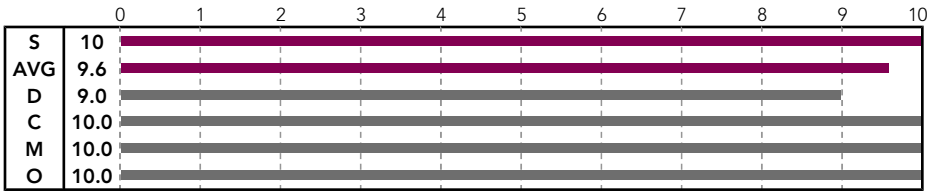
**4. Develops cooperative relationships among the people he/she works with**



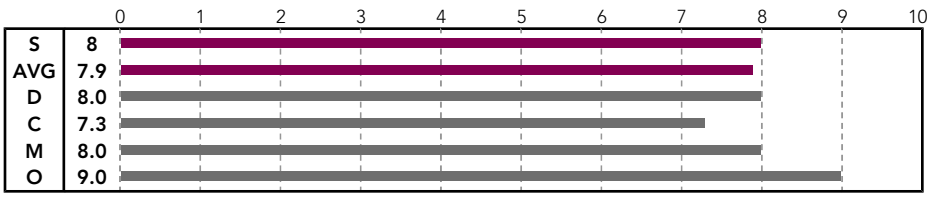

**9. Actively listens to diverse points of view**



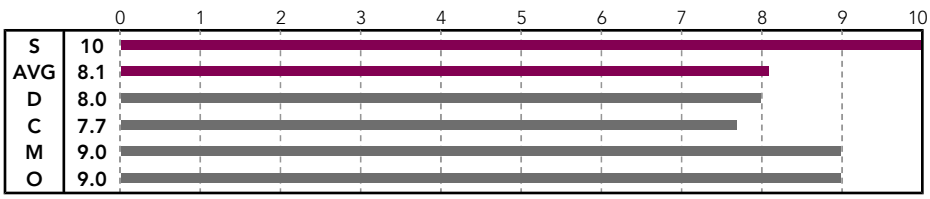

**14. Treats others with dignity and respect**




**19. Supports the decisions that people make on their own**




**24. Gives people a great deal of freedom and choice in deciding how to do their work**

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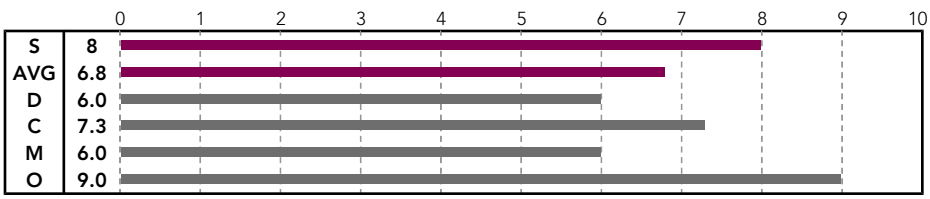


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# Encourage the Heart Data Summary

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

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|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | M1 | D1 | D2 | D3 | D4 | C1 | C2 | C3 | O1 |
| **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 |

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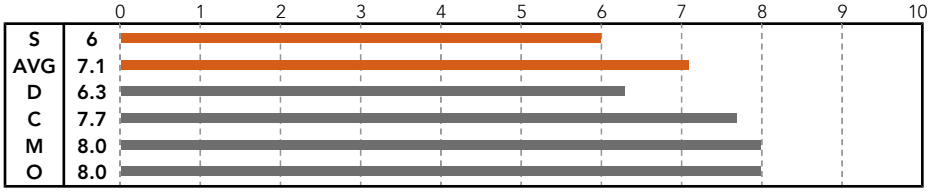
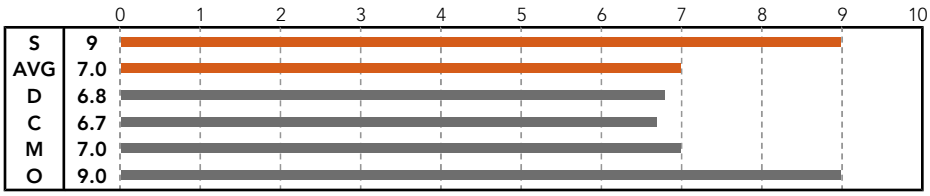
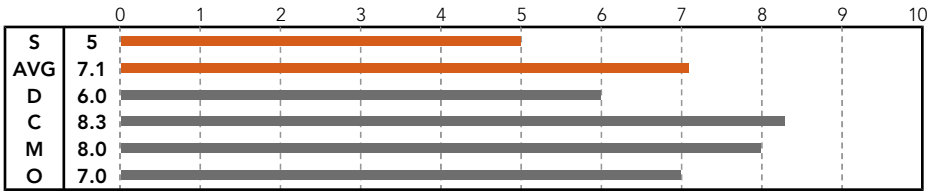


