

Leadership Practices Inventory: LPI®

JAMES M. KOUZES & BARRY Z. POSNER

Individual Feedback Report

Prepared for Addye Buckley-Burnell | May 31, 2016

MLI July 2016

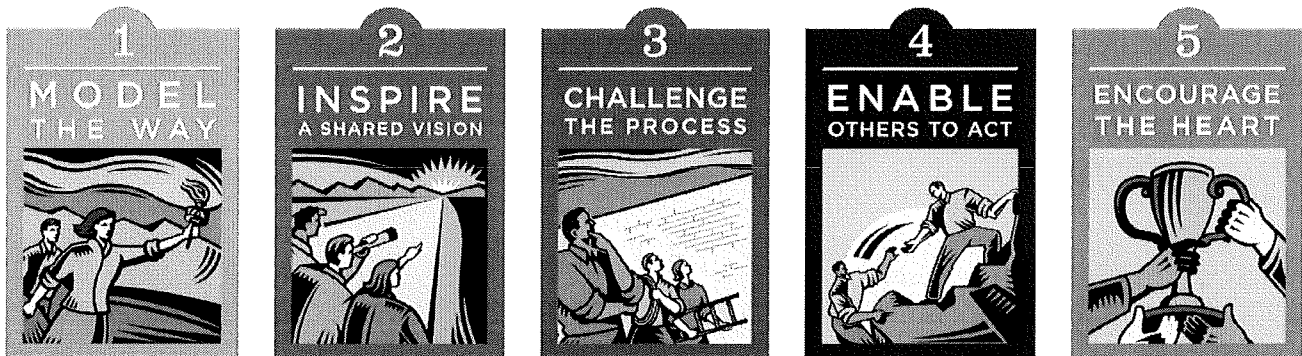


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The Five Practices of Exemplary Leadership®

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 12 observers to rate you; of these, 8 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		AVG	INDIVIDUAL OBSERVERS							
				M1	D1	D2	D3	D4	D5	C1	C2
 Model the Way	46	45.8	47		43	35	45	42	56	53	45
					44.2					49	
 Inspire a Shared Vision	41	42.8	48		49	23	52	29	52	48	41
					41					44.5	
 Challenge the Process	45	45.4	52		38	37	40	42	55	54	45
					42.4					49.5	
 Enable Others to Act	57	53.1	56		53	48	52	53	60	51	52
					53.2					51.5	
 Encourage the Heart	50	49.0	48		46	53	50	35	60	53	47
					48.8					50	

ideally - 51.40
for more influence in positive work enviro.

49.20

49.47

53.39

51.01

6-60

6 - almost never
60 - always
3 - not applicable
+/- - agreement/disagreement

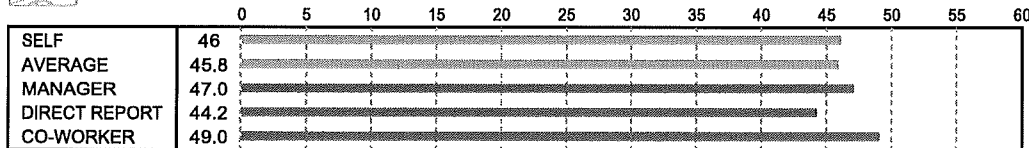
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The Five Practices Bar Graphs

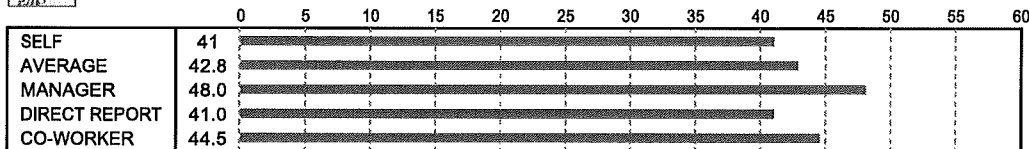
These bar graphs, one set for each leadership Practice, provide a graphic representation of the numerical data recorded on The Five Practices Data Summary page. By Practice, it shows the total response for Self and the average total for each category of Observer. Average refers to the average for all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



