

Leadership Practices Inventory

JAMES M. KOUZES & BARRY Z. POSNER

Self Report

Prepared for Amanda Lopez | August 12, 2013

Company ABC



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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 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 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 responses presented in various manners.

The Five Practices Bar Graphs

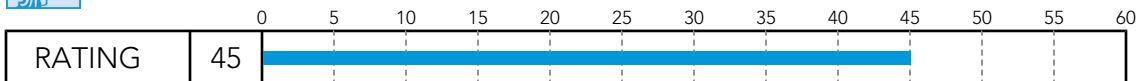
These bar graphs, one for each leadership Practice, provide a graphic representation of your total rating. Total responses can range from 6 to 60, which represents adding up the response score (from 1—Almost Never to 10—Almost Always) for each of the six behavioral statements related to the Practice.



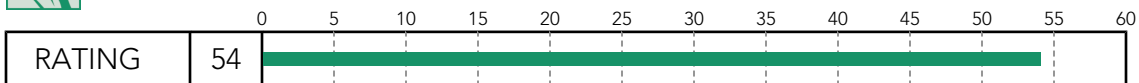
Model the Way



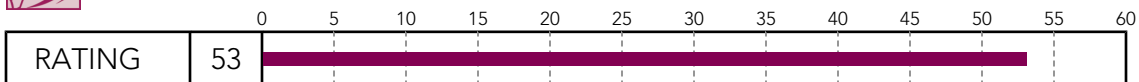
Inspire a Shared Vision



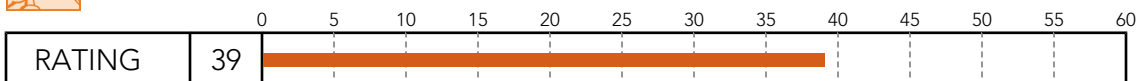
Challenge the Process



Enable Others to Act



Encourage the Heart



Leadership Behaviors Ranking

This page shows the ranking, from most frequent to least frequent, of all 30 leadership behaviors based on your self-rating. Horizontal lines separate the 10 most and the 10 least frequent behaviors from the middle 10. The response scale runs from 1—Almost Never to 10—Almost Always.

MOST FREQUENT		LEADERSHIP PRACTICE	RATING
1.	I set a personal example of what I expect of others	Model	10
2.	I talk about future trends that will influence how our work gets done	Inspire	10
3.	I seek out challenging opportunities that test my own skills and abilities	Challenge	10
11.	I follow through on the promises and commitments that I make	Model	10
14.	I treat others with dignity and respect	Enable	10
23.	I make certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on	Challenge	10
24.	I give people a great deal of freedom and choice in deciding how to do their work	Enable	10
6.	I spend time and energy making certain that the people I work with adhere to the principles and standards that we have agreed on	Model	9
8.	I challenge people to try out new and innovative ways to do their work	Challenge	9
9.	I actively listen to diverse points of view	Enable	9
10.	I make it a point to let people know about my confidence in their abilities	Encourage	9
12.	I appeal to others to share an exciting dream of the future	Inspire	9
21.	I build consensus around a common set of values for running our organization	Model	9
28.	I experiment and take risks, even when there is a chance of failure	Challenge	9
4.	I develop cooperative relationships among the people I work with	Enable	8
13.	I search outside the formal boundaries of my organization for innovative ways to improve what we do	Challenge	8
18.	I ask "What can we learn?" when things do not go as expected	Challenge	8
19.	I support the decisions that people make on their own	Enable	8
26.	I am clear about my philosophy of leadership	Model	8
29.	I ensure that people grow in their jobs by learning new skills and developing themselves	Enable	8
30.	I give the members of the team lots of appreciation and support for their contributions	Encourage	8
7.	I describe a compelling image of what our future could be like	Inspire	7
16.	I ask for feedback on how my actions affect other people's performance	Model	7
17.	I show others how their long-term interests can be realized by enlisting in a common vision	Inspire	7
5.	I praise people for a job well done	Encourage	6
22.	I paint the "big picture" of what we aspire to accomplish	Inspire	6
25.	I find ways to celebrate accomplishments	Encourage	6
27.	I speak with genuine conviction about the higher meaning and purpose of our work	Inspire	6
15.	I make sure that people are creatively rewarded for their contributions to the success of our projects	Encourage	5
20.	I publicly recognize people who exemplify commitment to shared values	Encourage	5