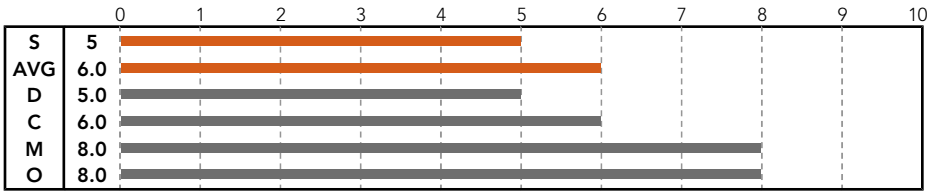

**10. Makes it a point to let people know about his/her confidence in their abilities**



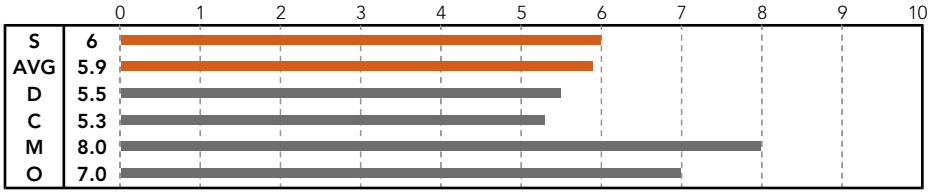

**15. Makes sure that people are creatively rewarded for their contributions to the success of projects**



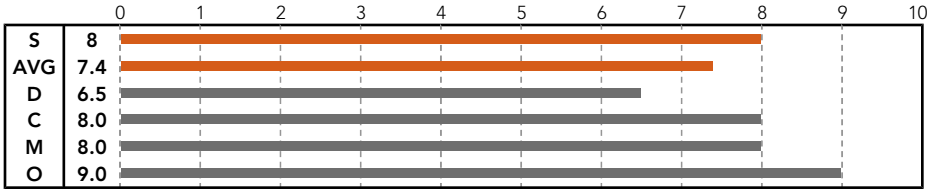

**20. Publicly recognizes people who exemplify commitment to shared values**




**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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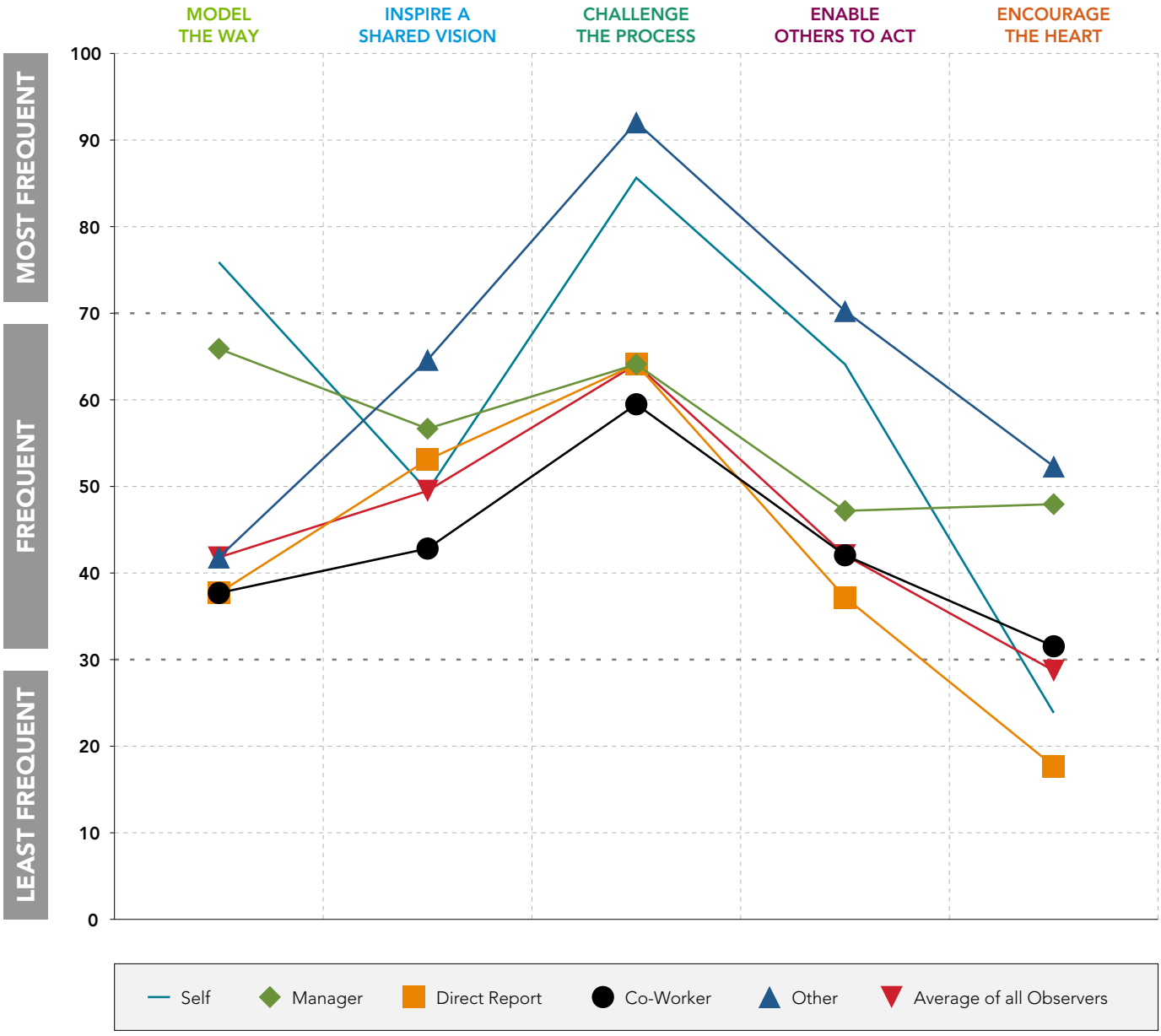
# Percentile Ranking

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.

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