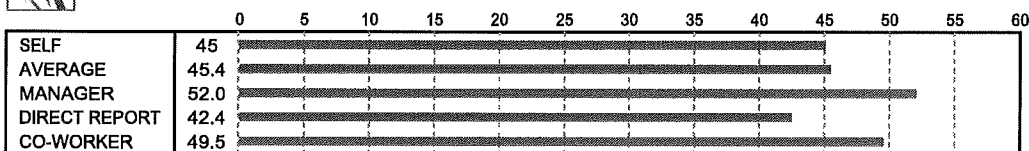
Model the Way



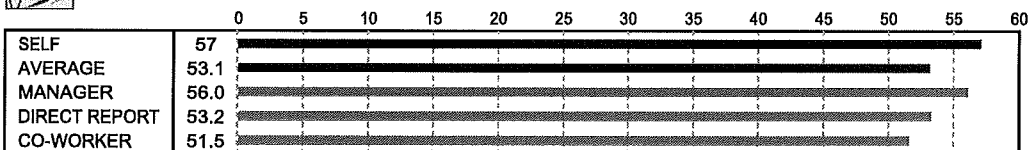
Inspire a Shared Vision



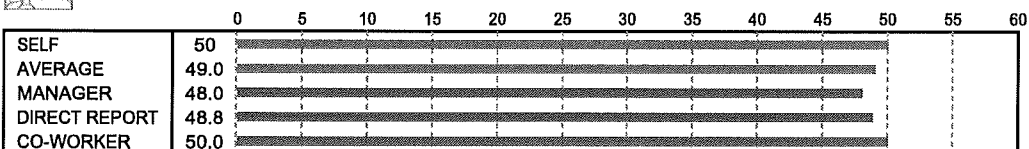
Challenge the Process



Enable Others to Act

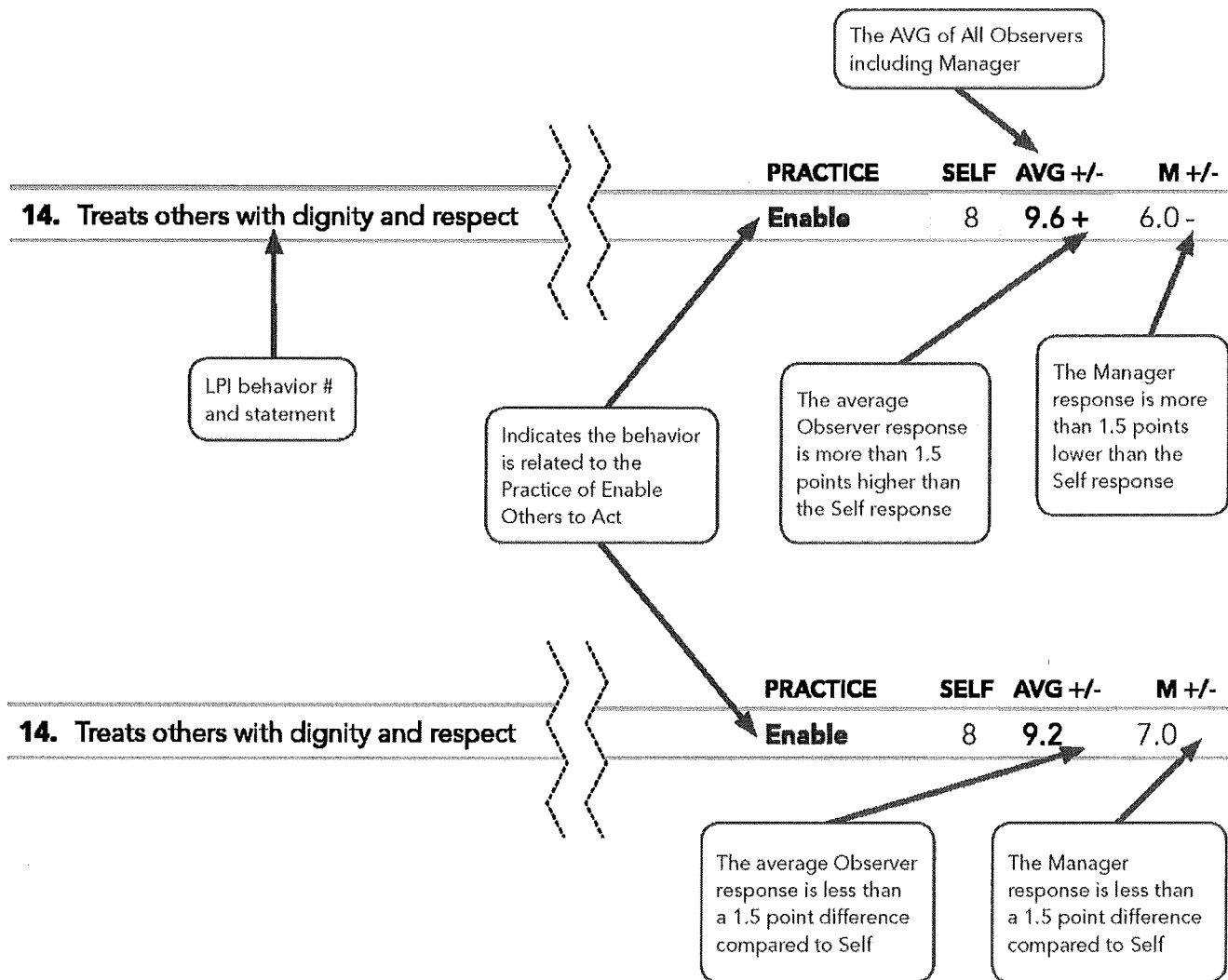


Encourage the Heart



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 +/-
14. Treats others with dignity and respect	Enable	10	9.8	10.0
11. Follows through on promises and commitments he/she makes	Model	10	9.5	10.0
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	10	9.4	10.0
4. Develops cooperative relationships among the people he/she works with	Enable	10	8.9	9.0
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	8.9	10.0
19. Supports the decisions that people make on their own	Enable	8	8.9	8.0
1. Sets a personal example of what he/she expects of others	Model	9	8.6	7.0 -
9. Actively listens to diverse points of view	Enable	9	8.6	9.0
5. Praises people for a job well done	Encourage	8	8.6	9.0
30. Gives the members of the team lots of appreciation and support for their contributions	Encourage	9	8.5	8.0
2. Talks about future trends that will influence how our work gets done	Inspire	8	8.5	9.0
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	10	8.3 -	9.0
15. Makes sure that people are creatively rewarded for their contributions to the success of projects	Encourage	9	8.3	6.0 -
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	8	8.3	9.0
25. Finds ways to celebrate accomplishments	Encourage	8	8.0	9.0
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	8	7.8	9.0
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	10	7.6 -	10.0
28. Experiments and takes risks, even when there is a chance of failure	Challenge	6	7.6 +	8.0 +
21. Builds consensus around a common set of values for running our organization	Model	8	7.5	8.0
13. Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do	Challenge	9	7.4 -	9.0
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	6	7.4	7.0
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	7	7.3	9.0 +
18. Asks "What can we learn?" when things don't go as expected	Challenge	5	7.3 +	9.0 +
22. Paints the "big picture" of what we aspire to accomplish	Inspire	7	7.1	8.0
7. Describes a compelling image of what our future could be like	Inspire	5	7.1 +	8.0 +
26. Is clear about his/her philosophy of leadership	Model	7	6.8	7.0
12. Appeals to others to share an exciting dream of the future	Inspire	6	6.8	8.0 +
8. Challenges people to try out new and innovative ways to do their work	Challenge	7	6.5	7.0
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	8	6.0 -	6.0 -
16. Asks for feedback on how his/her actions affect other people's performance	Model	4	5.1	6.0 +