LEAST FREQUENT

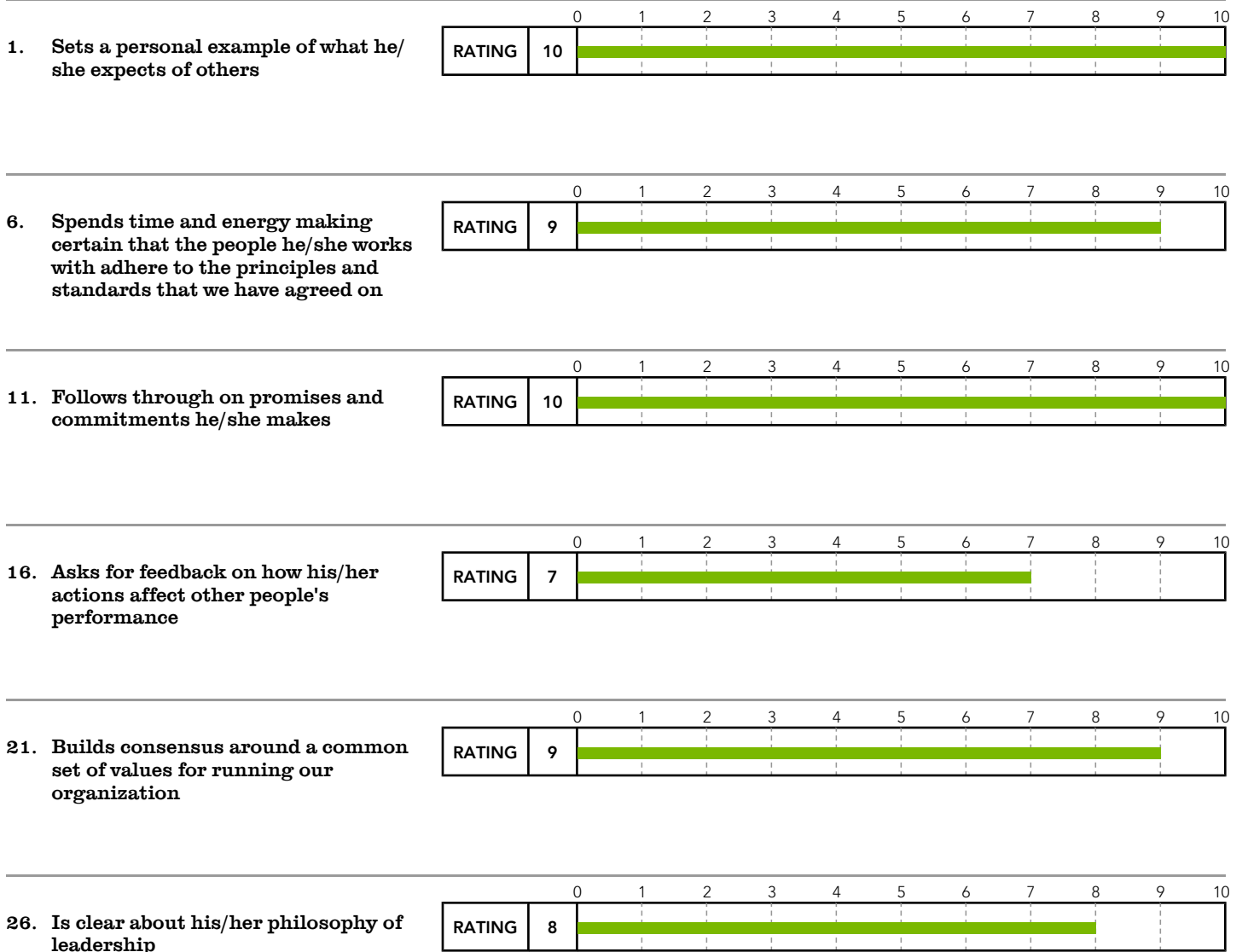
RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
	2-Rarely	4-Once in a While	6-Sometimes	8-Usually	10-Almost always



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 responses for that behavior. 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

Reflections:

What is your immediate reaction to viewing your Model the Way ratings? Why?

Please describe anything in your Model the Way ratings that is confusing or contradictory:

(Remember to review your Leadership Behaviors Ranking page to consider the individual behaviors that relate to this practice.)

