

# LPI<sup>®</sup>: Leadership Practices Inventory<sup>®</sup>

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Group Assessment Report

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## Group Summary by Leadership Practice

This page displays the average Self and Observer responses for all individuals participating in this group. The AVG column shows the averages of each type of Observer responses for each of The Five Practices. Responses can range from 6 to 60. The STD DEV measures the distribution of scores around the mean (average score) and as the number increases from zero it means that the distribution of scores is increasingly widespread.

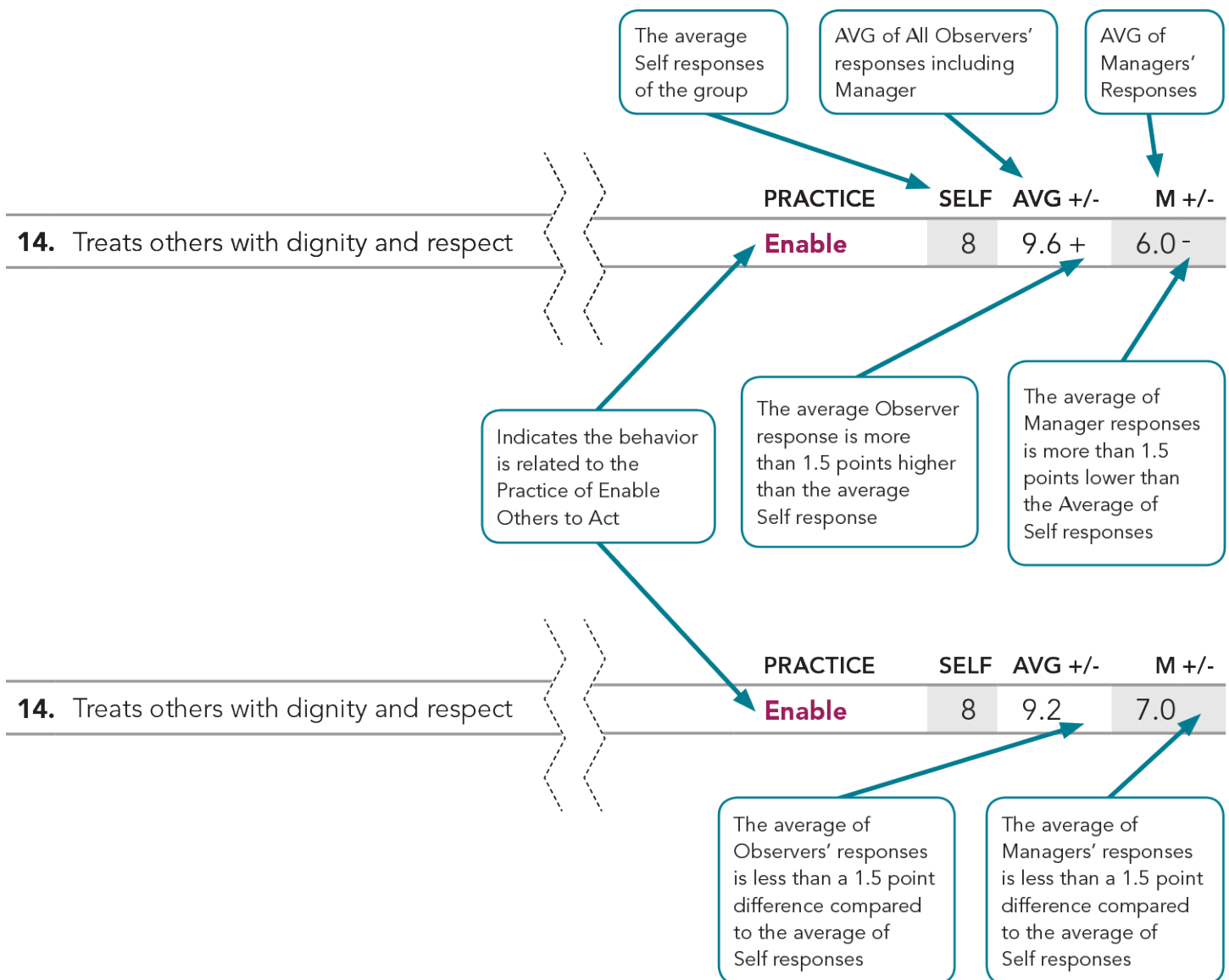
		AVG	STD DEV
 <b>Model the Way</b>	Self	49.0	5.7
	Manager	47.1	6.0
	Direct Report	45.2	8.6
	Co-Worker	47.5	5.3
	Other	46.9	5.7
	All Observers	46.7	6.6
 <b>Inspire a Shared Vision</b>	Self	45.4	9.5
	Manager	43.7	8.3
	Direct Report	41.4	11.3
	Co-Worker	45.1	8.3
	Other	42.3	8.4
	All Observers	43.4	9.3
 <b>Challenge the Process</b>	Self	47.9	6.0
	Manager	45.2	7.6
	Direct Report	43.5	10.1
	Co-Worker	46.2	6.8
	Other	44.6	6.7
	All Observers	45.0	8.0
 <b>Enable Others to Act</b>	Self	50.4	5.1
	Manager	47.9	5.8
	Direct Report	47.0	9.4
	Co-Worker	48.7	5.8
	Other	48.3	5.2
	All Observers	48.0	7.0
 <b>Encourage the Heart</b>	Self	47.3	7.5
	Manager	45.6	6.6
	Direct Report	44.1	10.6
	Co-Worker	46.3	7.1
	Other	45.2	8.6
	All Observers	45.4	8.3