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		INDIVIDUAL OBSERVERS							
	SELF	AVG	M1	D1	D2	D3	D4	D5	C1	C2
1. Sets a personal example of what he/she expects of others	9	8.6	7	10	8	8	9	10	9	8
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	8	8.3	9	6	7	8	9	10	9	8
11. Follows through on promises and commitments he/she makes	10	9.5	10	8	10	9	10	10	10	9
16. Asks for feedback on how his/her actions affect other people's performance	4	5.1	6	5	1	6	5	8	7	3
21. Builds consensus around a common set of values for running our organization	8	7.5	8	7	6	8	6	10	8	7
26. Is clear about his/her philosophy of leadership	7	6.8	7	7	3	6	3	8	10	10

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

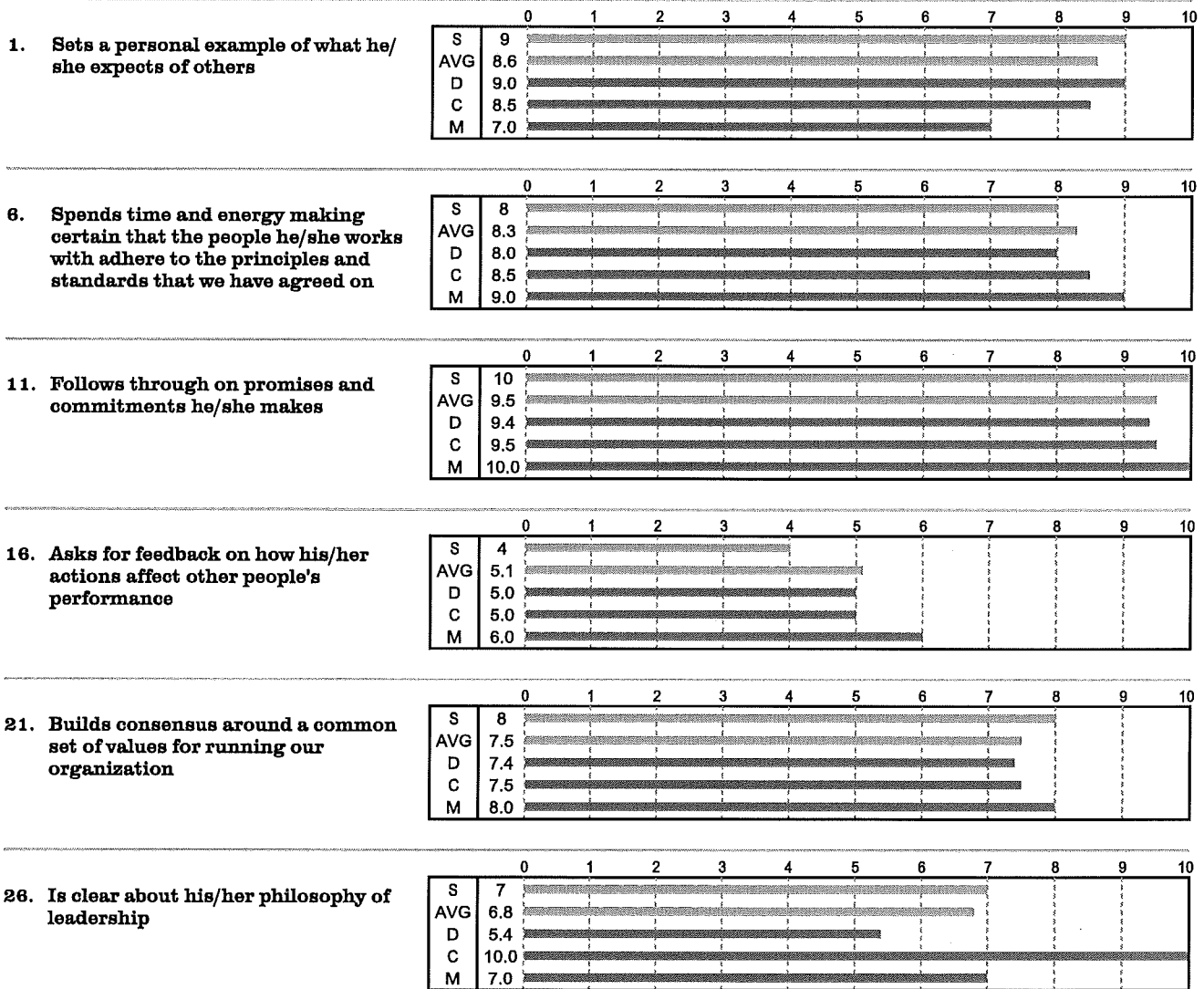
M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of all Observer Responses
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Model the Way Bar Graphs

- 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.



