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# FACILITATOR TRAINING ASSIGNMENT: LPI

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- OVERVIEW
- SET-UP REFLECTING ON YOUR LPI

*Included here: Facilitator's Guide: Pgs. 68-76, Slides 24-28,  
Participant Workbook: Pgs. 16-25*



# Facilitator Training Introduction and Assignments

Greetings! We look forward to welcoming you to The Leadership Challenge® Facilitator Training. Following is the information you will need to prepare for the **facilitation assignment** you will deliver.

**We encourage you to begin working on your assignment as soon as possible.**

In keeping with the experiential learning model we use for The Leadership Challenge® Workshop, you will “learn by doing” in Facilitator Training rather than by walking through the *Facilitator’s Guide*. You and your colleagues will be presenting segments from the program, handling content questions, and getting feedback and tips from your colleagues and Facilitator. In our discussions, we will focus on clarifying content, leveraging your skills to provide relevance for participants, and bringing the material to life.

The experiential learning approach is intended to help all of us learn more about the program content and best practices for delivery. Rest assured, we will be in coaching and learning modes, *not* evaluation mode.

## INSTRUCTIONS

- **Please prepare your assignment in advance of the workshop.** The assignments are content sections from the 2-day script in *the Facilitator’s Guide*. (You can review pages 14–21 for workshop overview and sample agenda.) You will be able to review and enhance your section based on what you have experienced during The Leadership Challenge® two-day workshop.
- The Leadership Challenge® *Facilitator’s Guide* provides scripted talking points and detailed instructions. We will be looking for you to **cover the content accurately** and hit the key learning points in the activities in a way that is **most comfortable for you**.
- **Anticipate 20 minutes of delivery for your section**, followed by feedback and group discussion.

### TIP: How much time will you need to prepare your assignment?

If you’re familiar with the content already, you may need only 1-2 hours. If this is your first exposure to the content and you’re attending the workshop beforehand, you may need to spend 3-4 hours in advance and another 1-2 hours the night between the workshop and facilitator training to finalize your presentation.

## TIPS FOR YOUR ADVANCE PREPARATION

- **Timing:** Use your judgment on how to guide us (your students) through the key points/stories/activities in the time allotted. You probably won’t be able to cover everything, so make some choices based on what seems most important and interesting to you.
- **Please limit your piece to just the section and topics assigned. Don’t try to cover the entire module!**
- The slides that pertain to your section are included with your assignment pages. You are also welcome to use additional or different slides that you’ve adapted for your segment. You will be sharing your screen and slides in Zoom during your section.
- Your **key resources** are the *Facilitator’s Guide* and your own experiences and ideas. We invite you to adapt the materials to yourself, your organization, and your client base via stories and activities.

## THOUGHTS AROUND PREPARATION AND USE OF THE *FACILITATOR’S GUIDE*

The Leadership Challenge® Workshop is a program that goes beyond teaching concepts. The intention is

that through the LPI® and the experience and dialogue of the workshop, participants go through a process of discovery, awareness and growth that will lead them to commit to specific behavior changes that will enhance their personal work satisfaction and their leadership effectiveness. So, in your preparation you should be thinking about:

- How to best get the concepts across
- How to facilitate discovery and awareness

The *Facilitator's Guide* offers one example of how you can work with the material to fulfill the intent of the workshop, but it is one among many options. As long as you stay true to the content, you can work with the material in whatever way you feel will best serve the workshop objectives and your prospective audiences. And, if you choose to follow the example in the *Facilitator's Guide*, that's fine as well.

### **ONE MORE NOTE**

Remember, for those who will have just completed The Leadership Challenge® Workshop, you will be switching from workshop-participant mode to facilitator-training mode. You will be shifting from focusing primarily on your own leadership development to the leadership development of others. Think about modeling the leadership practices and behaviors and being participant-centered when you facilitate.

### **WHEN YOU PREPARE, KEEP IN MIND:**

- accuracy and clarity of content
- how you will engage and involve the group when appropriate
- how you will make the segment relevant for your audience when you are out in the field
- making the segment your own



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## LPI

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- OVERVIEW
- SET-UP REFLECTING ON YOUR LPI

*Facilitator's Guide: Pgs. 68-76*



## 5. *The Leadership Practices Inventory (20 minutes)*



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*Before I hand out your reports, let me tell you a little about how the LPI was developed and what the scores measure. To help you understand your feedback, we'll also take a look at a sample report. There's a copy in your workbook.*

Make these points:

- The LPI was developed to validate Jim and Barry's findings from the Personal-Best Leadership case studies about the reported behaviors that could predict current and future leadership effectiveness. It was also developed to provide leaders with a valid, reliable assessment of their leadership behaviors based on The Five Practices model.
- The thirty behavioral statements on the LPI were tested—and continue to be tested—across a variety of sample populations. More than one million people have taken the LPI in the last four years alone.
- The findings consistently show that leaders who engage in the behaviors measured by the LPI are more effective and successful along a number of dimensions, such as team spirit, organizational price, behavioral commitment, intention to stay, motivation, and workplace effectiveness, than those who don't.
- More than seven hundred scholars have used the LPI in their studies of leadership, and their findings are consistent with those of Jim and Barry.

