

**KOUZES
POSNER**



LPI






**LEADERSHIP PRACTICES
INVENTORY**

Feedback Report
for Kelli Chickos
Administration Date:
July 1, 2004
Cox Target Media

September 21, 2004








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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.

[Manager](#) [Direct Report](#) [Co-Worker](#) [Other](#)
[AVG](#) Average of all LPI Observer Ratings

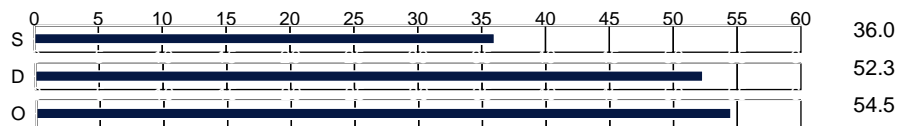
	Self	AVG	Individual Observers								
			D	D2	D3	O1	O2	O3	O4	O5	O6
 Model the Way	36	53.8	60	53	44	55	53	55	54	56	54
 Inspire a Shared Vision	36	48.2	60	49	35	31	60	50	51	48	50
 Challenge the Process	36	50.9	60	51	42	52	53	49	53	49	49
 Enable Others to Act	45	56.2	60	55	55	52	60	56	59	57	52
 Encourage the Heart	35	55.1	60	54	49	58	60	55	59	50	51

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.

Self Manager Direct Report Co-Worker Other

 **Model the Way**



 **Inspire a Shared Vision**



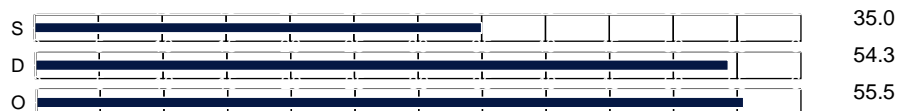
 **Challenge the Process**



 **Enable Others to Act**



 **Encourage the Heart**



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.

	<u>Practice</u>	<u>Self</u>	<u>Observers</u>
High			
14. Treats people with dignity and respect	Enable	9	9.8
1. Sets a personal example of what is expected	Model	8	9.8*
9. Actively listens to diverse points of view	Enable	6	9.8*
4. Develops cooperative relationships	Enable	8	9.7*
30. Gives team members appreciation and support	Encourage	5	9.7*
11. Follows through on promises and commitments	Model	10	9.6
5. Praises people for a job well done	Encourage	8	9.4
24. Gives people choice about how to do their work	Enable	9	9.3
20. Recognizes people for commitment to shared values	Encourage	7	9.3*
25. Finds ways to celebrate accomplishments	Encourage	6	9.2*
3. Seeks challenging opportunities to test skills	Challenge	7	9.0*
29. Ensures that people grow in their jobs	Enable	5	9.0*
8. Challenges people to try new approaches	Challenge	5	9.0*
18. Asks "What can we learn?"	Challenge	6	8.9*
10. Expresses confidence in people's abilities	Encourage	5	8.9*
26. Is clear about his/her philosophy of leadership	Model	4	8.9*
13. Searches outside organization for innovative ways to improve	Challenge	7	8.8*
19. Supports decisions other people make	Enable	8	8.7
22. Paints "big picture" of group aspirations	Inspire	7	8.7*
6. Makes certain that people adhere to agreed-on standards	Model	6	8.7*
16. Asks for feedback on how his/her actions affect people's performance	Model	4	8.7*
15. Creatively rewards people for their contributions	Encourage	4	8.6*
12. Appeals to others to share dream of the future	Inspire	5	8.4*
27. Speaks with conviction about meaning of work	Inspire	6	8.3*
21. Builds consensus around organization's values	Model	4	8.2*
17. Shows others how their interests can be realized	Inspire	4	8.2*
23. Makes certain that goals, plans, and milestones are set	Challenge	7	8.0
2. Talks about future trends influencing our work	Inspire	7	7.8
28. Experiments and takes risks	Challenge	4	7.2*
7. Describes a compelling image of the future	Inspire	7	6.8

Low * Difference between Observer's and Self rating was greater than 1.5

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| 4 - Once in a While | 9 - Very Frequently |
| 5 - Occasionally | 10 - Almost Always |



Model the Way Data Summary

- Find your voice by clarifying your personal values
- Set the example by aligning actions with shared values

This page shows the scores for each of the six leadership behaviors related to this Practice. The Self column shows the scores you gave yourself for each behavior. The AVG column shows the averages of all the Observers' ratings. The Individual Observers columns show each Observer's rating for each behavioral item. Scores can range from 1 to 10.