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



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		INDIVIDUAL OBSERVERS							
		AVG	M1	D1	D2	D3	D4	D5	C1	C2
2. Talks about future trends that will influence how our work gets done	8	8.5	9	9	7	10	9	8	8	8
7. Describes a compelling image of what our future could be like	5	7.1	8	9	3	10	3	9	9	6
12. Appeals to others to share an exciting dream of the future	6	6.8	8	6	3	8	6	8	8	7
17. Shows others how their long-term interests can be realized by enlisting in a common vision	8	6.0	6	6	4	7	3	9	8	5
22. Paints the "big picture" of what we aspire to accomplish	7	7.1	8	9	3	9	5	9	7	7
27. Speaks with genuine conviction about the higher meaning and purpose of our work	7	7.3	9	10	3	8	3	9	8	8

RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
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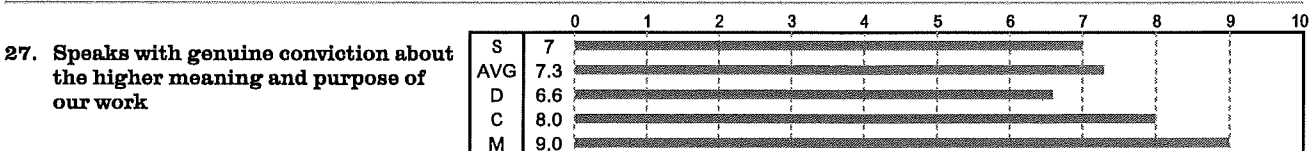
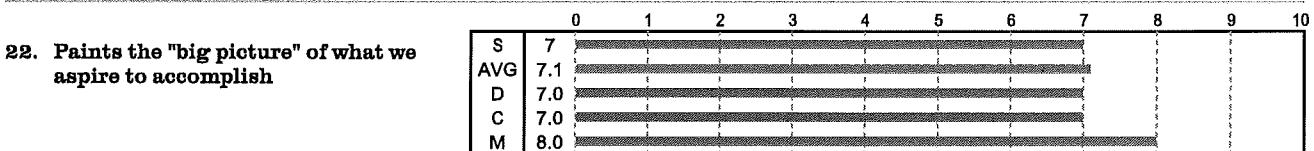
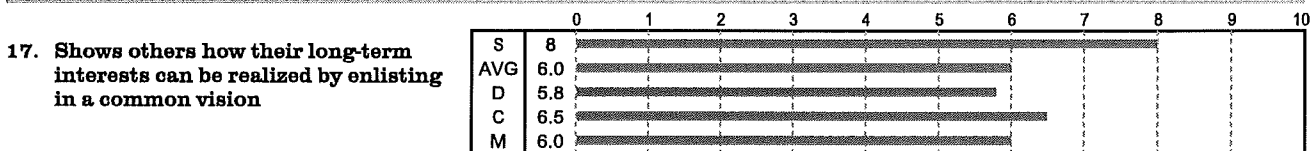
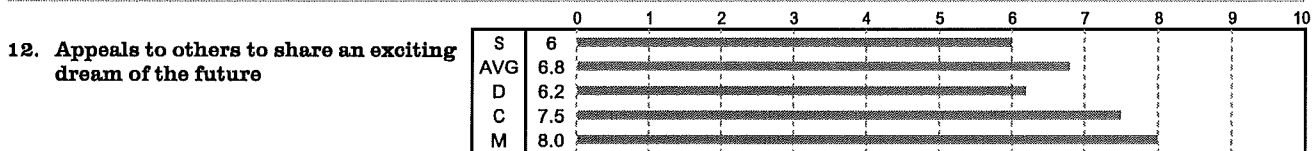
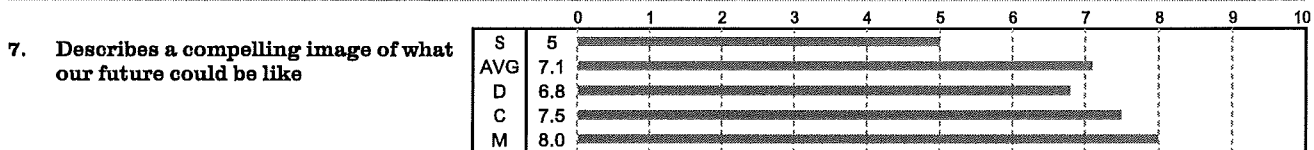
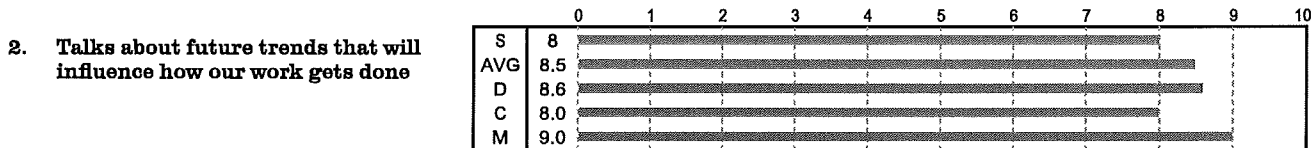
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Inspire a Shared Vision Bar Graphs

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



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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		AVG	M1	D1	D2	D3	D4	D5	C1	C2
3. Seeks out challenging opportunities that test his/her own skills and abilities	8	7.8	9	7	9	8	5	9	9	6
8. Challenges people to try out new and innovative ways to do their work	7	6.5	7	5	5	6	3	10	8	8
13. Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do	9	7.4	9	6	4	6	8	9	9	8
18. Asks "What can we learn?" when things don't go as expected	5	7.3	9	8	3	5	7	9	9	8
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	8.9	10	7	8	7	10	9	10	10
28. Experiments and takes risks, even when there is a chance of failure	6	7.6	8	5	8	8	9	9	9	5