Tell participants that they can find more detailed information about this research on Jim and Barry's website, [www.leadershipchallenge.com/go/research](http://www.leadershipchallenge.com/go/research).



If you are debriefing the LPI for the first time, you might want to review the *Leadership Practices Inventory Facilitator's Guide* before conducting this segment.





Now let's look at exactly what the LPI measures and what the scores mean.

Cover these points:

- The LPI provides feedback on how you rate your own leadership behaviors and how others rate you on those same behaviors. It does not evaluate your IQ, leadership style, management skill, or personality.
- The LPI has thirty behavioral statements, six for each of The Five Practices. You and your observers indicated how frequently you engaged in those behaviors on a scale ranging from 1, meaning "almost never" to 10, meaning "almost always." Thus, for each practice your scores will fall between a low of 6, meaning that you almost never engage in that practice, and a high of 60, meaning that you almost always engage in that practice. Keep in mind that this is not a 100-point scoring system—60 is the highest score. Also remember that the scores for each question on the survey can range from 1 to 10.
- Jim and Barry's research demonstrates that increasing the frequency with which you engage in the behaviors measured by the LPI will make you a more effective leader. That's the overall goal of this workshop, to help you engage comfortably in those behaviors more frequently and effectively than you are doing today.
- The LPI measures frequency. A low score does not mean the observer doesn't like you; it simply means the observer does not see you engaging in the specific behavior very often. Conversely, a high score doesn't indicate that you are popular; it indicates that the observer thinks that you engage in a specific behavior frequently.
- Do not be surprised if you have a combination of high and low scores. Different observers are likely to give you different ratings because they observe your behavior in different contexts.



Ask participants whether they have questions.

Explain that to help participants understand their own reports, you are going to take a few minutes to review a sample report for a hypothetical leader.

Ask participants to turn to the Data Summary page of the sample report in their workbooks.



*This page provides an overview of the Self and Observer responses for each of The Five Practices.*



Make these points:

- The scores in the “Self” column are the totals of your own ratings for the six statements about each of the practices. The scores in that column can range from 6 to 60.
- As mentioned earlier, a low of 6 means that you almost never engage in the behaviors associated with that practice, and a high of 60 means you almost always engage in them.
- The scores in each of the other columns can also range from a low of 6 to a high of 60.

Point out the key above the chart. Explain what the scores in each column represent:

- AVG: the averages of all your observers’ ratings for each practice
- M: your manager’s ratings
- D: your direct reports’ ratings
- C: your co-workers’ ratings
- O: the ratings from your other observers

Point out that the AVG column includes only the observers’ scores, not the self scores.



*Your own report might not have columns for every category. For example, if you identified your observers only as “others,” your report won’t have columns marked M, D, or C—just those marked O. If you did not request feedback from your direct reports, you won’t have a column marked D.*

*Except for your manager, if you had only one observer in a category, that individual’s score will be reported in the O column, to protect the person’s anonymity. For example, if only one of your direct reports completed an observer-LPI, that person’s scores will be reported under “Observers,” not under “Direct Reports.”*



If the participants' reports do not contain bar graphs, skip the following part of the review.

Ask participants to turn to the Bar Graphs page. Explain that this page provides the same information that is on the Data Summary page, but in graphic form.

Make these points:

- The bars on the graph and the numbers in the column on the right show the self scores and the average scores for each category of observer for each practice.
- Just as on the Data Summary page, you might not have bars and scores for all the categories shown here, depending on who your observers were and how you specified their relationship to you.
- The key difference between the Data Summary Page and the Bar Graphs page is that, while the previous page showed each individual observer's ratings, this page shows the average ratings from each group of observers. For example, if you want to know how your direct reports as a group view you in Inspiring, you can easily see their average rating on this page.



Ask whether participants have questions about the Bar Graphs page.

Ask participants to turn to the Model the Way Data Summary page. Explain that the data summary pages for each practice look the same, so you will review only this one.