Suggestions for Becoming a Better Leader

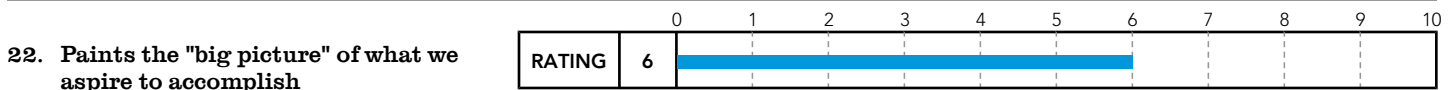
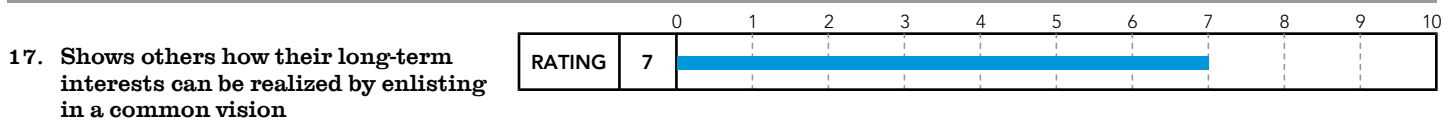
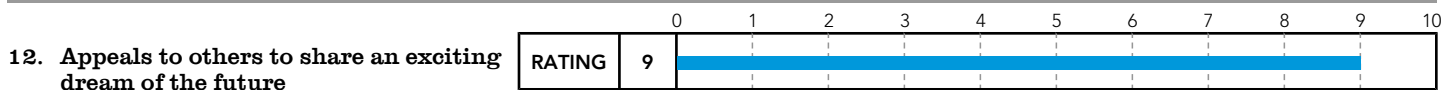
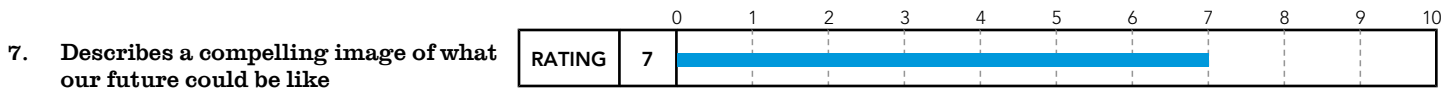
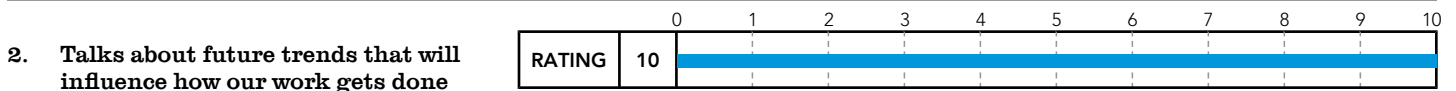
1. At the end of every day, ask yourself, "What have I done today that demonstrated one of my key values? What have I done today that might have sent the signal that I wasn't committed to the key value? What can I do tomorrow to live out a key value?"
2. Answer the question, "What are the values that should guide my decisions and actions?"
3. Do something dramatic to demonstrate your commitment to a team value. For instance, if customer service is a value, spend a day answering the phones in the call center, working behind the counter at a store, or visiting customers at their locations.



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 responses for that behavior. 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

Reflections:

What is your immediate reaction to viewing your Inspire a Shared Vision ratings? Why?

Please describe anything in your Inspire a Shared Vision ratings that is confusing or contradictory:

(Remember to review your Leadership Behaviors Ranking page to consider the individual behaviors that relate to this practice.)