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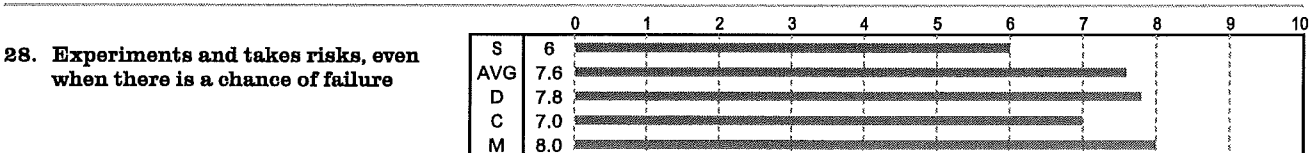
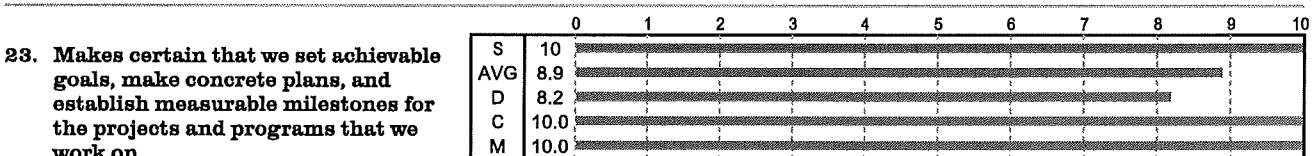
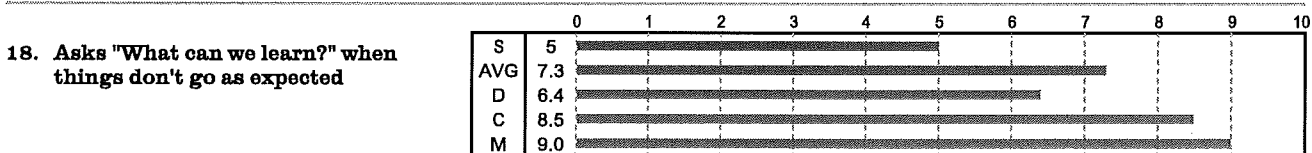
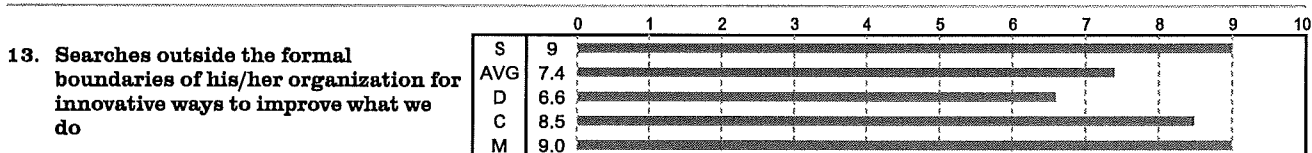
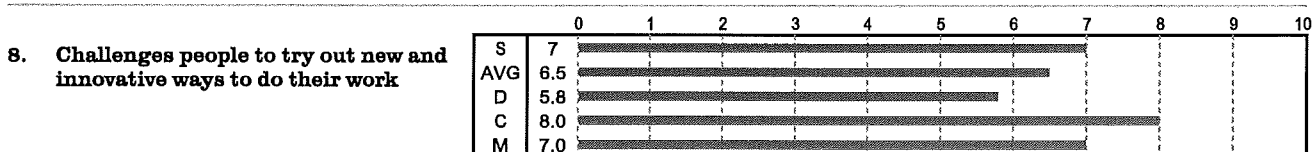
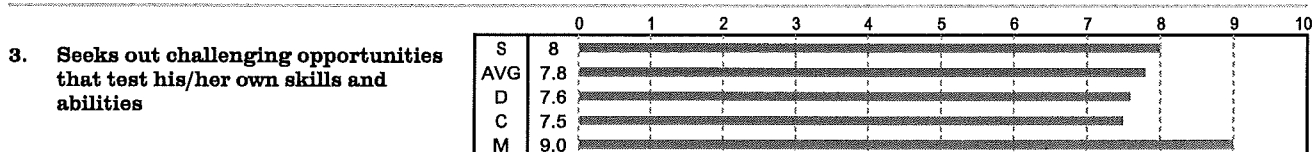
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Challenge the Process Bar Graphs

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



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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				M1	D1	D2	D3	D4	D5	C1	C2
4. Develops cooperative relationships among the people he/she works with	10	8.9	9	9	8	8	9	10	10	8	9
9. Actively listens to diverse points of view	9	8.6	9	9	10	8	6	9	10	7	10
14. Treats others with dignity and respect	10	9.8	10	10	10	9	10	9	10	10	10
19. Supports the decisions that people make on their own	8	8.9	8	8	9	9	9	9	10	9	8
24. Gives people a great deal of freedom and choice in deciding how to do their work	10	9.4	10	10	9	8	10	10	10	9	9
29. Ensures that people grow in their jobs by learning new skills and developing themselves	10	7.6	10	10	7	6	8	6	10	8	6