<b>ALL OBSERVERS SURVEYS TALLIED: 136</b>	Self Surveys Tallied: 16	Direct Report Surveys Tallied: 39	Other Surveys Tallied: 14
	Manager Surveys Tallied: 32	Co-Worker Surveys Tallied: 51	

AVG-Average of all Observer Responses in each category      STD DEV-Standard Deviation

## Group 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 the group's observer responses. The average (AVG) includes the Managers' responses, which are 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) responses indicates that the responses are more than 1.5 points higher than the Self responses; a minus sign (-) indicates that the responses are more than 1.5 points lower than the Self responses. 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.



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

**MOST FREQUENT**

	PRACTICE	SELF	AVG +/-	M +/-
14. Treats people with dignity and respect	Enable	9.1	8.5	8.4
11. Follows through on promises and commitments he/she makes	Model	8.7	8.3	8.3
4. Develops cooperative relationships among the people he/she works with	Enable	8.5	8.2	8.1
6. Makes certain that people adhere to the principles and standards that have been agreed upon	Model	8.3	8.1	8.0
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	8.3	8.1	8.1
5. Praises people for a job well done	Encourage	8.3	8.0	8.0
1. Sets a personal example of what he/she expects of others	Model	8.4	7.9	8.2
9. Actively listens to diverse points of view	Enable	8.4	7.9	8.0
23. Identifies measurable milestones that keep projects moving forward	Challenge	8.4	7.9	8.0
21. Builds consensus around a common set of values for running our organization	Model	8.3	7.9	8.0
28. Takes initiative in anticipating and responding to change	Challenge	8.4	7.8	7.7
19. Involves people in the decisions that directly impact their job performance	Enable	8.1	7.8	7.8
15. Makes sure that people are creatively recognized for their contributions to the success of our projects	Encourage	8.6	7.7	7.7
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	8.1	7.6	7.7
26. Is clear about his/her philosophy of leadership	Model	8.0	7.6	7.5
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	8.1	7.5	7.5
30. Gets personally involved in recognizing people and celebrating accomplishments	Encourage	7.7	7.5	7.5
18. Asks "What can we learn?" when things don't go as expected	Challenge	8.0	7.4	7.6
13. Actively searches for innovative ways to improve what we do	Challenge	7.9	7.4	7.4
22. Paints the "big picture" of what we aspire to accomplish	Inspire	7.9	7.4	7.4
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	7.9	7.4	7.4
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	7.8	7.4	7.4
2. Talks about future trends that will influence how our work gets done	Inspire	7.6	7.4	7.5
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	7.5	7.4	7.5
8. Challenges people to try out new and innovative ways to do their work	Challenge	7.5	7.2	7.1
7. Describes a compelling image of what our future could be like	Inspire	7.3	7.1	7.2
12. Appeals to others to share dream of the future	Inspire	7.2	7.1	7.1
25. Tells stories of encouragement about the good work of others	Encourage	7.2	7.1	7.2
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	7.6	7.0	7.1
16. Asks for feedback on how his/her actions affect other people's performance	Model	7.3	6.9	7.1

**LEAST FREQUENT**

## Group 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 group's average Self response and the average of the group's Observers' responses to all 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 the group's average Self or Observer category responses fall into for each Practice. For example, if the group's average Self score for Model the Way is at the 50th percentile, half of the leaders in the database were rated higher by the Observers on the Practice, and half were rated lower.