Suggestions for Becoming a Better Leader

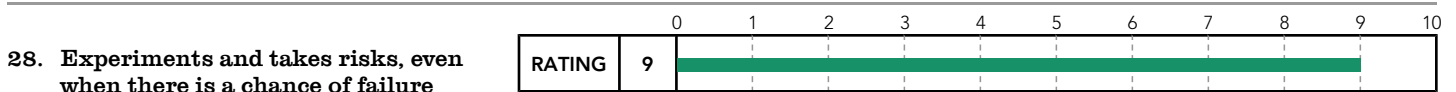
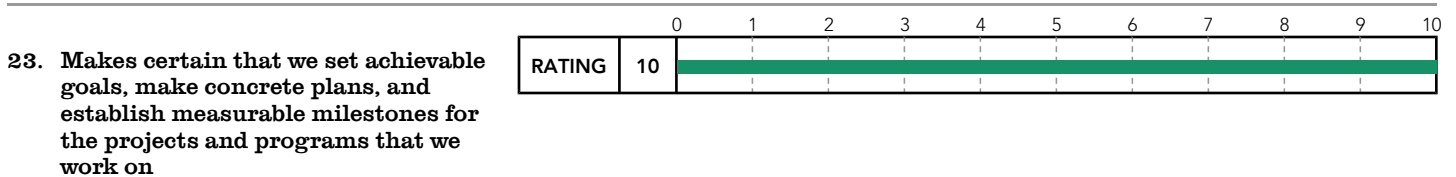
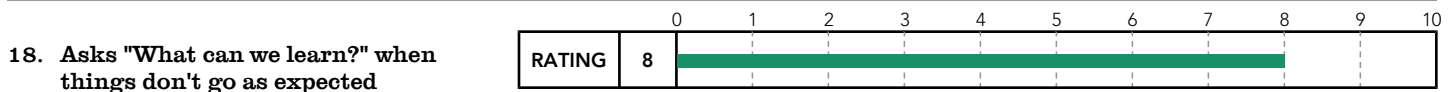
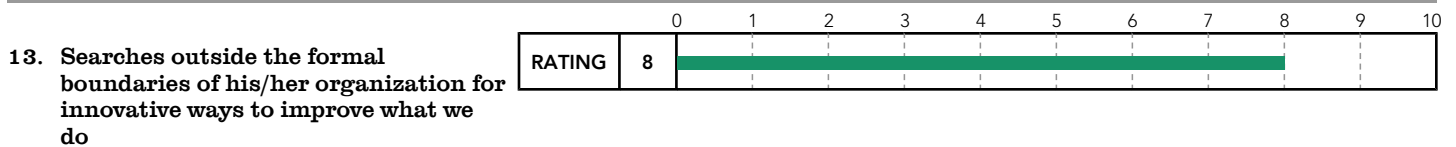
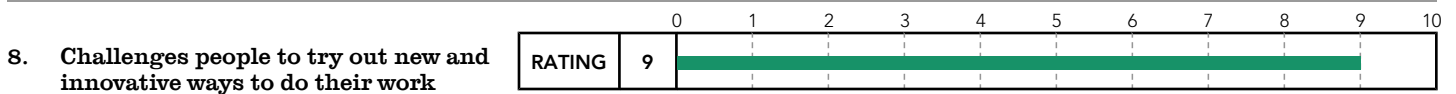
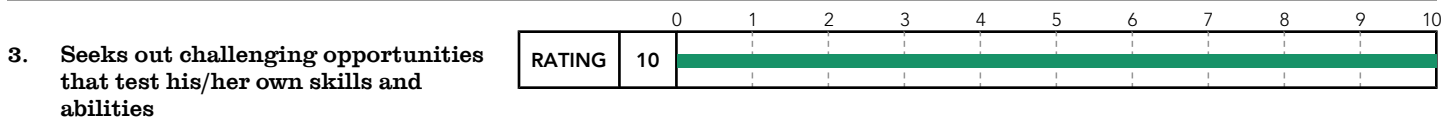
1. Become a Futurist. Join the World Futures Society. Read American Demographics or other magazines about future trends. Use the Internet to find a "futures" conference that you can attend. Make a list of what reputable people are predicting will happen in the next ten years.
2. Every week interview one of your constituents—a direct report, peer, manager, or customer—and ask, "What are your aspirations for the future?"
3. Be positive, upbeat and energetic when talking about the future of your team and organization.



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 responses for that behavior. 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

Reflections:

What is your immediate reaction to viewing your Challenge the Process ratings? Why?

Please describe anything in your Challenge the Process ratings that is confusing or contradictory:

(Remember to review your Leadership Behaviors Ranking page to consider the individual behaviors that relate to this practice.)

