

**KOUZES**  
**POSNER**



**LPI** INDIVIDUAL  
Leadership Practices Inventory

Feedback Report for

**LPI ONLINE EDITOR**

Administration: October 1, 2009

**Migrated**

**December 22, 2009**

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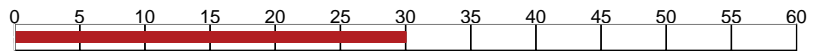
## The Five Practices Data Summary

This page summarizes your LPI scores for each Practice.



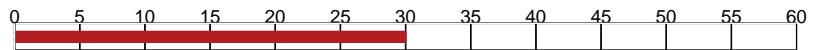
**Model**  
the Way

30



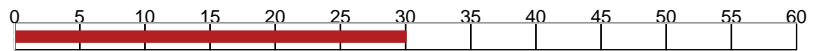
**Inspire**  
a Shared Vision

30



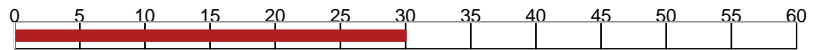
**Challenge**  
the Process

30



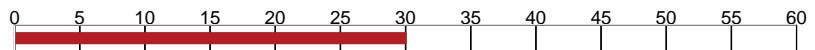
**Enable**  
Others to Act

30



**Encourage**  
the Heart

30



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 self rating score. A horizontal line separates the 10 least frequent behaviors from the others.

### HIGH

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

### LOW

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

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

1. Sets a personal example of what is expected	5
6. Makes certain that people adhere to agreed-on standards	5
11. Follows through on promises and commitments	5
16. Asks for feedback on how his/her actions affect people's performance	5
21. Builds consensus around organization's values	5
26. Is clear about his/her philosophy of leadership	5
<b>Total: 30</b>	<b>Average: 5.0</b>

How does this make sense to you?

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What surprises you about these observations?

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What opportunities do you see for engaging in any one of these behaviors more?

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 5 - Occasionally      10 - Almost Always



## Inspire a Shared Vision

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

2. Talks about future trends influencing our work	5
7. Describes a compelling image of the future	5
12. Appeals to others to share dream of the future	5
17. Shows others how their interests can be realized	5
22. Paints "big picture" of group aspirations	5
27. Speaks with conviction about meaning of work	5
<b>Total: 30      Average: 5.0</b>	

How does this make sense to you?

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What surprises you about these observations?

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## Challenge the Process

- 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.

3. Seeks challenging opportunities to test skills	5
8. Challenges people to try new approaches	5
13. Searches outside organization for innovative ways to improve	5
18. Asks "What can we learn?"	5
23. Makes certain that goals, plans, and milestones are set	5
28. Experiments and takes risks	5
<b>Total:</b>	<b>30</b>
<b>Average:</b>	<b>5.0</b>

How does this make sense to you?

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What surprises you about these observations?

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 5 - Occasionally      10 - Almost Always



## Enable Others to Act

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

4. Develops cooperative relationships	5
9. Actively listens to diverse points of view	5
14. Treats people with dignity and respect	5
19. Supports decisions other people make	5
24. Gives people choice about how to do their work	5
29. Ensures that people grow in their jobs	5
<b>Total: 30      Average: 5.0</b>	

How does this make sense to you?

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 5 - Occasionally      10 - Almost Always



## Encourage the Heart

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

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

How does this make sense to you?

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What surprises you about these observations?

