

LPI[®]: Leadership Practices Inventory[®]

JAMES M. KOUZES & BARRY Z. POSNER
Individual Feedback Report

Prepared for Shawn Raloff | December 13, 2018

Avamere Executive Team Initiative



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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
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You requested a total of 15 observers to rate you; of these, 11 have submitted an Observer survey as of report date and are included in your report results.

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		INDIVIDUAL OBSERVERS										
	42	39.8	M1	D1	D2	D3	D4	D5	C1	C2	C3	C4	C5
 Model the Way	42	39.8	46	50	52	43	54	51	35	30	28	19	30
 Inspire a Shared Vision	48	43.9	51	57	57	38	54	41	32	42	54	14	43
 Challenge the Process	50	43.4	52	47	58	30	56	52	31	30	44	30	47
 Enable Others to Act	47	45.9	55	49	57	55	58	54	40	33	39	22	43
 Encourage the Heart	45	42.5	52	52	58	56	54	51	35	26	32	6	46

M-Manager

D-Direct Report

C-Co-Worker

O-Other

S-Self

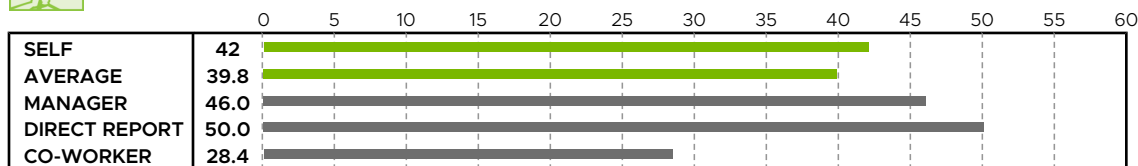
AVG-Average of all Observer Responses

The Five Practices Bar Graphs

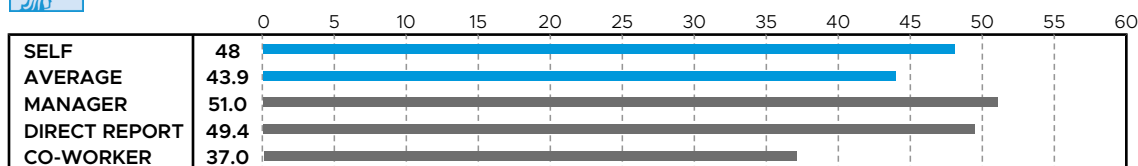
These bar graphs, one set for each leadership Practice, provide a graphic representation of the numerical data recorded on The Five Practices Data Summary page. By Practice, it shows the total response for Self and the average total for each category of Observer. Average refers to the average for all 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.



