

Leadership Practices Inventory: LPI

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Reassessment Report

Prepared for James Tao | September 7, 2012



Reassessment Data by Leadership Practice

This page compares your most recent scores with the scores from your previous LPI, grouped by Observer type. The Change column shows the difference in Self responses and Observers' responses for each practice between your most recent and second most recent completed assessments.

		CHANGE	FEB 2012	AUG 2010
		RESPONDED/INVITED	7/7	7/7
	Model the Way	Self	6.0	52
		Average	3.0	50.1
		Manager	2.0	50
		Direct Report	-3.5	44
		Co-Worker	9.4	54.7
		Other	-2.0	49
	Inspire a Shared Vision	Self	8.0	52
		Average	1.4	41.4
		Manager	-7.0	31
		Direct Report	-7.5	40
		Co-Worker	10.7	48
		Other	-8.0	35
	Challenge the Process	Self	1.0	45
		Average	0.0	45.9
		Manager	-11.0	38
		Direct Report	-7.5	39
		Co-Worker	7.3	51.3
		Other	5.0	51
	Enable Others to Act	Self	-1.0	52
		Average	2.8	52.7
		Manager	2.0	52
		Direct Report	3.0	53
		Co-Worker	2.0	53
		Other	-1.0	52
	Encourage the Heart	Self	4.0	54
		Average	2.9	50
		Manager	-6.0	48
		Direct Report	1.5	49
		Co-Worker	5.7	50.7
		Other	6.0	52

INVITED—Number of Observers invited RESPONDED—Number of Observers who responded AVERAGE—Average of all Observer responses

Reassessment Data by Leadership Behavior

This page compares your most recent responses with the responses from your previous LPIs, **sorted from most frequent to least frequent by the most recent average Observer responses**. The Change (CHG) column shows the difference in Self responses and Observers' average responses for each behavior between your most recent and second most recent completed assessments.

		CHG	FEB 2012	AUG 2010
14. Treats others with dignity and respect	S	-1.0	9.0	10.0
	AVG	0.2	9.6	9.4
	M	-1.0	9.0	10.0
11 Follows through on promises and commitments he/she makes	S	1.0	9.0	8.0
	AVG	0.4	9.4	9.0
	M	-1.0	9.0	10.0
23. Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs we work on	S	1.0	8.0	7.0
	AVG	0.1	9.1	9.0
	M	-1.0	8.0	9.0
5. Praises people for a job well done	S	0.0	9.0	9.0
	AVG	0.0	9.0	9.0
	M	-1.0	8.0	9.0
4. Develops cooperative relationships among the people he/she works with	S	-1.0	9.0	10.0
	AVG	-0.1	8.9	9.0
	M	1.0	9.0	8.0
24. Gives people a great deal of freedom and choice in deciding how to do their work	S	0.0	9.0	9.0
	AVG	0.9	8.9	8.0
	M	0.0	8.0	8.0
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	S	1.0	8.0	7.0
	AVG	0.0	8.7	8.7
	M	0.0	9.0	9.0
29. Ensures that people grow in their jobs by learning new skills and developing themselves	S	2.0	9.0	7.0
	AVG	0.6	8.7	8.1
	M	0.0	9.0	9.0
27. Speaks with genuine conviction about the higher meaning and purpose of our work	S	0.0	9.0	9.0
	AVG	1.2	8.6	7.4
	M	0.0	6.0	6.0
30. Gives the members of the team lots of appreciation and support for their contributions	S	-1.0	9.0	10.0
	AVG	-0.1	8.6	8.7
	M	-2.0	8.0	10.0
3. Seeks out challenging opportunities that test his/her own skills and abilities	S	0.0	9.0	9.0
	AVG	-0.3	8.4	8.7
	M	-1.0	8.0	9.0

S—Self M—Manager AVG—Average of all Observer responses CHG—Change

Reassessment Data by Leadership Behavior (cont.)

		CHG	FEB 2012	AUG 2010
9. Actively listens to diverse points of view	S	-1.0	9.0	10.0
	AVG	-0.2	8.4	8.6
	M	0.0	8.0	8.0
20. Publicly recognizes people who exemplify commitment to shared values	S	2.0	9.0	7.0
	AVG	1.0	8.4	7.4
	M	-1.0	8.0	9.0
10. Makes it a point to let people know about his/her confidence in their abilities	S	1.0	8.0	7.0
	AVG	1.2	8.3	7.1
	M	1.0	8.0	7.0
19. Supports the decisions that people make on their own	S	0.0	7.0	7.0
	AVG	0.6	8.3	7.7
	M	2.0	9.0	7.0
21. Builds consensus around a common set of values for running our organization	S	0.0	8.0	8.0
	AVG	0.2	8.3	8.1
	M	2.0	8.0	6.0
26. Is clear about his/her philosophy of leadership	S	1.0	9.0	8.0
	AVG	0.2	8.3	8.1
	M	0.0	8.0	8.0
15. Makes sure that people are creatively rewarded for their contributions to the success of projects	S	1.0	10.0	9.0
	AVG	-0.9	8.0	8.9
	M	-4.0	6.0	10.0
1. Sets a personal example of what he/she expects of others	S	1.0	9.0	8.0
	AVG	0.4	7.7	7.3
	M	-1.0	8.0	9.0
8. Challenges people to try out new and innovative ways to do their work	S	-1.0	6.0	7.0
	AVG	0.6	7.7	7.1
	M	-3.0	5.0	8.0
16. Asks for feedback on how his/her actions affect other people's performance	S	2.0	9.0	7.0
	AVG	1.8	7.7	5.9
	M	2.0	8.0	6.0
18. Asks "What can we learn?" when things don't go as expected	S	0.0	7.0	7.0
	AVG	-0.3	7.7	8.0
	M	0.0	8.0	8.0
22. Paints the "big picture" of what we aspire to accomplish	S	1.0	9.0	8.0
	AVG	0.7	7.6	6.9
	M	2.0	8.0	6.0

S—Self M—Manager AVG—Average of all Observer responses CHG—Change

Reassessment Data by Leadership Behavior (cont.)

		CHG	FEB 2012	AUG 2010
28. Experiments and take risks, even when there is a chance of failure	S	0.0	8.0	8.0
	AVG	1.0	7.6	6.6
	M	-2.0	5.0	7.0
25. Finds ways to celebrate accomplishments	S	1.0	9.0	8.0
	AVG	1.1	7.1	6.0
	M	-3.0	6.0	9.0
2. Talks about future trends that will influence how our work gets done	S	0.0	8.0	8.0
	AVG	-0.7	6.6	7.3
	M	-3.0	5.0	8.0
12 Appeals to others to share an exciting dream of the future	S	1.0	8.0	7.0
	AVG	0.0	6.4	6.4
	M	-3.0	4.0	7.0
17. Shows others how their long-term interests can be realized by enlisting in a common vision	S	1.0	9.0	8.0
	AVG	0.8	6.4	5.6
	M	-1.0	4.0	5.0
7. Describes a compelling image of what our future could be like	S	3.0	9.0	6.0
	AVG	-0.5	5.9	6.4
	M	-2.0	4.0	6.0
13. Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do	S	1.0	7.0	6.0
	AVG	-0.8	5.6	6.4
	M	-4.0	4.0	8.0

S—Self

M—Manager

AVG—Average of all Observer responses

CHG—Change