*This page provides the scores for each of the six leadership behaviors related to the practice. Those behaviors are listed on the left-hand side of the page. They will look familiar because they are abbreviated versions of the statements on the LPI.*

Make these points:

- The rating scale for each of the statements on the LPI ranges from 1 to 10, so the scores in each column on the data summary page for each practice can range from 1 to 10. A score of 1 means that you



20



25



21



26



almost never engage in that behavior, while a score of 10 means that you almost always engage in that behavior.

- The scores in the Self column are the scores you gave yourself for each of the statements. The same is true for the other columns—the AVG, or average observers' scores, the M, or manager's scores, and so on.
- The Data Summary Page for each practice shows you how each of your observers rated you on each question of the LPI that is related to that practice.



*By the way, each observer is referred to in the same way throughout the report. For example, the person referred to as D1 on The Five Practices Data Summary page is the same direct report referred to as D1 on the Model the Way Data Summary Page, and so on.*



Ask whether participants have questions about the MTW Data Summary page.



If the participants' reports include bar graphs, mention that there will also be a bar graph page for each practice, similar to the Model the Way bar graph page in the sample report.

Ask participants to turn to the Leadership Behaviors Ranking page.



*This page shows the ratings for each of the thirty behavioral statements on the LPI, listed in order from the one you engage in most frequently to the one you engage in least frequently, according to the ratings from all of your observers.*

Make these points:

- The scores can range from a high of 10, for behaviors you engage in frequently, to a low of 1, for behaviors you seldom engage in.
- The Practice column shows the practice with which the behavior is associated.
- The horizontal line two-thirds of the way down the page isolates the ten behaviors on which you received the lowest scores, providing a "snapshot" of some of the behaviors that provide opportunities for improving your leadership.



- In the right-hand column, an asterisk after an observer score indicates a difference of plus or minus 1.5 between the self and observer scores for that behavior. The asterisk lets you quickly identify behaviors where your self-assessment and your observers' average assessment varies noticeably. It's worth paying attention to those behaviors.
- Also notice how many statements have asterisks beside them. A smaller number indicates that you and your observers tend to have more agreement about the frequency of your behaviors, while a larger number of asterisks means that you have more disagreement.
- For example, a self score of 8.0 and an observer score of 6.5 on an item indicates agreement. But a self score of 6.0 and an observer score of 8.0 on that item would show a difference of more than 1.5, resulting in an asterisk, indicating a significant level of disagreement between your self-assessment and that of your observers.



Ask whether participants have questions about the Leadership Behaviors Ranking Page.

Ask participants to turn to the Percentile Ranking page.



*This page shows how your ratings compare to a statistically reliable sample of others from Jim and Barry's database who have recently taken the LPI. These are folks like those of you in this room.*

Make these points:

- The numbers along the left margin, which range from 100 at the top to 0 at the bottom, represent percentile rankings in increments of 10. The rankings are divided into three segments, High, Moderate, and Low segments, which represent the top, middle, and bottom thirds of the scores.
- A high score is one that is at the 70th percentile or above; a moderate score falls between the 31st and 69th percentiles; and a low score is at the 30th percentile or below.
- The percentile rankings are benchmarking numbers, determined by the percentage of people who scored at or below a given number. For example, if your Self score for Challenge the Process is at




24



28

the 70th percentile line, your score is higher in that practice than 70 percent of all the scores in the database—you're in the top 30 percent for that practice.

- The percentile rankings for each of the practices are plotted on the graph and connected with lines. One line represents your “self” scores; each of the others represents a category of observers. Thus, if you have scores for the other four categories of observers, you'll have five lines.



*As interesting as this page is, please keep the information in context. What's important is not how you score against the other leaders in the database, but the relationships you have with your own team members and colleagues. Even a high score on the Leadership Ranking Page doesn't necessarily mean that you are as effective as you can be with your own people. Be aware of the results of this page, but keep your focus on what your observers tell you about your leadership behaviors.*

Ask participants whether they have any other questions about how to interpret the LPI report. See the FAQs at the end of this module for answers to some likely questions.



Make a transition to the next segment, where participants will reflect on their own LPI reports.



*Now that you are familiar with the format of the LPI report, it's time to take a look at your own LPI feedback.*

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## 6. Reflecting on Your LPI Feedback (35 minutes)

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Ask participants glance through pages 25 to 34 in their workbooks. Tell participants that they can use the questions on these pages to structure their review of their reports.