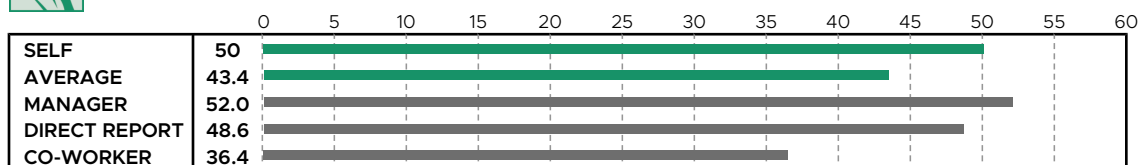
Model the Way



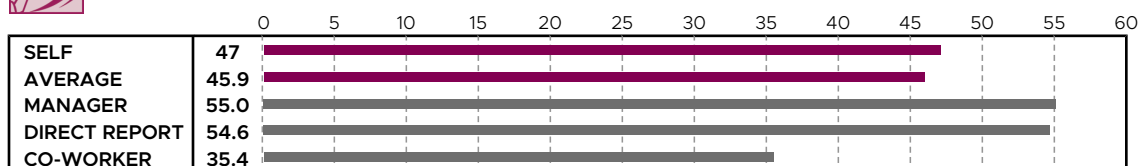
Inspire a Shared Vision



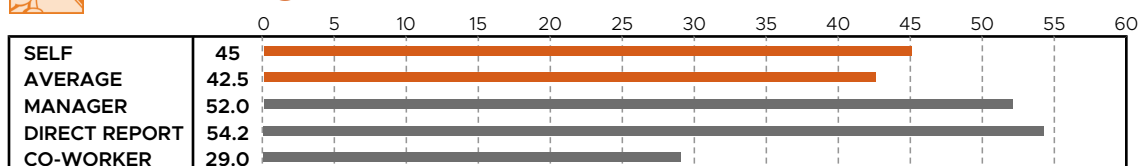
Challenge the Process



Enable Others to Act

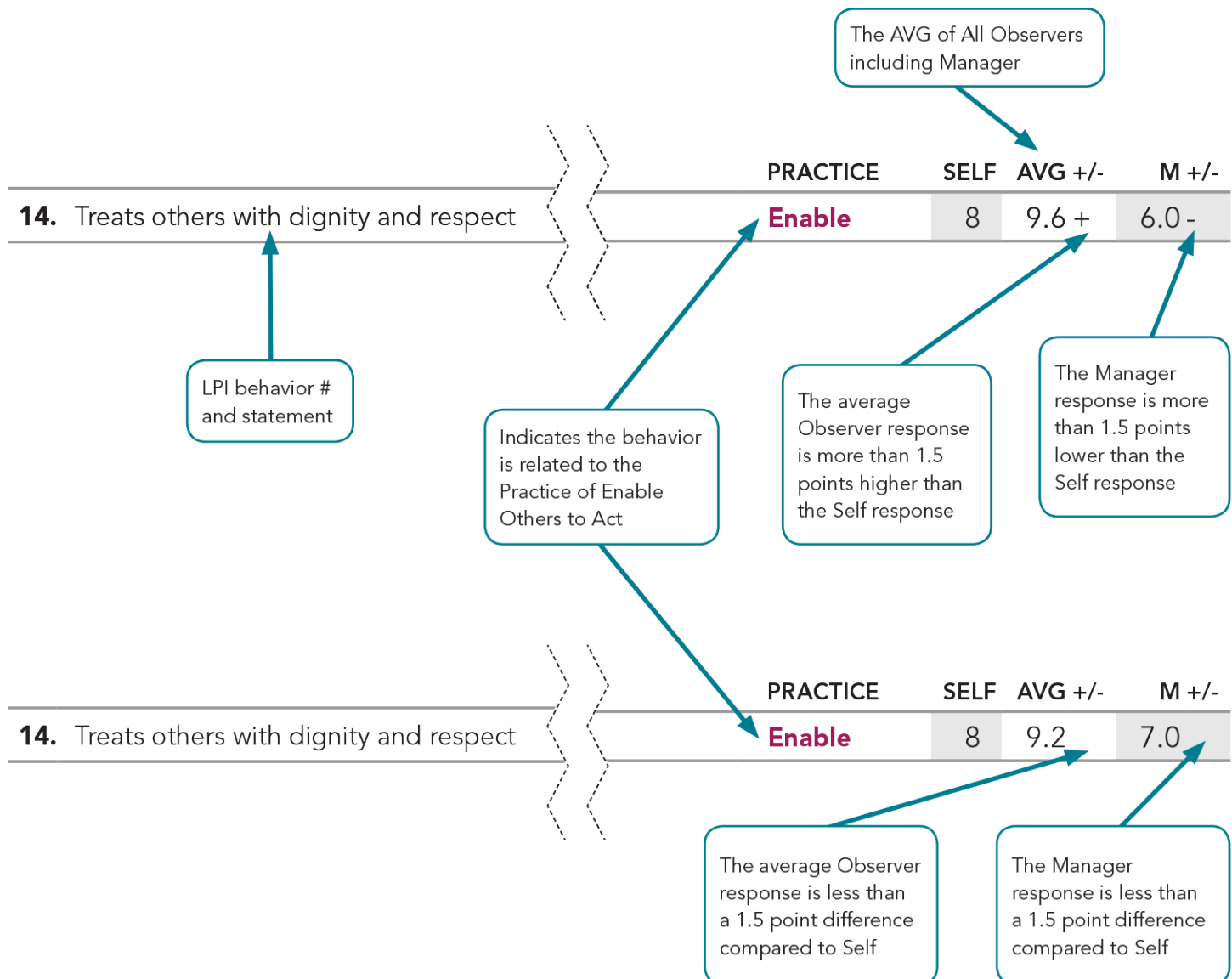


Encourage the Heart



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.



