






The Five Practices Data Summary

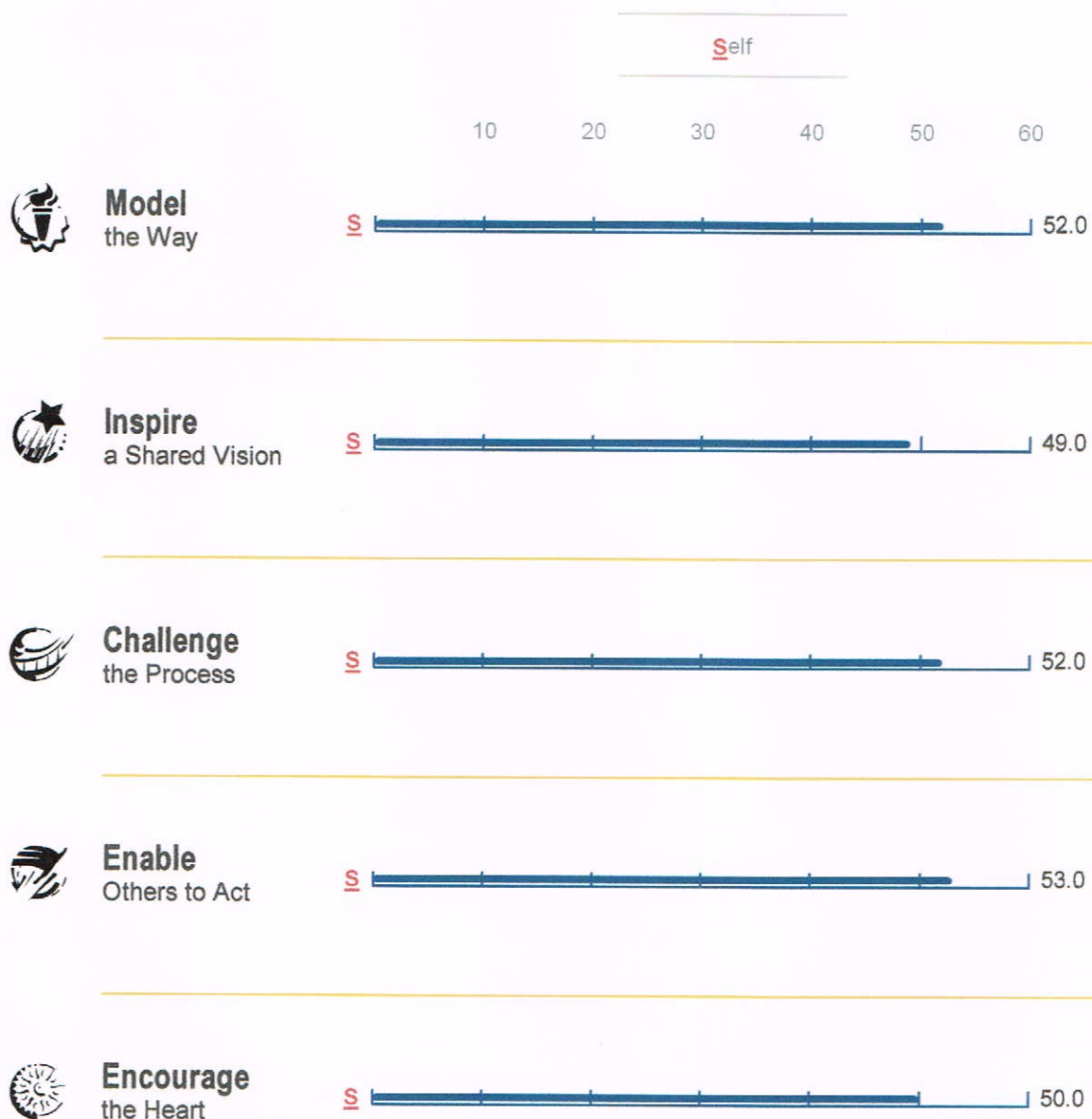
This page summarizes your LPI scores for each Practice. The Self column shows the total of your own responses to the six statements about each Practice. The AVG column shows the averages of all your Observers' ratings. The Individual Observers columns show the total of each Observer's rating. Scores can range from 6 to 60.

AVG Average of all LPI Observer Ratings

	<u>Self</u>	<u>AVG</u>	<u>Individual Observers</u>
 Model the Way	52	0.0	
 Inspire a Shared Vision	49	0.0	
 Challenge the Process	52	0.0	
 Enable Others to Act	53	0.0	
 Encourage the Heart	50	0.0	

The Five Practices Bar Graphs

These bar graphs, one set for each Practice, provide a graphic presentation of the numerical data recorded on The Five Practices Data Summary page. By Practice, it shows the total score for Self and the average total for each category of Observer. Scores can range from 6 to 60.



Leadership Practices Inventory

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 average Observers' score. A horizontal line separates the 10 least frequent behaviors from the others. An asterisk (*) next to the Observer score indicates that the Observer score and the Self score differ by more than plus or minus 1.5.

High

	<u>Practice</u>	<u>Self</u>	<u>Observer</u>
1. Sets a personal example of what is expected	Model	10	0.0 *
2. Talks about future trends influencing our work	Inspire	8	0.0 *
3. Seeks challenging opportunities to test skills	Challenge	9	0.0 *
4. Develops cooperative relationships	Enable	10	0.0 *
5. Praises people for a job well done	Encourage	10	0.0 *
6. Makes certain that people adhere to agreed-on standards	Model	7	0.0 *
7. Describes a compelling image of the future	Inspire	7	0.0 *
8. Challenges people to try new approaches	Challenge	9	0.0 *
9. Actively listens to diverse points of view	Enable	8	0.0 *
10. Expresses confidence in people's abilities	Encourage	10	0.0 *
11. Follows through on promises and commitments	Model	10	0.0 *
12. Appeals to others to share dream of the future	Inspire	8	0.0 *
13. Searches outside organization for innovative ways to improve	Challenge	7	0.0 *
14. Treats others with dignity and respect	Enable	10	0.0 *
15. Creatively rewards people for their contributions	Encourage	8	0.0 *
16. Asks for feedback on how his/her actions affect people's performance	Model	8	0.0 *
17. Shows others how their interests can be realized	Inspire	8	0.0 *
18. Asks "What can we learn?"	Challenge	10	0.0 *
19. Supports decisions other people make	Enable	8	0.0 *
20. Recognizes people for commitment to shared values	Encourage	8	0.0 *
21. Builds consensus around organization's values	Model	9	0.0 *
22. Paints "big picture" of group aspirations	Inspire	8	0.0 *
23. Makes certain that goals, plans, and milestones are set	Challenge	8	0.0 *
24. Gives people choice about how to do their work	Enable	9	0.0 *
25. Finds ways to celebrate accomplishments	Encourage	6	0.0 *
26. Is clear about his/her philosophy of leadership	Model	8	0.0 *
27. Speaks with conviction about meaning of work	Inspire	10	0.0 *
28. Experiments and takes risks	Challenge	9	0.0 *
29. Ensures that people grow in their jobs	Enable	8	0.0 *
30. Gives team members appreciation and support	Encourage	8	0.0 *

Low

* Difference between Observers' and Self rating was greater than 1.5

Percentile Ranking

This page compares your Self scores and those of your Observers 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.