Here are some points to keep in mind while you reviewing your LPI reports:

- *There is no such thing as a “bad” score, or even a “good” score. The LPI scores are a snapshot—an objective, current view of your leadership behaviors. They are not “grades” but opportunities for you to become more comfortable and skillful as a leader.*
- *Look for messages in the data, not numbers. Ask yourself, “What are people trying to tell me about my leadership behaviors?” “What am I doing or not doing that is causing people to rate me the way they do?”*
- *Take personal ownership of the scores instead of thinking up excuses for your observers’ ratings. Remember that the purpose of this assessment is to identify what you can do to become a better leader.*
- *Remember that the observers are referred to by letters and numbers instead of by name so they would remain anonymous. Do not waste your time attempting to figure out who D1 or C3 might be. It does not matter, and you are likely to be incorrect anyway. Instead, concentrate on the messages.*
- *Do not be surprised if one observer rates you significantly lower in most if not all of the practices. You do not interact with everyone equally; the lower rating usually indicates that that observer does not see you engaging in the practice behaviors very frequently. You might have to think about and create new ways to ensure your leadership is more visible.*
- *Your reports are confidential. No one but you and I see the data unless you choose to share it.*



If any participants' Feedback Reports include written feedback, add the following:



*As you know, your respondents were given the opportunity to provide you some written feedback about your leadership. Any comments they made are included in your report. Be sure to review them after you have examined the quantitative feedback.*

Hand out participants' reports. Give them twenty to thirty minutes to go through them and answer the reflection questions in their workbooks. As they work, remain available to answer any questions individual participants might have. Help participants remain aware of the time so they get through all the questions.

When the time is up, give participants another ten minutes to share their feedback with partners.



If you have taken the LPI yourself, you might want to disclose your own LPI scores and then share some of your own reactions and learning before asking participants to share theirs. This disclosure can help to create a bond with the participants and set a climate for more open conversation.

Reconvene the group. Ask the following questions and elicit a few responses to each question. Keep an eye on the time, and keep this section brief.



*What was the experience of reviewing the feedback like for you?*

Possible responses:

- It was hard to hear some of the feedback, but it really helped me understand what I need to do to improve.
- The feedback was what I expected.
- There were some surprises.



*What are some important lessons you learned about getting the most out of feedback on your leadership behavior?*



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## LPI

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- OVERVIEW
- SET-UP REFLECTING ON YOUR LPI

*Slides 24-28*








# FIVE PRACTICES SUMMARY



Profile for Amanda Lopez  
Self Assessment  
January 12, 2017

## 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		INDIVIDUAL OBSERVERS								
		AVG	M1	D1	D2	D3	D4	C1	C2	C3	O1
 <b>Model the Way</b>	53	<b>45.8</b>	51	51	55	50	25	47	42	45	46
 <b>Inspire a Shared Vision</b>	45	<b>45.2</b>	47	49	48	54	31	45	42	42	49
 <b>Challenge the Process</b>	54	<b>49.2</b>	49	54	58	54	29	48	51	44	56
 <b>Enable Others to Act</b>	53	<b>49.0</b>	50	49	56	54	32	48	47	51	54
 <b>Encourage the Heart</b>	39	<b>40.6</b>	47	36	35	47	26	49	38	39	48

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

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LPI INDIVIDUAL REPORT

PAGE 2

# FIVE PRACTICES BAR GRAPHS



Profile for Amanda Lopez

Self Assessment  
January 12, 2017

## The Five Practices Bar Graphs

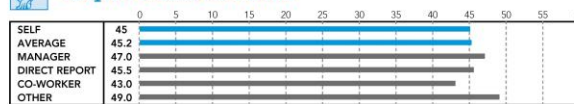
These bar graphs, one set for each leadership Practice, provide a graphic representation of the numerical data recorded on The Five Practices Data Summary page. By Practice, it shows the total response for Self and the average total for each category of Observer. Average refers to the average for all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



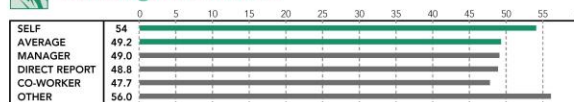
### Model the Way



### Inspire a Shared Vision



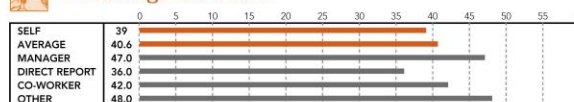
### Challenge the Process



### Enable Others to Act



### Encourage the Heart



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LPI INDIVIDUAL REPORT

PAGE 3



# MODEL THE WAY SUMMARY



## 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	C1	C2	C3	O1
1. Sets a personal example of what he/she expects of others	10	8.7	10	10	10	9	5	8	8	8	10
6. Makes certain that people adhere to the principles and standards that have been agreed upon	9	8.1	8	9	10	8	4	9	8	8	9
11. Follows through on promises and commitments he/she makes	10	9.0	10	9	10	10	6	8	8	10	10
16. Asks for feedback on how his/her actions affect other people's performance	7	5.0	7	6	7	6	1	5	5	5	3
21. Builds consensus around a common set of values for running our organization	9	7.4	8	8	9	9	5	9	6	7	6
26. Is clear about his/her philosophy of leadership	8	7.6	8	9	9	8	4	8	7	7	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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# BEHAVIORS RANKING