MOST FREQUENT

	PRACTICE	SELF	AVG +/-	M +/-
2. Talks about future trends that will influence how our work gets done	Inspire	8	8.5	9.0
14. Treats people with dignity and respect	Enable	8	8.5	10.0 +
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	8	8.3	10.0 +
4. Develops cooperative relationships among the people he/she works with	Enable	9	8.2	10.0
8. Challenges people to try out new and innovative ways to do their work	Challenge	9	8.0	9.0
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	8	7.9	8.0
13. Actively searches for innovative ways to improve what we do	Challenge	9	7.7	10.0
28. Takes initiative in anticipating and responding to change	Challenge	9	7.7	9.0
5. Praises people for a job well done	Encourage	7	7.7	9.0 +
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	8	7.6	10.0 +
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	8	7.4	9.0
15. Makes sure that people are creatively recognized for their contributions to the success of our projects	Encourage	8	7.4	9.0
22. Paints the "big picture" of what we aspire to accomplish	Inspire	7	7.4	9.0 +
30. Gets personally involved in recognizing people and celebrating accomplishments	Encourage	8	7.3	9.0
1. Sets a personal example of what he/she expects of others	Model	7	7.3	9.0 +
12. Appeals to others to share dream of the future	Inspire	8	7.2	9.0
21. Builds consensus around a common set of values for running our organization	Model	8	7.2	9.0
7. Describes a compelling image of what our future could be like	Inspire	9	6.9 -	8.0
18. Asks "What can we learn?" when things don't go as expected	Challenge	8	6.8	10.0 +
9. Actively listens to diverse points of view	Enable	6	6.8	8.0 +
23. Identifies measurable milestones that keep projects moving forward	Challenge	6	6.8	5.0
26. Is clear about his/her philosophy of leadership	Model	8	6.6	8.0
25. Tells stories of encouragement about the good work of others	Encourage	7	6.6	9.0 +
11. Follows through on promises and commitments he/she makes	Model	6	6.5	6.0
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	8	6.4 -	6.0 -
6. Makes certain that people adhere to the principles and standards that have been agreed upon	Model	6	6.4	6.0
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	9	6.3 -	9.0
19. Involves people in the decisions that directly impact their job performance	Enable	8	6.2 -	9.0
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	7	6.2	7.0
16. Asks for feedback on how his/her actions affect other people's performance	Model	7	5.8	8.0

LEAST FREQUENT



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	D5	C1	C2	C3	C4	C5					
1.	Sets a personal example of what he/she expects of others	7	7.3	9	7	10	9	10	10	5	6	8	1	5					
6.	Makes certain that people adhere to the principles and standards that have been agreed upon	6	6.4	6	8	7	8	8	9	7	6	5	1	5					
11.	Follows through on promises and commitments he/she makes	6	6.5	6	9	8	4	9	9	6	4	5	7	5					
16.	Asks for feedback on how his/her actions affect other people's performance	7	5.8	8	8	9	5	8	4	5	3	2	8	4					
21.	Builds consensus around a common set of values for running our organization	8	7.2	9	10	9	8	10	10	6	4	5	1	7					
26.	Is clear about his/her philosophy of leadership	8	6.6	8	8	9	9	9	9	6	7	3	1	4					

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

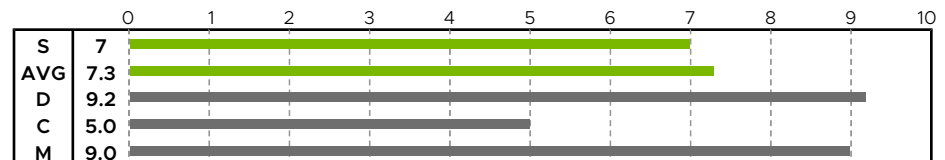


Model the Way Bar Graphs

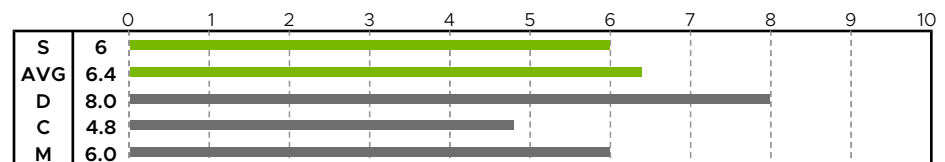
- Clarify values by finding your voice and affirming shared values
- Set the example by aligning actions with shared values

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.

