

Leadership Practices Inventory: LPI

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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.

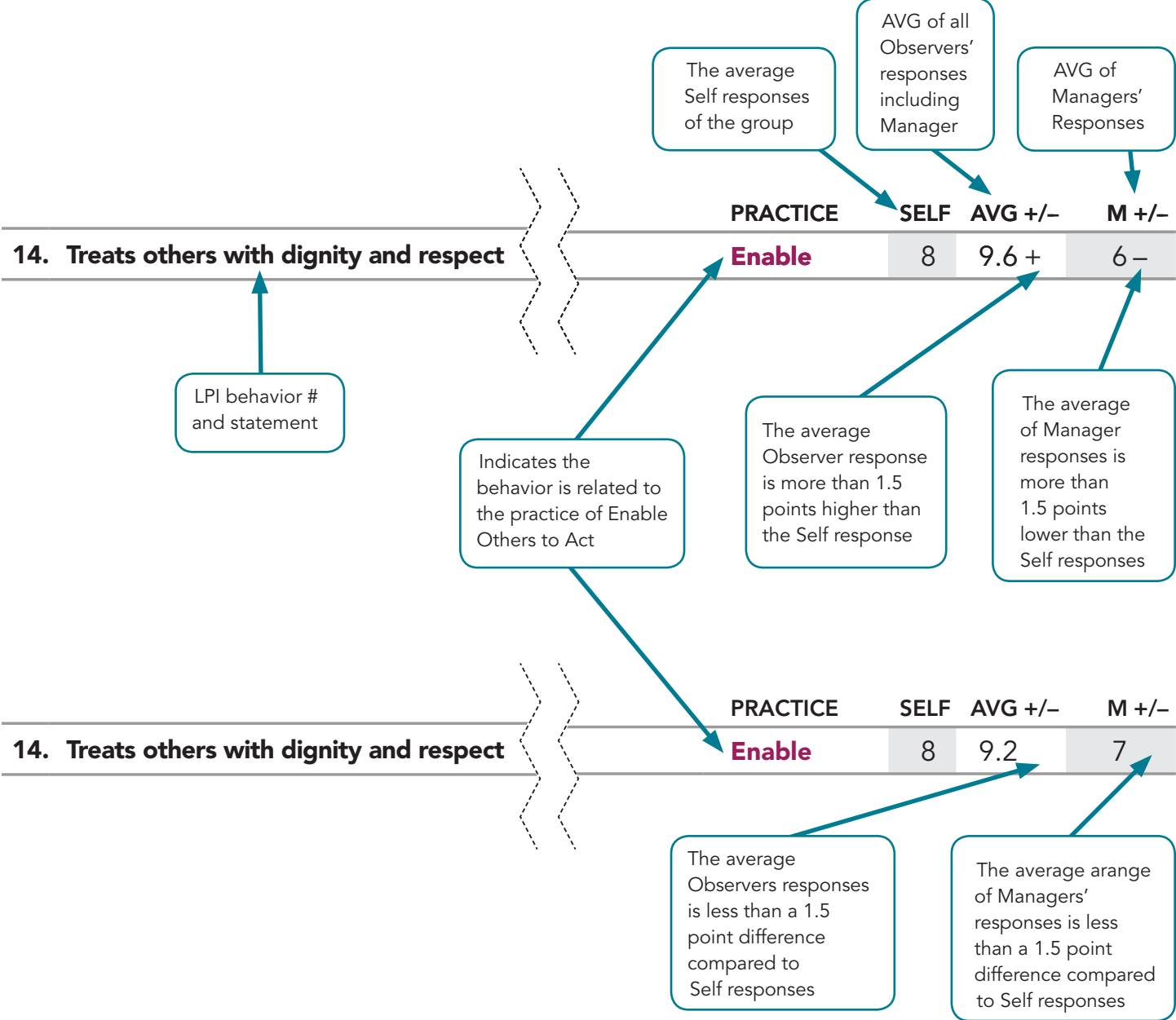
		AVG	STD DEV
 Model the Way	Self	46.2	5.3
	Manager	43.0	8.1
	Direct Report	43.1	9.2
	Co-Worker	43.6	10.3
	Other	46.4	9.1
	All Observers	44.1	9.6
 Inspire a Shared Vision	Self	42.3	7.9
	Manager	36.4	11.1
	Direct Report	41.4	9.8
	Co-Worker	38.8	11.3
	Other	43.6	9.4
	All Observers	40.2	11.5
 Challenge the Process	Self	46.3	6.7
	Manager	41.0	9.1
	Direct Report	44.1	9.0
	Co-Worker	41.8	9.8
	Other	44.8	8.3
	All Observers	42.9	9.4
 Enable Others to Act	Self	50.3	4.3
	Manager	45.5	8.7
	Direct Report	49.1	7.7
	Co-Worker	47.6	8.2
	Other	48.2	10.0
	All Observers	47.8	9.4
 Encourage the Heart	Self	46.3	6.4
	Manager	42.1	9.9
	Direct Report	43.4	9.6
	Co-Worker	44.6	10.0
	Other	45.6	9.9
	All Observers	44.3	9.9