## MOST FREQUENT

	PRACTICE	SELF	AVG +/-	M +/-
14. Treats others with dignity and respect	Enable	10	9.6	10.0
11. Follows through on promises and commitments he/she makes	Model	10	9.0	10.0
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	10	8.9	9.0
1. Sets a personal example of what he/she expects of others	Model	10	8.7	10.0
2. Talks about future trends that will influence how our work gets done	Inspire	10	8.6	10.0
23. Identifies measurable milestones that keep projects moving forward	Challenge	10	8.4 -	7.0 -
28. Takes initiative in anticipating and responding to change	Challenge	9	8.4	9.0
4. Develops cooperative relationships among the people he/she works with	Enable	8	8.4	8.0
9. Actively listens to diverse points of view	Enable	9	8.2	9.0
13. Actively searches for innovative ways to improve what we do.	Challenge	8	8.2	8.0
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	10	8.1 -	9.0
6. Makes certain that people adhere to the principles and standards that have been agreed upon	Model	9	8.1	8.0
8. Challenges people to try out new and innovative ways to do their work	Challenge	9	7.9	8.0
19. Involves people in the decisions that directly impact their job performance	Enable	8	7.9	8.0
22. Paints the "big picture" of what we aspire to accomplish	Inspire	6	7.9 +	8.0 +
7. Describes a compelling image of what our future could be like	Inspire	7	7.8	8.0
26. Is clear about his/her philosophy of leadership	Model	8	7.6	8.0
21. Builds consensus around a common set of values for running our organization	Model	9	7.4 -	8.0
30. Gets personally involved in recognizing people and celebrating accomplishments	Encourage	8	7.4	8.0
18. Asks "What can we learn?" when things don't go as expected	Challenge	8	7.3	8.0
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	7	7.3	8.0
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	6	7.2	7.0
5. Praises people for a job well done	Encourage	6	7.1	8.0 +
15. Makes sure that people are creatively recognized for their contributions to the success of our projects	Encourage	5	7.1 +	8.0 +
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	9	7.0 -	7.0 -
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	8	6.8	6.0 -
12. Appeals to others to share an exciting dream of the future	Inspire	9	6.4 -	6.0 -
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	5	6.0	8.0 +
25. Tells stories of encouragement about the good work of others	Encourage	6	5.9	8.0 +
16. Asks for feedback on how his/her actions affect other people's performance	Model	7	5.0 -	7.0

## LEAST FREQUENT

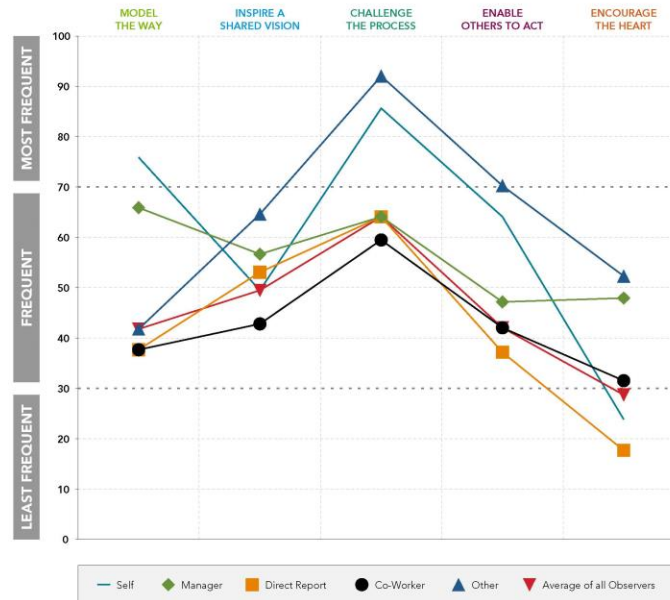
# PERCENTILE RANKING



Profile for Amanda Lopez  
Self Assessment  
January 12, 2107

## 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.



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LPI INDIVIDUAL REPORT

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## LPI

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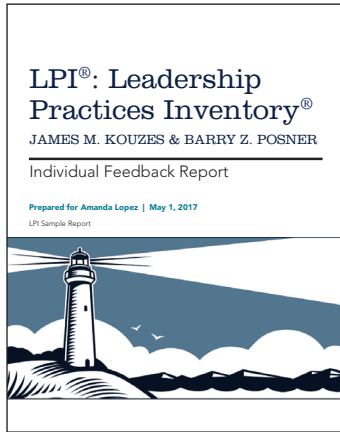
- OVERVIEW
- SET-UP REFLECTING ON YOUR LPI