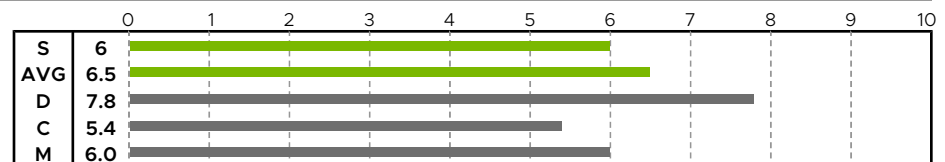
1. Sets a personal example of what he/she expects of others



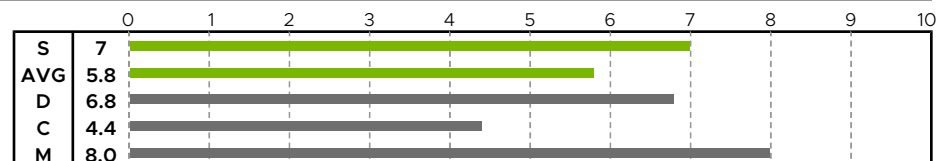
6. Makes certain that people adhere to the principles and standards that have been agreed upon



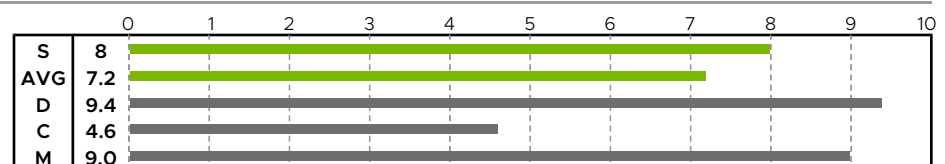
11. Follows through on promises and commitments he/she makes



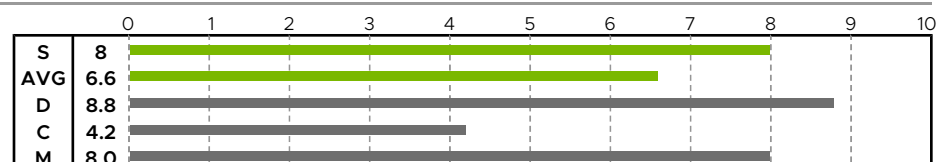
16. Asks for feedback on how his/her actions affect other people's performance



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



26. Is clear about his/her philosophy of leadership



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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.