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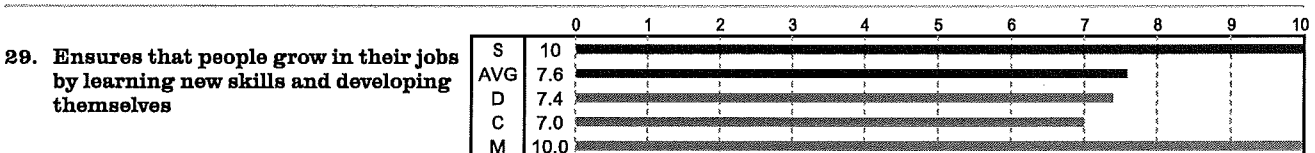
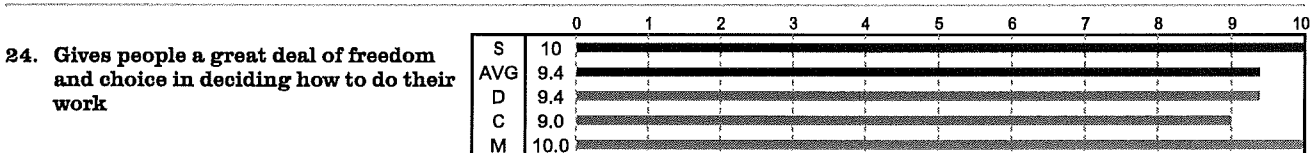
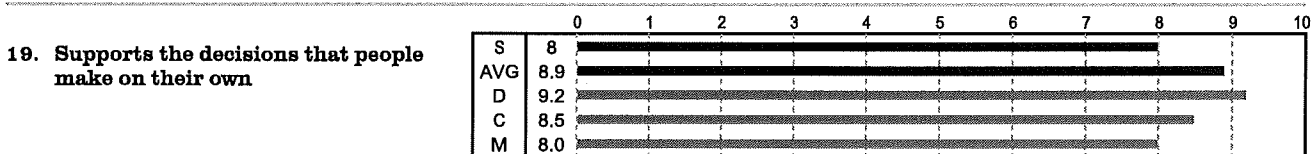
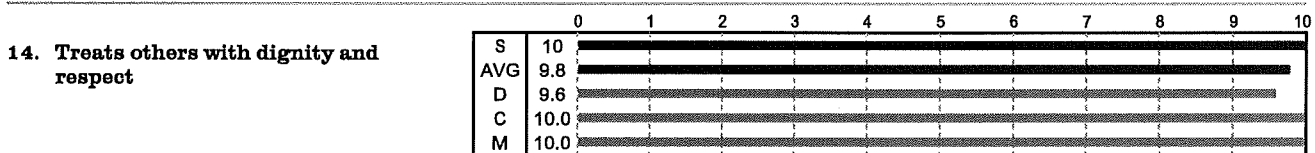
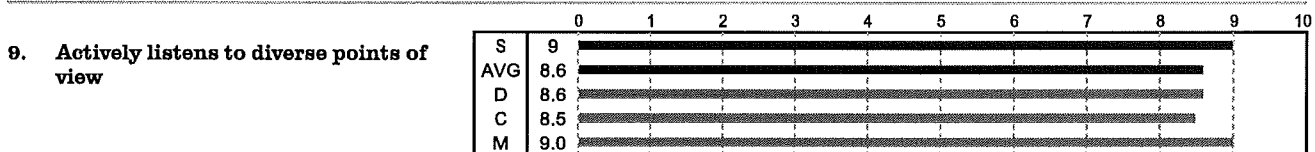
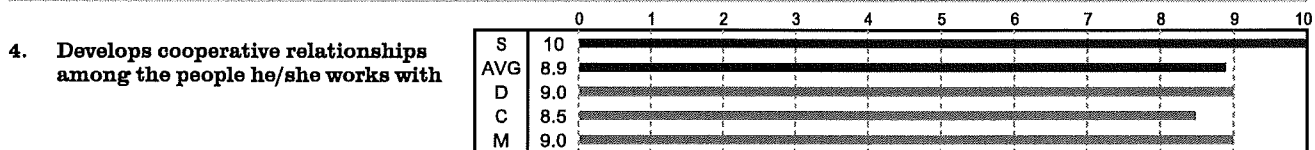
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Enable Others to Act Bar Graphs

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

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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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		AVG	M1	D1	D2	D3	D4	D5	C1	C2
5. Praises people for a job well done	8	8.6	9	9	9	8	7	10	9	8
10. Makes it a point to let people know about his/her confidence in their abilities	10	8.3	9	7	8	9	6	10	8	9
15. Makes sure that people are creatively rewarded for their contributions to the success of projects	9	8.3	6	9	9	8	6	10	9	9
20. Publicly recognizes people who exemplify commitment to shared values	6	7.4	7	6	9	8	4	10	8	7
25. Finds ways to celebrate accomplishments	8	8.0	9	6	9	8	6	10	10	6
30. Gives the members of the team lots of appreciation and support for their contributions	9	8.5	8	9	9	9	6	10	9	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