*Participant Workbook: Pgs. 16-25*



# LPI: Leadership Practices Inventory

- The LPI was developed to validate Jim Kouzes' and Barry Posner's findings from their Personal-Best Leadership case studies. The research data consistently shows that leaders who engage in the behaviors measured by the LPI are more effective and successful than those who do not.
- The LPI has thirty behavioral statements, six for each of The Five Practices. You and your observers indicated how frequently you engaged in those behaviors on a scale ranging from 1, meaning "almost never" to 10, meaning "almost always."
- The LPI provides information about you and your observers' perceptions of your leadership behaviors; it does not evaluate your IQ, leadership style, management skill, or personality.
- Research demonstrates that increasing the frequency with which you engage in the behaviors measured by the LPI—in other words, The Five Practices—will make you a more effective leader.



## What does the LPI measure?

For more about the research, visit [www.leadershipchallenge.com/go/research](http://www.leadershipchallenge.com/go/research).

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# What Do the Scores Mean?

Our research has shown that the higher your scores on the LPI–Observer, the more others perceive you as:

- Having a high degree of personal credibility
- Being effective in meeting job–related demands
- Being able to increase motivation levels
- Being successful in representing your group to upper management
- Having a high–performance team
- Fostering loyalty and commitment
- Reducing absenteeism and turnover and reducing stress levels

In addition, those working with you feel significantly more satisfied with your practices and strategies, more committed and more powerful and influential.

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## The Five Practices Data Summary

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		AVG	M1	D1	D2	D3	D4	C1	C2	C3	O1
 <b>Model the Way</b>	53	<b>45.8</b>	51	51	55	50	25	47	42	45	46
 <b>Inspire a Shared Vision</b>	45	<b>45.2</b>	47	49	48	54	31	45	42	42	49
 <b>Challenge the Process</b>	54	<b>49.2</b>	49	54	58	54	29	48	51	44	56
 <b>Enable Others to Act</b>	53	<b>49.0</b>	50	49	56	54	32	48	47	51	54
 <b>Encourage the Heart</b>	39	<b>40.6</b>	47	36	35	47	26	49	38	39	48

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

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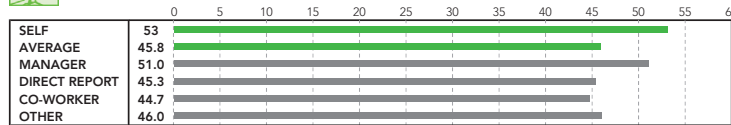


## The Five Practices Bar Graphs

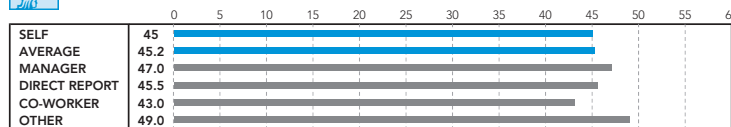
These bar graphs, one set for each leadership Practice, provide a graphic representation of the numerical data recorded on The Five Practices Data Summary page. By Practice, it shows the total response for Self and the average total for each category of Observer. Average refers to the average for all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



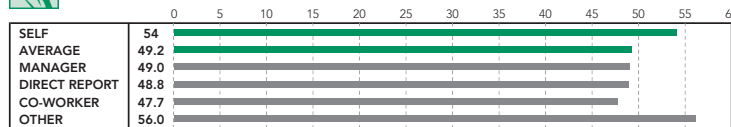
### Model the Way



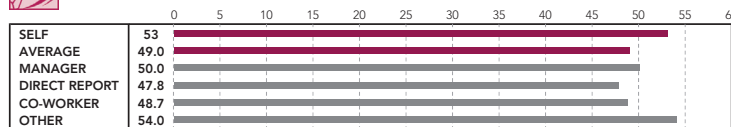
### Inspire a Shared Vision



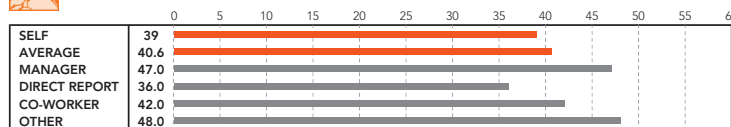
### Challenge the Process



### Enable Others to Act



### Encourage the Heart



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### 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 Observer's response for each behavioral item. Responses can range from 1-Almost Never to 10-Almost Always.