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			M1	D1	D2	D3	D4	D5	C1	C2	C3	C4	C5
2. Talks about future trends that will influence how our work gets done	8	8.5	9	9	10	6	9	9	6	8	9	9	9
7. Describes a compelling image of what our future could be like	9	6.9	8	9	8	5	9	5	5	8	9	1	9
12. Appeals to others to share dream of the future	8	7.2	9	10	10	6	9	6	5	8	9	1	6
17. Shows others how their long-term interests can be realized by enlisting in a common vision	8	6.4	6	10	9	9	7	3	4	6	9	1	6
22. Paints the "big picture" of what we aspire to accomplish	7	7.4	9	10	10	5	10	8	6	6	9	1	7
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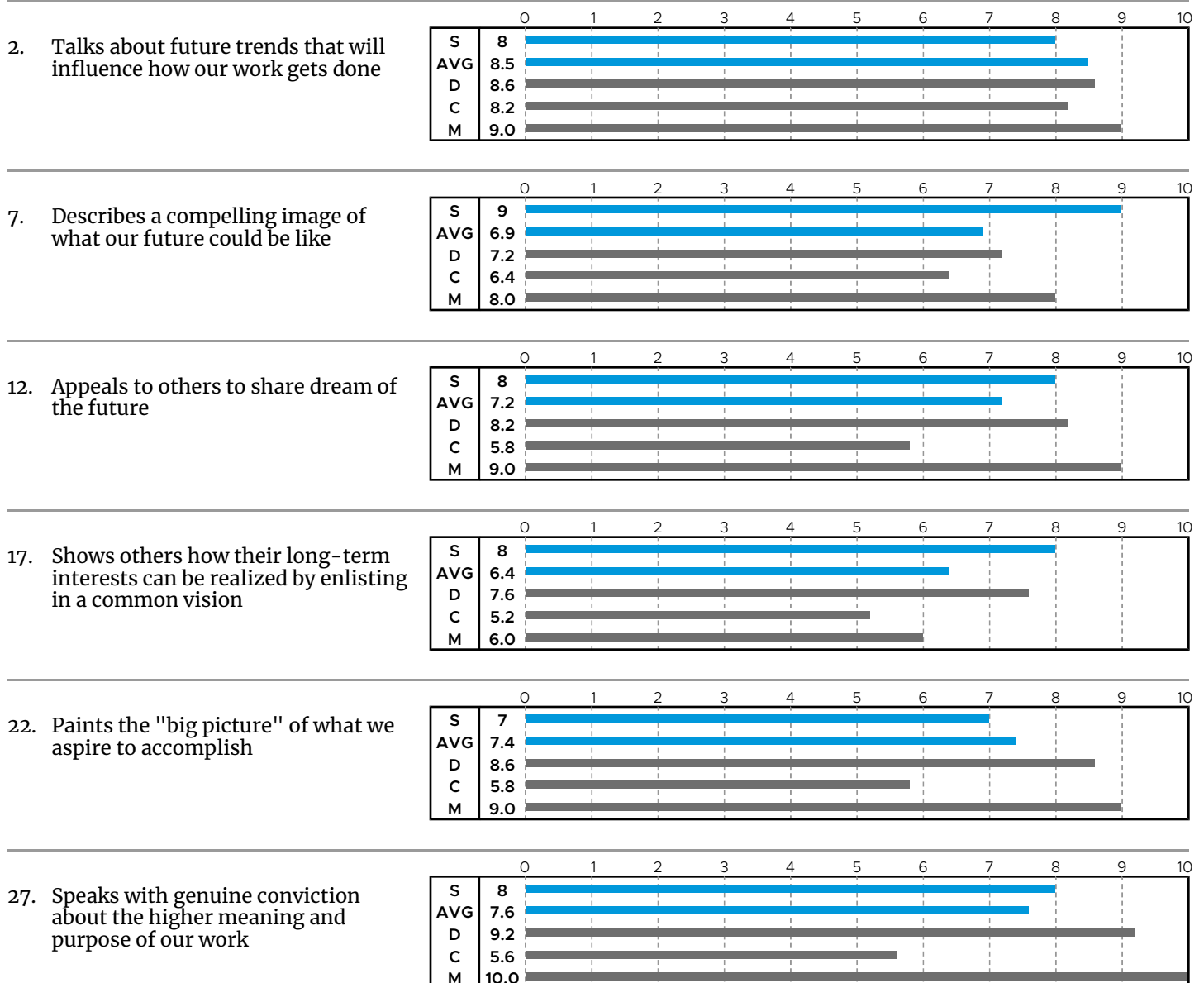
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Inspire a Shared Vision Bar Graphs

- Envision the future by imagining exciting and ennobling possibilities
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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