Suggestions for Becoming a Better Leader

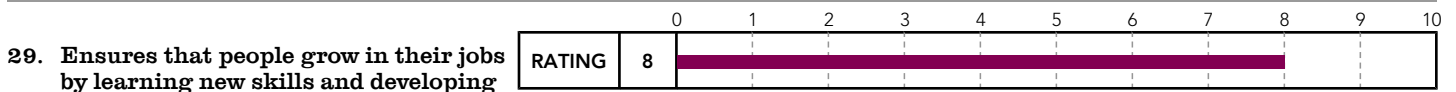
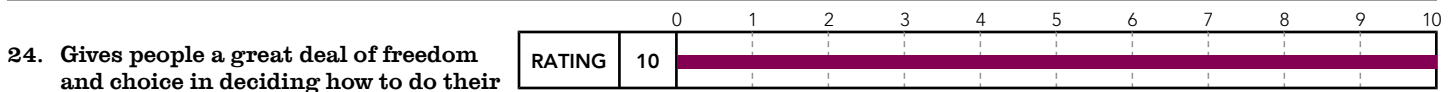
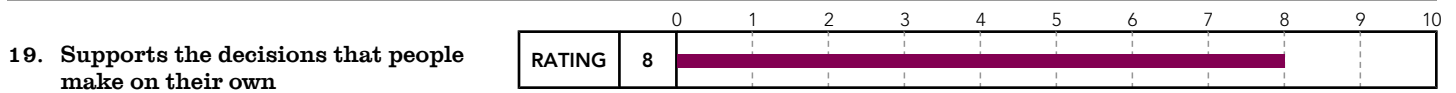
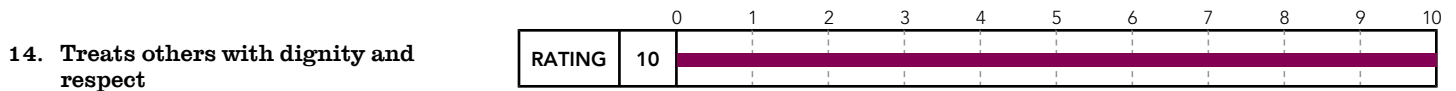
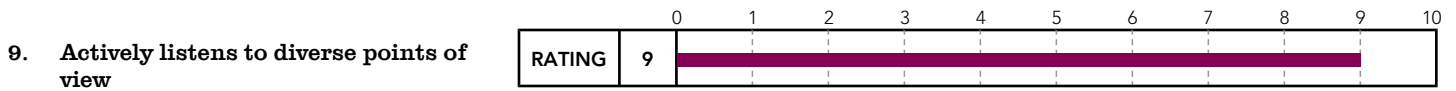
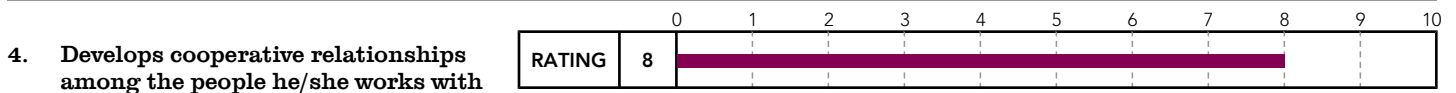
- 1. At least once a month, set aside time to think about what challenging opportunities-new experiences, job assignments, tasks- you could seek to test your skills and abilities. Look for opportunities for tough assignments.
- 2. At least once a month, identify something you can do to challenge the way things are done—the status quo—at work. For example, think about what product or process innovations would help your organization improve. Then take the initiative to make change happen.
- 3. Once a week at a regular meeting, ask each team member to answer this question: "What have you done in the last week to improve so that you are better this week than you were a week ago?"



Enable Others to Act Bar Graphs

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

The set of bar graphs for each of the six leadership behaviors related to this Practice provides a graphic representation of your responses for that behavior. 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

Reflections:

What is your immediate reaction to viewing your Enable Others to Act ratings? Why?

Please describe anything in your Enable Others to Act ratings that is confusing or contradictory:

(Remember to review your Leadership Behaviors Ranking page to consider the individual behaviors that relate to this practice.)