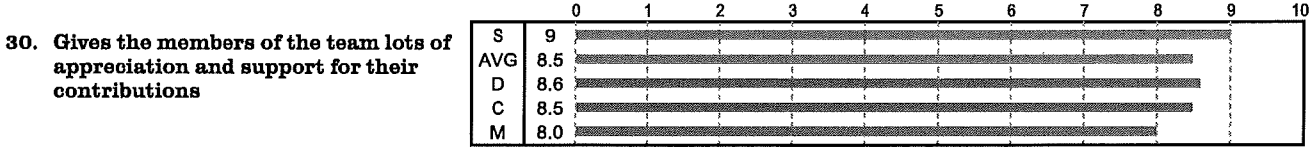
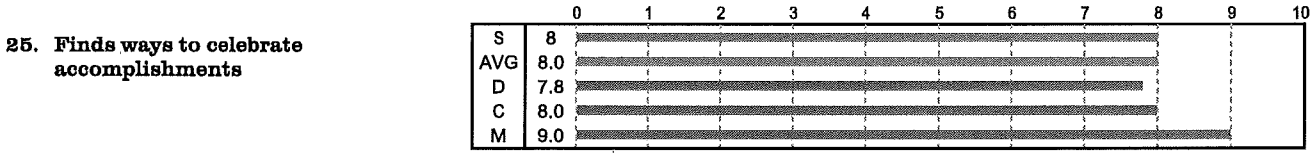
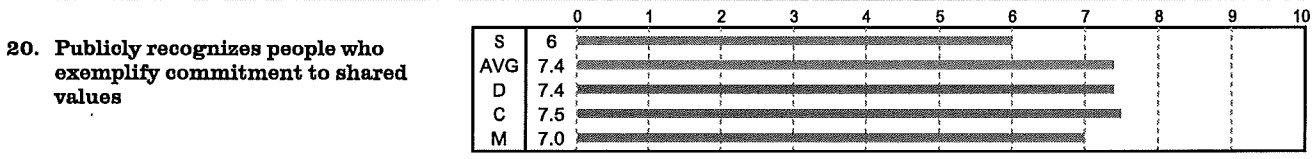
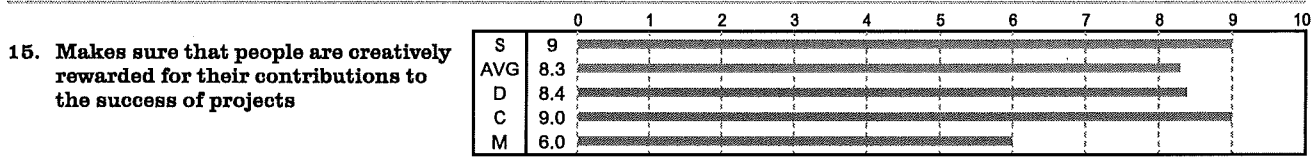
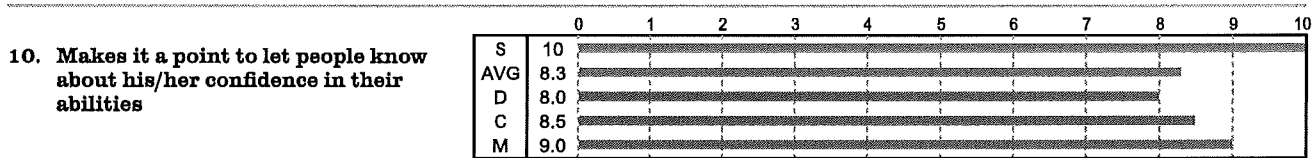
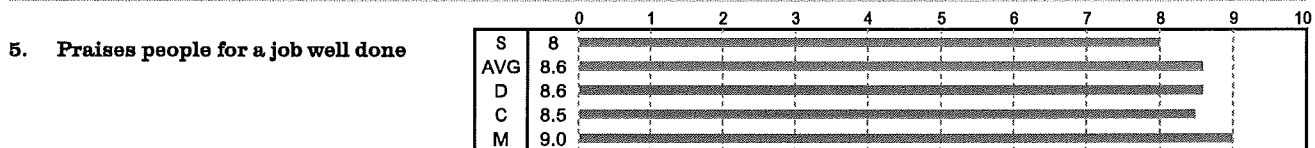
M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of all Observer Responses
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Encourage the Heart Bar Graphs

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

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.