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			M1	D1	D2	D3	D4	D5	C1	C2	C3	C4	C5
3. Seeks out challenging opportunities that test his/her own skills and abilities	9	6.3	9	7	9	2	9	6	6	6	6	1	8
8. Challenges people to try out new and innovative ways to do their work	9	8.0	9	7	10	8	8	9	5	6	9	9	8
13. Actively searches for innovative ways to improve what we do	9	7.7	10	10	10	7	10	9	5	4	9	1	10
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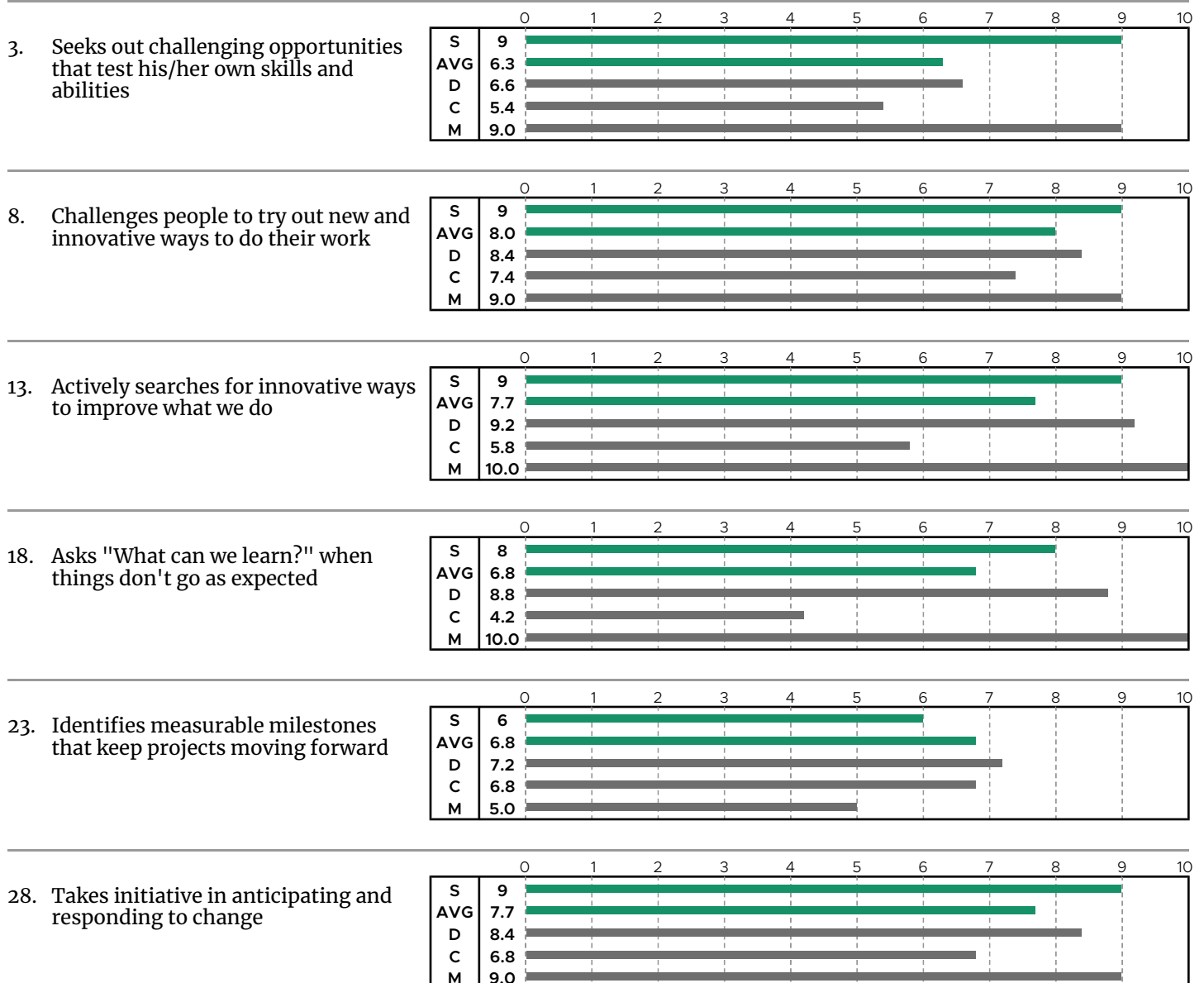
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Enable Others to Act Data Summary

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

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		SELF			AVG										INDIVIDUAL OBSERVERS				
				M1	D1	D2	D3	D4	D5	C1	C2	C3	C4	C5					
4.	Develops cooperative relationships among the people he/she works with	9	8.2	10	8	10	9	10	10	7	5	5	9	7					
9.	Actively listens to diverse points of view	6	6.8	8	7	10	9	10	10	6	4	6	1	4					
14.	Treats people with dignity and respect	8	8.5	10	8	10	10	10	10	7	6	6	9	8					
19.	Involves people in the decisions that directly impact their job performance	8	6.2	9	9	8	8	10	4	5	4	5	1	5					
24.	Gives people a great deal of freedom and choice in deciding how to do their work	8	8.3	10	8	10	10	8	10	8	7	9	1	10					
29.	Ensures that people grow in their jobs by learning new skills and developing themselves	8	7.9	8	9	9	9	10	10	7	7	8	1	9					