Suggestions for Becoming a Better Leader

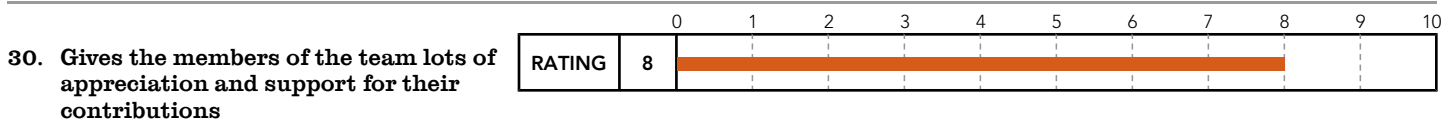
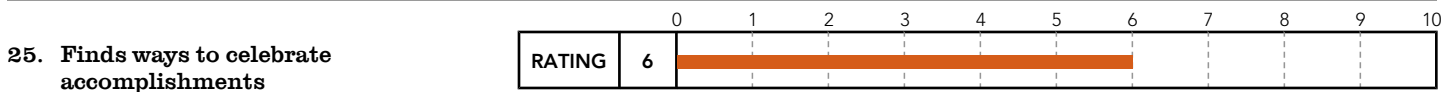
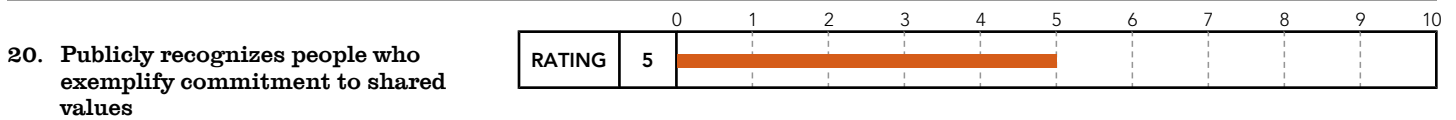
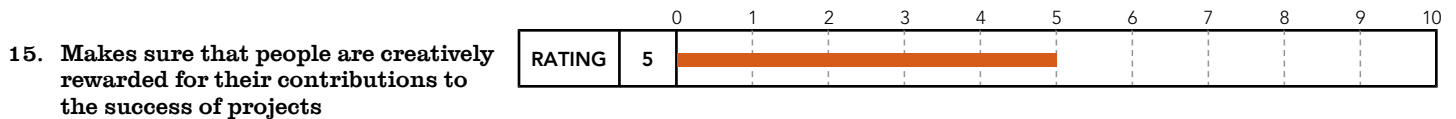
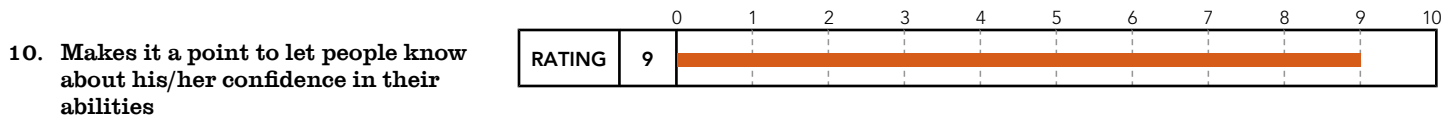
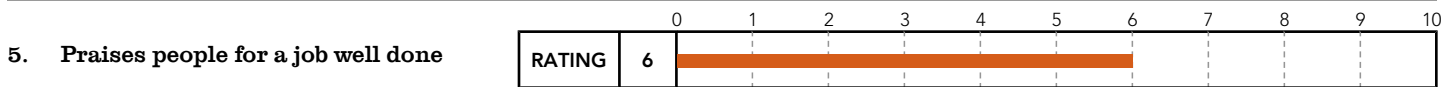
1. Think about the ways in which projects are planned and decisions made in your organization. Then come up with several actions you can take to involve others in the planning and decision-making process.
2. Before every interaction, regardless of length, ask yourself this question: "What can I do in this interaction to make this person (or persons) feel more capable and powerful?"
3. Talk one-on-one with your team members to find out what kind of support and coaching they would like from you and what training opportunities they need. Find ways to connect people to the resources they need—other people, materials, funding, training, information, and so on.



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 responses for that behavior. 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

Reflections:

What is your immediate reaction to viewing your Encourage the Heart ratings? Why?