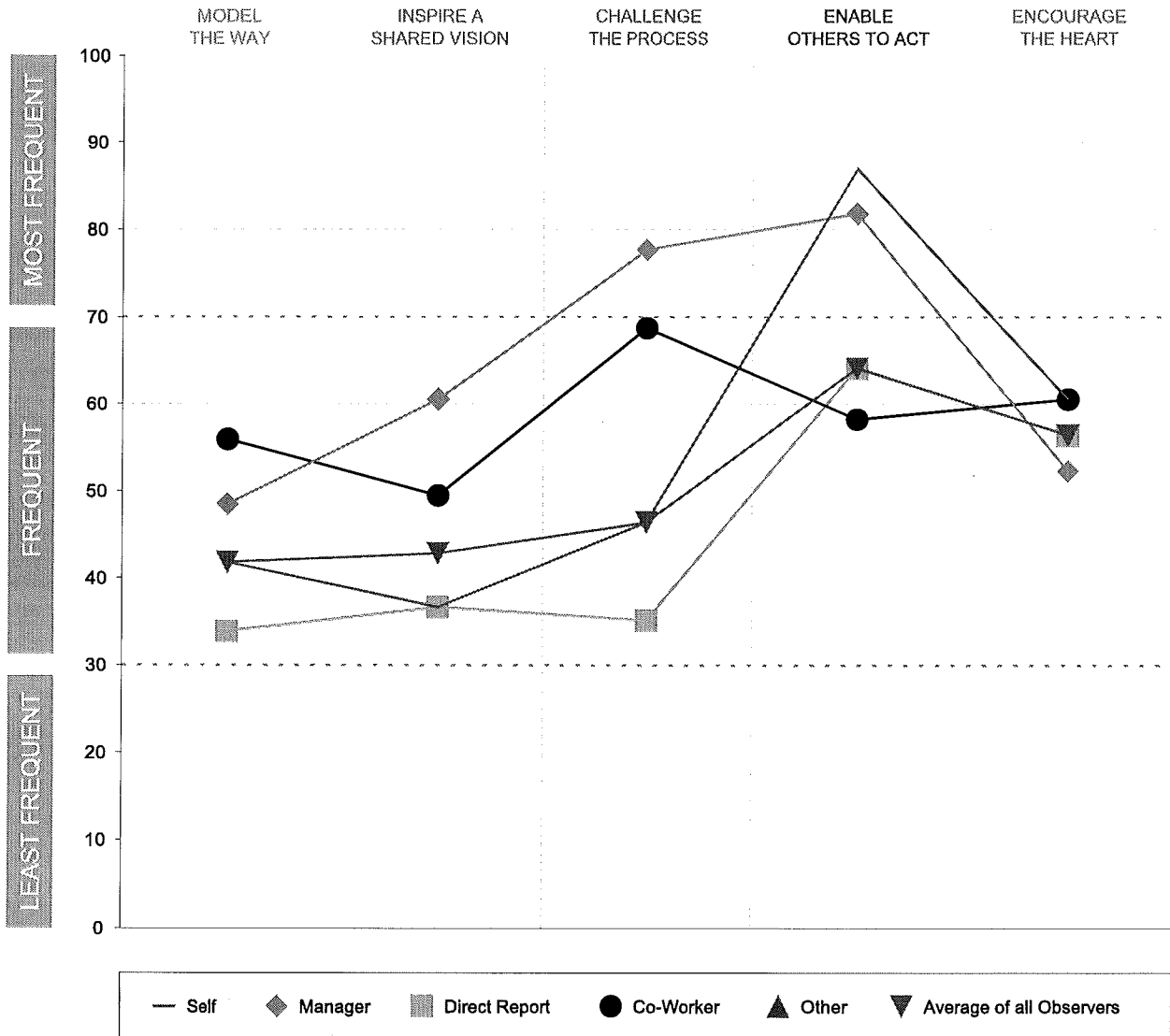


RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
	2-Rarely	4-Once in a While	6-Sometimes	8-Usually	10-Almost always
M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of all Observer Responses

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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.





Essay Question Responses

This page contains Observer responses to the open-ended essay questions presented with the Leadership Practices Inventory. Since answering these questions is optional, each question may not have the same number of answers per question. If no Observer chose to answer a particular question, the response "No one answered this feedback question" will appear in the answer field.

Q: What three adjectives best describe this person's leadership?

A: insightful, strong-willed, vision

A: Attentive, Team Player, Confident (Other adjectives: Organized, Smart, Decisive, Fair, Hardworking)

A: Accountable, Responsible, Decisive

A: Challenging Ethical Calculated

A: collaborative, supportive, focused

A: confident, progressive, responsible

A: Direct, Objective, Trusting

A: Motivational, Genuine, and Advocating

Q: Of all the things this leader does, what do you want him or her to continue doing and make sure not to change?

A: Addye sets a great example of behavior and work ethic for the rest of us in the office. She gives praise on jobs well done and isn't afraid to stand up for her vision of our office.

A: More so than other supervisors, Addye is committed to putting into her position as much time and energy (if not more) than the people she supervises. When she is available, she has her door open and is willing to address concerns as they arise. She cares about her work and the people she works with-- I know I can depend on her to provide quality leadership.

Essay Question Responses (cont.)

Q: Of all the things this leader does, what do you want him or her to continue doing and make sure not to change? (cont.)

A: Addye is a dedicated, hard-working professional. She is extremely productive and is very task oriented when given an assignment. I would like to see her continue to be the supportive leader that she is for those staff members she supervises and not be afraid to delegate some of the project type work she takes on to others. Addye currently has a very positive reputation with others on campus and has developed very strong working relationships with some key academic areas. I would like for her to continue to build these critical relationships with other campus areas and not be afraid to question why something can't or shouldn't be done. She is a strong advocate for the office and has made great strides in increasing awareness of the Career Center across campus. I feel very fortunate to have Addye as the leader of the career development team and she should continue to develop her leadership skills and begin to broaden her scope beyond just her area of responsibility and look at ways she can build her knowledge of other areas within the Career Center.

A: Continue to be the encouraging and challenging leader of peers and colleagues.

A: explore all options in a situation and vigorously request conversations within our department between all members of our office

A: I want to see Addye continue being a champion of the career center and it's staff, even when faced with people who may not see the value in what we are doing. I also want to see Addye continue ensuring that her staff are covering projects and programs that align with their skills and interests.

A: Continue to advocate for the office and our needs, and continue to be approachable and welcoming.

A: Addye is an advocate for us and is willing to fight for us when needed. She understands our programs and services and is always willing to help. No project or task is "above" her, even with her leadership position, and she's always the first person to volunteer to help with events and projects.

Q: What would you like to see this person start doing or do more of in order to become a better leader?

A: I would like to see Addye enforce established office rules more equally.

A: Nothing that I can think of.

Essay Question Responses (cont.)

Q: What would you like to see this person start doing or do more of in order to become a better leader? (cont.)

A: As previously stated, Addye is a very dedicated and compassionate leader. I believe she is ready to take on more responsibilities related to the Career Center as a whole, not just her area. I would like for her to become more familiar with the employer relations, recruiting and event functions of the office and take on a responsibility or two associated with those areas or at least be involved in some of the planning to increase her knowledge of these programs. She should also work closely with me as we navigate through then new budget model being implemented university-wide which will change the entire budget planning process. I would like for Addye to be closely involved in this planning process.

A: Not allow the process to frustrate you and keep you from pushing forward on something you really want to do.

A: Can't think of anything that she is not doing to be a good leader

A: I want to see Addye begin to lead the staff in setting specific goals for student touchpoints (i.e. appointments, walk-ins, event attendance) to help push and motivate them to increasing student contacts. We see a large number of students but I think it would be great to set goals for how we can reach more students each semester.

A: While it is very hard to think of an area for improvement, I would like to see our Graduate Assistants involved more in our office. I don't think this is primarily Addye's responsibility, but something we could all work towards with Addye's supervision.