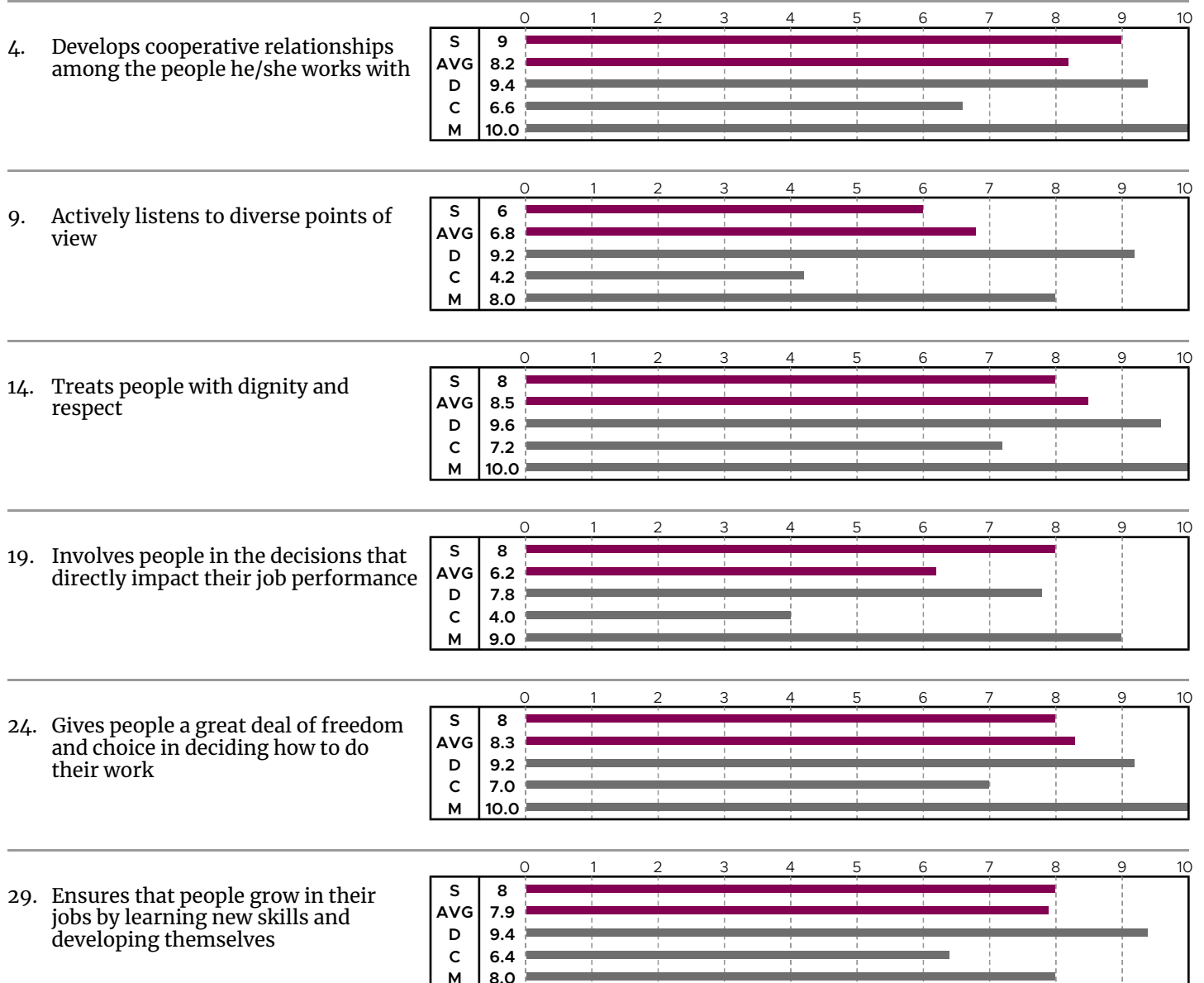
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Enable Others to Act Bar Graphs