Please describe anything in your Encourage the Heart ratings that is confusing or contradictory:

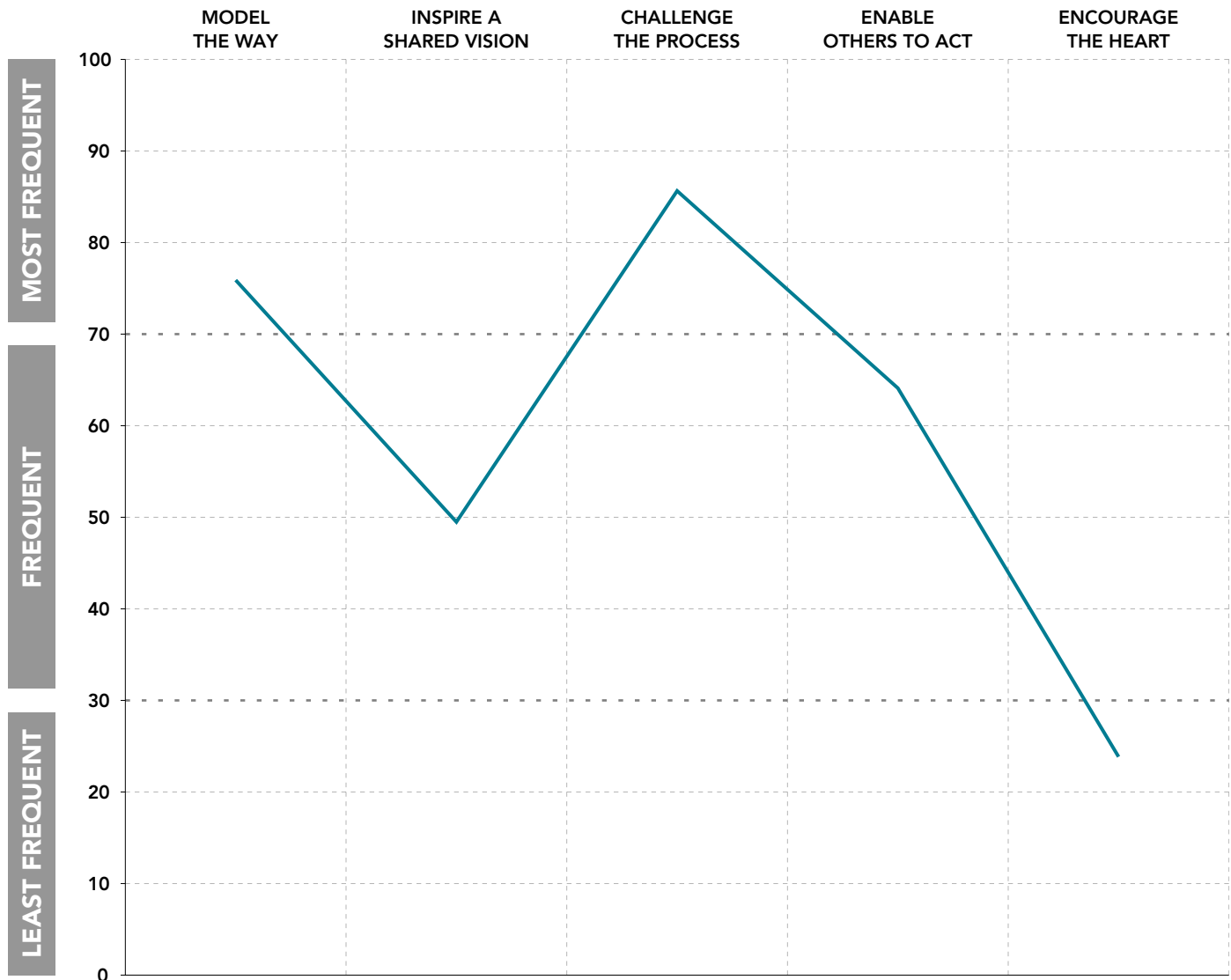
(Remember to review your Leadership Behaviors Ranking page to consider the individual behaviors that relate to this practice.)

Suggestions for Becoming a Better Leader

1. Think of ten small ways in which you can reward people who have done something especially well. Then reward those extraordinary efforts. Don't let them go by unnoticed.
2. Identify those constituents who best embody your values and priorities and think of three ways to single them out in the weeks to come, to praise and reward them.
3. Tell a public story about a person in your organization who went above and beyond the call of duty.

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 responses to more than 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 response falls into for each Practice. For example, if your score for Model the Way is at the 50th percentile, half of the leaders in the entire LPI database were rated higher (by their Observers who also rated them on the Practice), and half were rated lower.