	SELF	AVG	INDIVIDUAL OBSERVERS								
			M1	D1	D2	D3	D4	C1	C2	C3	O1
1. Sets a personal example of what he/she expects of others	10	8.7	10	10	10	9	5	8	8	8	10
6. Makes certain that people adhere to the principles and standards that have been agreed upon	9	8.1	8	9	10	8	4	9	8	8	9
11. Follows through on promises and commitments he/she makes	10	9.0	10	9	10	10	6	8	8	10	10
16. Asks for feedback on how his/her actions affect other people's performance	7	5.0	7	6	7	6	1	5	5	5	3
21. Builds consensus around a common set of values for running our organization	9	7.4	8	8	9	9	5	9	6	7	6
26. Is clear about his/her philosophy of leadership	8	7.6	8	9	9	8	4	8	7	7	8

<b>RESPONSE SCALE</b>	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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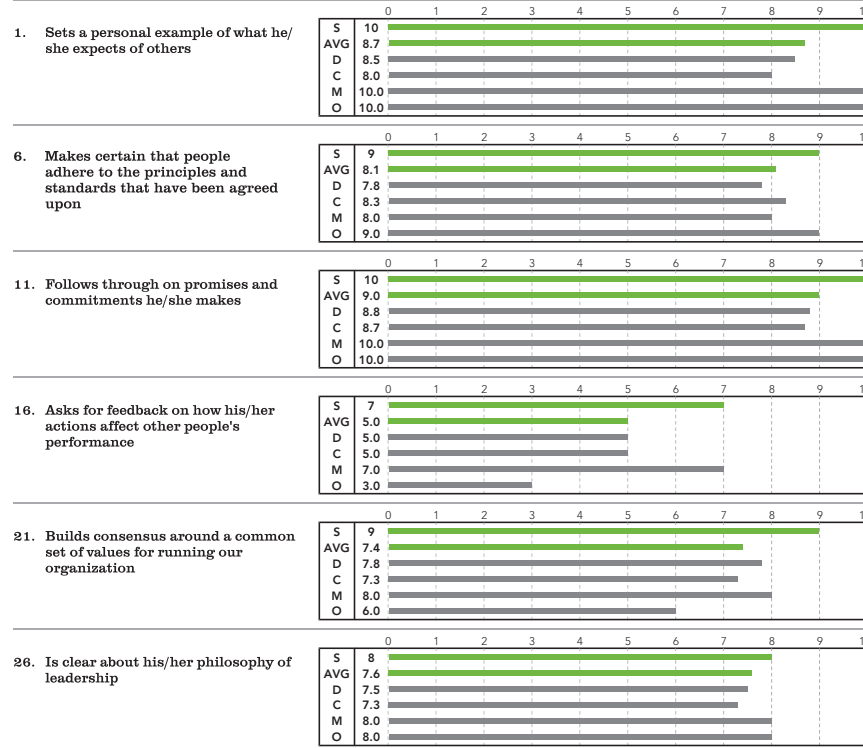




### Model the Way Bar Graphs

- 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.



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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## Profile for Amanda Lopez

Individual Report  
May 1, 2017

### MOST FREQUENT

	PRACTICE	SELF	AVG +/-	M +/-
14. Treats others with dignity and respect	Enable	10	9.6	10.0
11. Follows through on promises and commitments he/she makes	Model	10	9.0	10.0
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	10	8.9	9.0
1. Sets a personal example of what he/she expects of others	Model	10	8.7	10.0
2. Talks about future trends that will influence how our work gets done	Inspire	10	8.6	10.0
23. Identifies measurable milestones that keep projects moving forward	Challenge	10	8.4 -	7.0 -
28. Takes initiative in anticipating and responding to change	Challenge	9	8.4	9.0
4. Develops cooperative relationships among the people he/she works with	Enable	8	8.4	8.0
9. Actively listens to diverse points of view	Enable	9	8.2	9.0
13. Actively searches for innovative ways to improve what we do	Challenge	8	8.2	8.0
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	10	8.1 -	9.0
6. Makes certain that people adhere to the principles and standards that have been agreed upon	Model	9	8.1	8.0
8. Challenges people to try out new and innovative ways to do their work	Challenge	9	7.9	8.0
19. Involves people in the decisions that directly impact their job performance	Enable	8	7.9	8.0
22. Paints the "big picture" of what we aspire to accomplish	Inspire	6	7.9 +	8.0 +
7. Describes a compelling image of what our future could be like	Inspire	7	7.8	8.0
26. Is clear about his/her philosophy of leadership	Model	8	7.6	8.0
21. Builds consensus around a common set of values for running our organization	Model	9	7.4 -	8.0
30. Gets personally involved in recognizing people and celebrating accomplishments	Encourage	8	7.4	8.0
18. Asks "What can we learn?" when things don't go as expected	Challenge	8	7.3	8.0
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	7	7.3	8.0
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	6	7.2	7.0
5. Praises people for a job well done	Encourage	6	7.1	8.0 +
15. Makes sure that people are creatively recognized for their contributions to the success of our projects	Encourage	5	7.1 +	8.0 +
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	9	7.0 -	7.0 -
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	8	6.8	6.0 -
12. Appeals to others to share an exciting dream of the future	Inspire	9	6.4 -	6.0 -
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	5	6.0	8.0 +
25. Tells stories of encouragement about the good work of others	Encourage	6	5.9	8.0 +
16. Asks for feedback on how his/her actions affect other people's performance	Model	7	5.0 -	7.0