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



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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	SELF		INDIVIDUAL OBSERVERS										
		AVG	M1	D1	D2	D3	D4	D5	C1	C2	C3	C4	C5
5. Praises people for a job well done	7	7.7	9	9	10	10	9	10	7	5	7	1	8
10. Makes it a point to let people know about his/her confidence in their abilities	8	7.4	9	10	10	9	10	9	5	4	7	1	7
15. Makes sure that people are creatively recognized for their contributions to the success of our projects	8	7.4	9	10	10	8	9	9	6	5	6	1	8
20. Publicly recognizes people who exemplify commitment to shared values	7	6.2	7	8	9	9	9	4	5	4	5	1	7
25. Tells stories of encouragement about the good work of others	7	6.6	9	6	9	10	8	10	7	4	2	1	7
30. Gets personally involved in recognizing people and celebrating accomplishments	8	7.3	9	9	10	10	9	9	5	4	5	1	9

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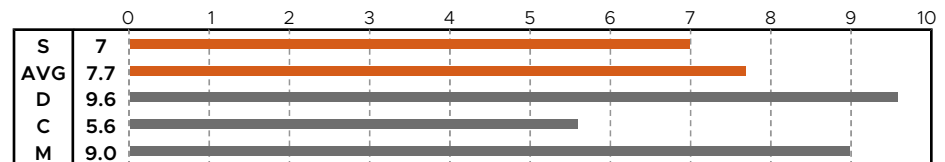


Encourage the Heart Bar Graphs

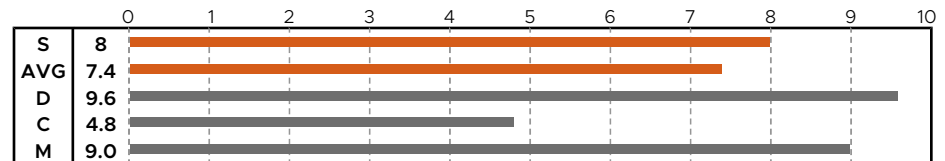
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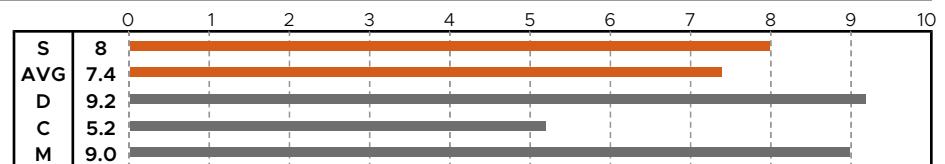
5. Praises people for a job well done



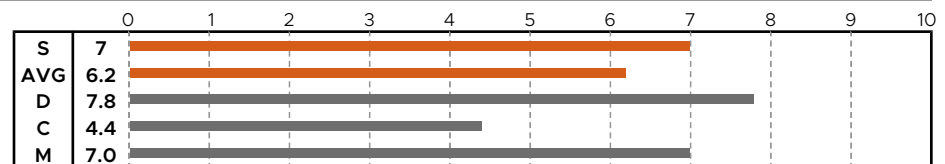
10. Makes it a point to let people know about his/her confidence in their abilities



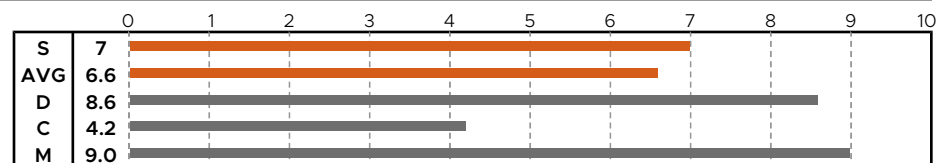
15. Makes sure that people are creatively recognized for their contributions to the success of our projects



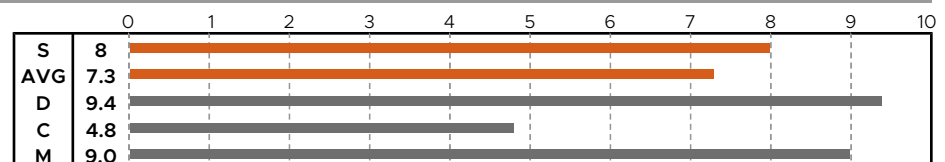
20. Publicly recognizes people who exemplify commitment to shared values



25. Tells stories of encouragement about the good work of others



30. Gets personally involved in recognizing people and celebrating accomplishments



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

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 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 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.