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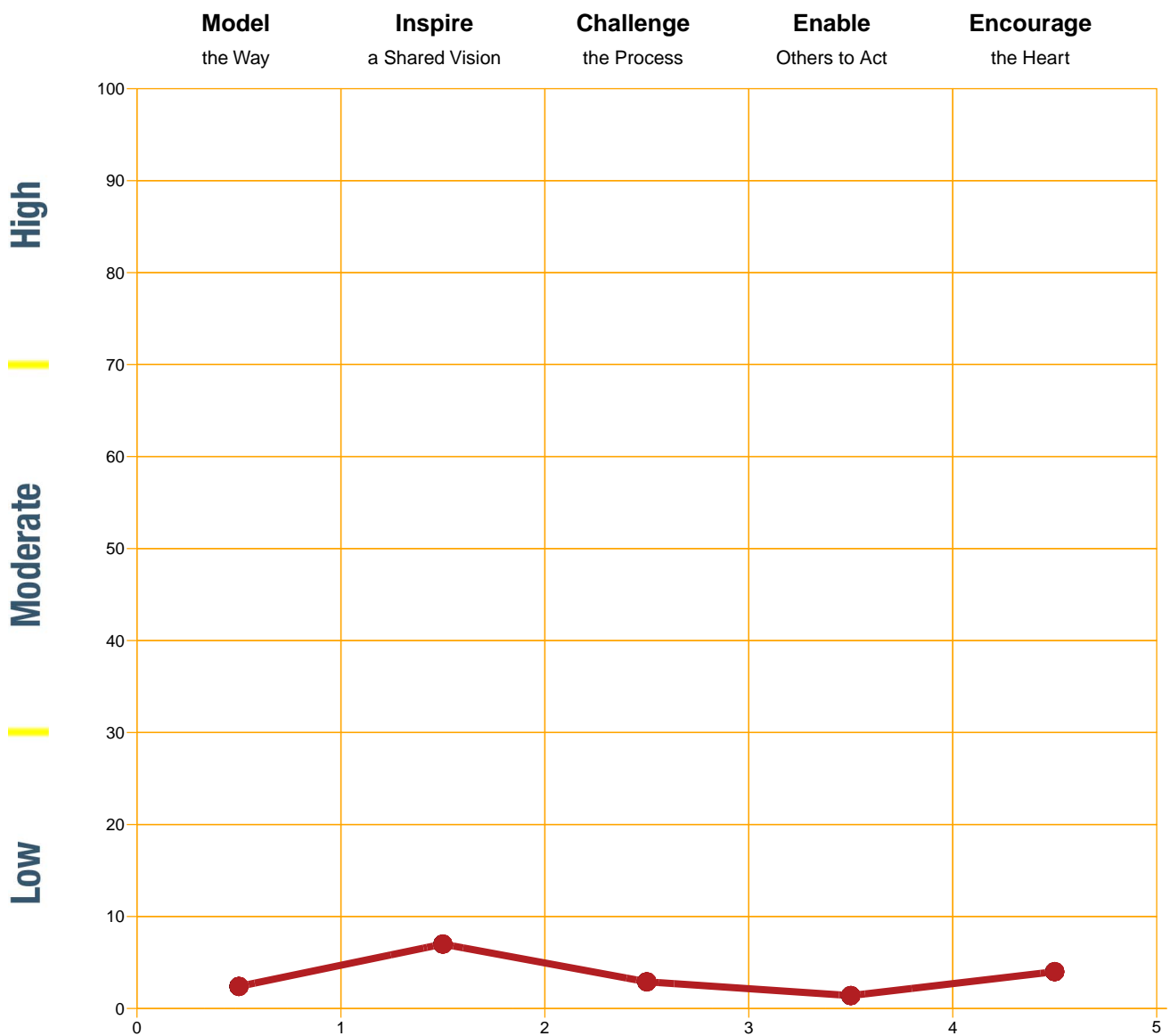
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### Percentile Ranking

This page compares your Self scores 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.



### Next Steps - A Note From the Publisher

Congratulations on completing the LPI Self! We hope that you found the experience helpful. Leadership is a lifelong journey and a life-changing one as well. If you are looking for those everyday opportunities to make a small difference in your world or if you are in need of the tools to get started or a community to keep inspired, we can help. Whether you would like to read the inspirational words of Jim Kouzes and Barry Posner, gather some feedback on how you are doing as a leader, listen to a podcast, watch a video, or join a blog there are a variety of resources that will help as you or continue your leadership journey. These include:

1. **360 Assessment** - All leaders need feedback on how they are doing if they want to improve. The *Leadership Practices Inventory (LPI)* and *LPI Online* ([www.lpionline.com](http://www.lpionline.com)) are also available as a 360-degree assessment instruments. Designed by Jim Kouzes and Barry Posner, this best-selling leadership tool has helped develop the leadership skills of over one million leaders worldwide. The *Student LPI* ([www.studentlpionline.com](http://www.studentlpionline.com)) is also available for high school and undergraduate classroom settings.
2. **Books** - Jim and Barry have written several books, including the best-selling *The Leadership Challenge* as well as *A Leader's Legacy*, *Credibility*, *Encouraging the Heart*, *Christian Reflections on The Leadership Challenge*, and *The Jossey-Bass Academic Administrator's Guide to Exemplary Leadership*.
3. **Workbooks** - Jim and Barry believe that an important part of the learning process is practice, practice, practice, so they have created *The Leadership Challenge Workbook* and *The Encouraging the Heart Workbook*. These interactive tools are designed to be used during that proverbial Monday morning when you are back at your desk, faced with a problem or situation, and would like to resolve the issue using Jim and Barry's framework.
4. **Videos** - These visual aids to The Leadership Challenge program bring inspiring, real-life examples to the leadership development process.

### Next Steps - A Note From the Publisher

5. **Workshop** - *The Leadership Challenge Workshop* and *Leadership Is Everyone's Business Workshop* are unique, intensive programs that consistently receive rave reviews from attendees. They have served as catalysts for profound leadership transformations in organizations of all sizes and in all industries. The programs are highly interactive and stimulating. Participants experience and apply Jim and Barry's leadership model through video cases, workbook exercises, group problem-solving tasks, lectures, and outdoor action learning. Quite often we hear workshop attendees describe how *The Leadership Challenge* is more than a training event. In many cases they talk about how it changed their lives. It's a bold statement, we know, but we've watched it happen time after time, leader after leader.
6. **Podcasts, Blog, e-Newsletter, and Web-Based Tools** - At [www.leadershipchallenge.com](http://www.leadershipchallenge.com) you will discover several innovative ways to stay connected and current. Some resources are free; all offer valuable interactive ways to learn, develop, and become more effective as a leader.

Combined, these offerings truly make Jim and Barry the most trusted sources on becoming a better leader. To find out more about these products, please visit [www.leadershipchallenge.com](http://www.leadershipchallenge.com). Or if you would like to speak to a leadership consultant about bringing The Leadership Challenge to your organization or team, call toll free (866) 888-5159.