Suggested Reading

GENERAL LEADERSHIP

Kouzes, J. M., and Posner, B. Z. *A Leader's Legacy*. San Francisco: Jossey-Bass, 2006.

Kouzes, J. M., and Posner, B. Z. *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*. 5th Edition. San Francisco: Jossey-Bass, 2012.

Kouzes, J. M., and Posner, B. Z. *The Truth About Leadership: The No-Fads, Heart-of-the-Matter Facts You Need to Know*. San Francisco: Jossey-Bass, 2010.

MODEL THE WAY

Conant, D., and Norgaard, M. *TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments*. San Francisco: Jossey-Bass, 2011.

Kouzes, J. M., and B. Z. Posner. *Credibility: How Leaders Gain and Lose It, Why People Demand It*. (2nd ed.). San Francisco: Jossey-Bass, 2011.

Kraemer, H. M. J., Jr. *From Values to Action: The Four Principles of Values-Based Leadership*. San Francisco: Jossey-Bass, 2011.

Rhoads, A., with Shepherdson, N. *Built on Values: Creating an Enviably Culture That Outperforms the Competition*. San Francisco: Jossey-Bass, 2011.

Schein, E. *Organizational Culture and Leadership*. (4th ed.). San Francisco: Jossey-Bass, 2010.

INSPIRE A SHARED VISION

Geary, J. *I Is an Other: The Secret Life of Metaphor and How It Shapes the Way We See the World*. New York: Harper, 2011.

Schuster, J. P. *The Power of Your Past: The Art of Recalling, Recasting, and Reclaiming*. San Francisco: Berrett-Koehler, 2011.

Sinek, S. *Start with Why: How Great Leaders Inspire Everyone to Take Action*. New York: Portfolio, 2010.

Spence, R. M. *It's Not What You Sell, It's What You Stand For: Why Every Extraordinary Business Is Driven by Purpose*. New York: Portfolio, 2010.

Sullenberger, C. B. *Making a Difference: Stories of Vision and Courage from America's Leaders*. New York: William Morrow, 2012.

Ulrich, D., and Ulrich, W. *The Why of Work: How Great Leaders Build Abundant Organizations That Win*. New York: McGraw-Hill, 2010.

CHALLENGE THE PROCESS

Amabile, T. A., and Kramer, S. J. *The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work*. Boston: Harvard Business Review Press, 2011.

Johnson, S. *Where Good Ideas Come From: The Natural History of Innovation*. New York: Riverhead, 2010.

Seligman, M.E.P. *Flourish: A Visionary New Understanding of Happiness and Well-Being*. New York: The Free Press, 2011.

Sims, P. *Little Bets: How Breakthrough Ideas Emerge from Small Discoveries*. New York: The Free Press, 2011.

ENABLE OTHERS TO ACT

Brooks, D. *The Social Animal: Hidden Sources of Love, Character, and Achievement*. New York: Random House, 2011.

Burchell, M., and Robin, J. *The Great Workplace: How to Build It, How to Keep It, and Why It Matters*. San Francisco: Jossey-Bass, 2011.

Hurley, R. F. *The Decision to Trust: How Leaders Create High-Trust Organizations*. San Francisco: Jossey-Bass, 2012.

Merchant, N. *The New How: Creating Business Solutions Through Collaborative Strategy*. San Francisco: O'Reilly Media, 2010.

Shockley-Zalabak, P. S., Morreale, S. and Hackman, M. *Building the High-Trust Organization: Strategies for Supporting Five Key Dimensions of Trust*. San Francisco: Jossey-Bass, 2010.

Wiseman, L. *Multipliers: How the Best Leaders Make Everyone Smarter*. New York: HarperCollins, 2010.

ENCOURAGE THE HEART

Achor, S. *The Happiness Advantage: The Seven Principles of Positive Psychology That Fuel Success and Performance at Work*. New York: Crown Books, 2010.

Gostick, A., and Elton, C. *All In: How the Best Managers Create a Culture of Belief and Drive Big Results*. New York: The Free Press, 2012.

Kouzes, J. M., and Posner, B. Z. *Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others*. San Francisco: Jossey-Bass, 2003.

Rath, T., and Harter, J. *Well-Being: The Five Essential Elements*. New York: Gallup Press, 2010.

Seligman, M. E. *Flourish: A Visionary New Understanding of Happiness and Well-Being*. New York: The Free Press, 2011.