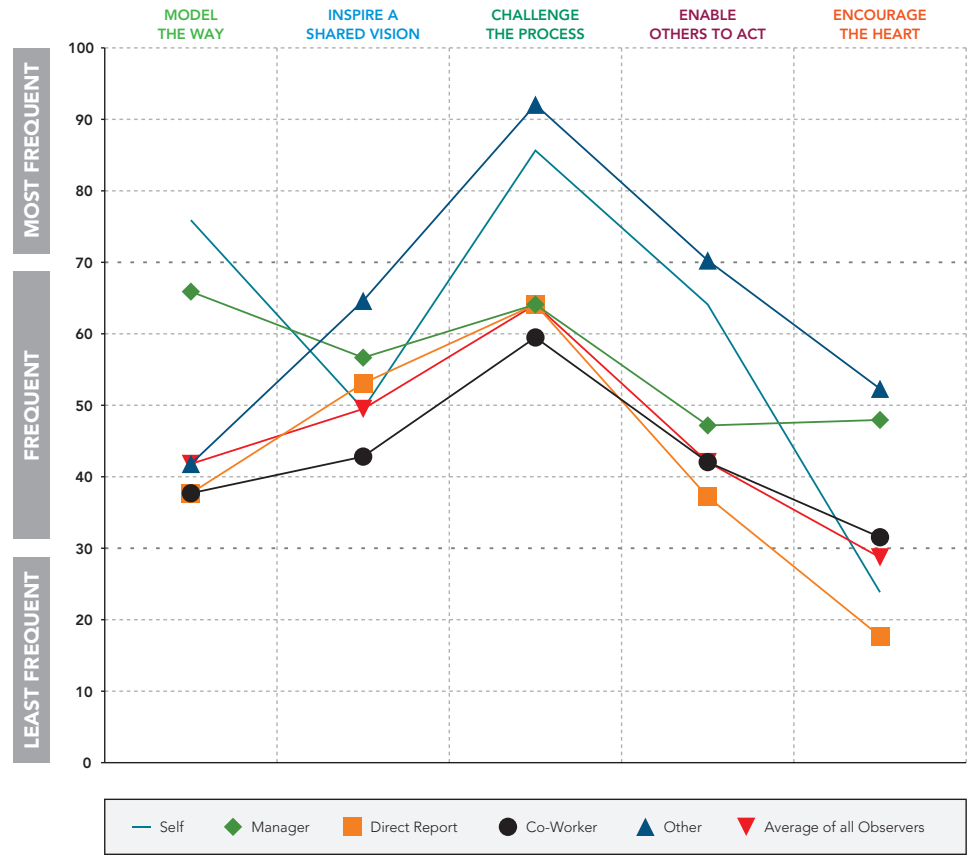
### LEAST FREQUENT

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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 all 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.



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# Reflecting on Your LPI Feedback

- There is no such thing as a “bad” or “good” score. The LPI scores are an objective, current view of your leadership behaviors—opportunities for you to become more comfortable and skillful as a leader.
- Look for messages in the data, not numbers. Ask “What are people trying to tell me about my leadership behaviors?”
- Take personal ownership of the scores. Remember that the purpose is to identify what you can do to become a better leader.
- Avoid trying to figure out who D1 or C3 might be. Instead, concentrate on the messages.
- Do not be surprised if one observer rates you significantly lower in most if not all of the practices—that observer probably does not see you engaging in the practice behaviors very frequently.

**To keep in mind while reviewing your LPI report.**

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