ALL OBSERVER SURVEYS TALLIED: 191	Self Surveys Tallied: 20 Manager Surveys Tallied: 22	Direct Report Surveys Tallied: 37 Co-Worker Surveys Tallied: 87	Other Surveys Tallied: 45
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AVG—Average of all Observer responses in each category	STD DEV—Standard Deviation
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Leadership Behaviors Ranking

The following page shows the ranking, from most frequent to least frequent, of all thirty 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 ten most and the ten least frequent behaviors from the middle ten. 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	2--Rarely	3--Seldom	4--Once in a While	5--Occasionally	6--Sometimes	7--Fairly Often	8--Usually	9--Very Frequently	10--Almost Always
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MOST FREQUENT

	PRACTICE	SELF	AVG +/-	M +/-
14. Treats others with dignity and respect	Enable	9.3	9.1	9.0
11. Follows through on promises and commitments he/she makes	Model	9.0	8.7	8.8
4. Develops cooperative relationships among the people he/she works with	Enable	8.8	8.2	7.9
9. Actively listens to diverse points of view	Enable	7.6	7.9	7.8
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	8.5	7.8	7.0
30. Gives the members of the team lots of appreciation and support for their contributions	Encourage	7.8	7.8	7.6
3. Seeks out challenging opportunities that test his/her own skills and abilities Challenge	Challenge	7.8	7.7	7.7
5. Praises people for a job well done	Encourage	8.1	7.7	7.7
1. Sets a personal example of what he/she expects of others	Model	8.4	7.6	7.4
23. Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs we work on	Challenge	8.0	7.6	7.5
6. Spends time and energy making certain that the people he/she works with adhere to the principles and standards we have agreed on	Model	7.6	7.5	7.5
19. Supports the decisions that people make on their own	Enable	8.2	7.5	7.0
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	7.4	7.5	7.0
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	8.0	7.4	7.1
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	8.0	7.3	6.8
15. Makes sure people are creatively rewarded for their contributions to the success of projects	Encourage	7.5	7.2	6.4
21. Builds consensus around a common set of values for running our organization	Model	7.5	7.2	6.9
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	7.5	7.1	6.3
18. Asks "What can we learn?" when things don't go as expected	Challenge	7.7	7.1	6.8
25. Finds ways to celebrate accomplishments	Encourage	7.5	7.1	6.9
2. Talks about future trends that will influence how our work gets done	Inspire	7.2	6.9	6.1
13. Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do	Challenge	7.4	6.9	5.9
22. Paints the "big picture" of what we aspire to accomplish	Inspire	7.8	6.8	6.2 –
28. Experiments and takes risks, even when there is a chance of failure	Challenge	7.7	6.8	6.7
8. Challenges people to try out new and innovative ways to do their work	Challenge	7.8	6.7	6.5
16. Asks for feedback on how his/her actions affect other people's performance	Model	6.9	6.6	6.7
26. Is clear about his/her philosophy of leadership	Model	7.0	6.6	5.8
12. Appeals to others to share an exciting dream of the future	Inspire	7.0	6.5	6.1
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	6.3	6.4	5.5
7. Describes a compelling image of what our future can be like	Inspire	6.7	6.1	5.8

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 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 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.