[M](#)anager [D](#)irect Report [C](#)o-Worker [O](#)ther
[AVG](#) Average of all LPI Observer Ratings

Self AVG Individual Observers

[D](#) [D2](#) [D3](#) [O1](#) [O2](#) [O3](#) [O4](#) [O5](#) [O6](#)

	Self	AVG	D	D2	D3	O1	O2	O3	O4	O5	O6
1. Sets a personal example of what is expected	8	9.8	10	10	9	10	10	10	9	10	10
11. Follows through on promises and commitments	10	9.6	10	9	9	10	10	10	8	10	10
26. Is clear about his/her philosophy of leadership	4	8.9	10	8	9	8	10	9	10	8	8
6. Makes certain that people adhere to agreed-on standards	6	8.7	10	9	6	8	10	7	9	10	9
16. Asks for feedback on how his/her actions affect people's performance	4	8.7	10	9	4	9	10	9	9	10	8
21. Builds consensus around organization's values	4	8.2	10	8	7	10	3	10	9	8	9

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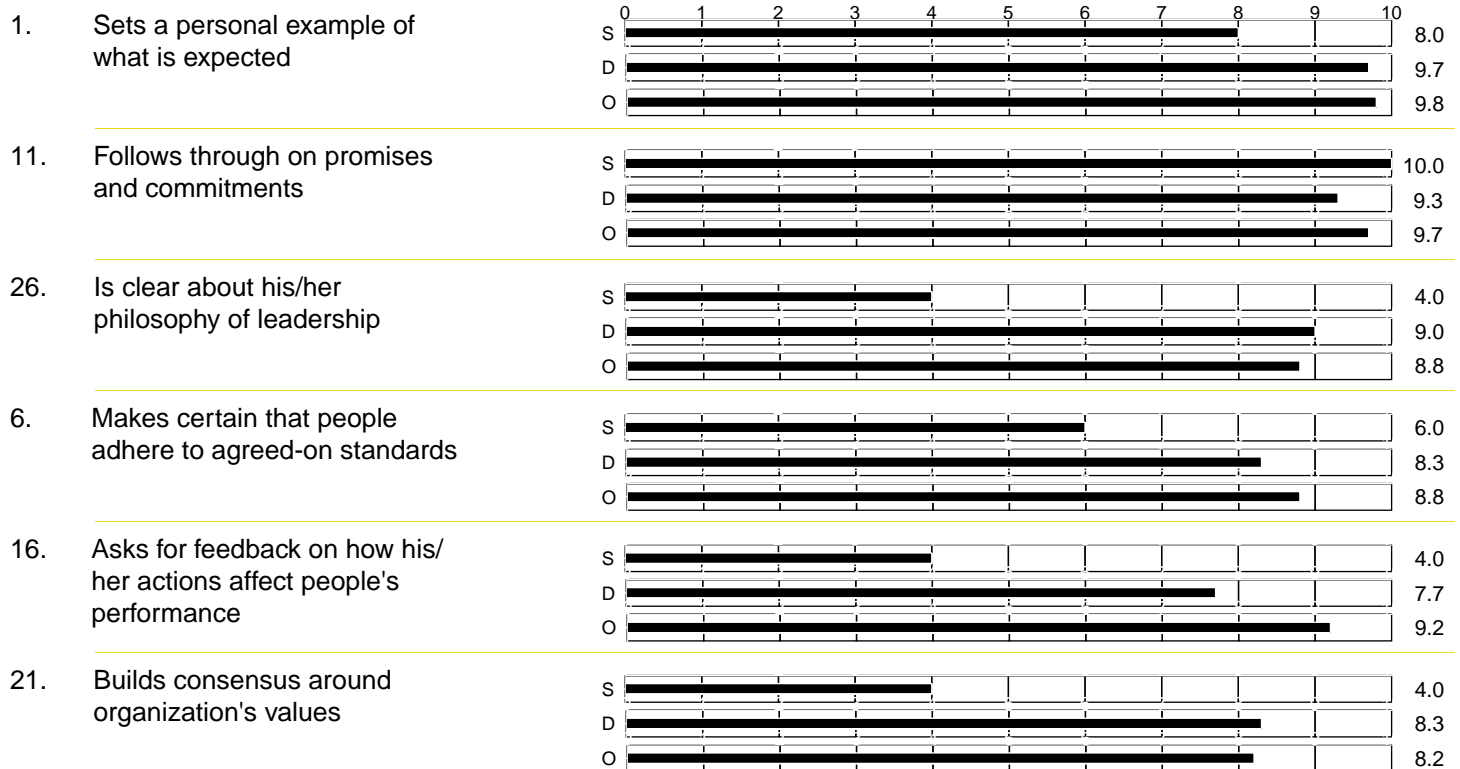


Model the Way Bar Graphs

- Find your voice by clarifying your personal 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 ratings for that behavior. Scores can range from 1 to 10.

Self Manager Direct Report Co-Worker Other



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Inspire a Shared Vision Data Summary

- Envision the future by imagining exciting and ennobling possibilities
- Enlist others in a common vision by appealing to shared aspirations

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			<u>D</u>	<u>D2</u>	<u>D3</u>	<u>O1</u>	<u>O2</u>	<u>O3</u>	<u>O4</u>	<u>O5</u>	<u>O6</u>
22.	Paints "big picture" of group aspirations	7	8.7	10	8	6	9	10	9	9	8
12.	Appeals to others to share dream of the future	5	8.4	10	8	6	9	10	7	9	8
27.	Speaks with conviction about meaning of work	6	8.3	10	9	9	1	10	9	9	9
17.	Shows others how their interests can be realized	4	8.2	10	8	5	8	10	8	8	8
2.	Talks about future trends influencing our work	7	7.8	10	9	5	1	10	9	8	9
7.	Describes a compelling image of the future	7	6.8	10	7	4	3	10	8	8	8

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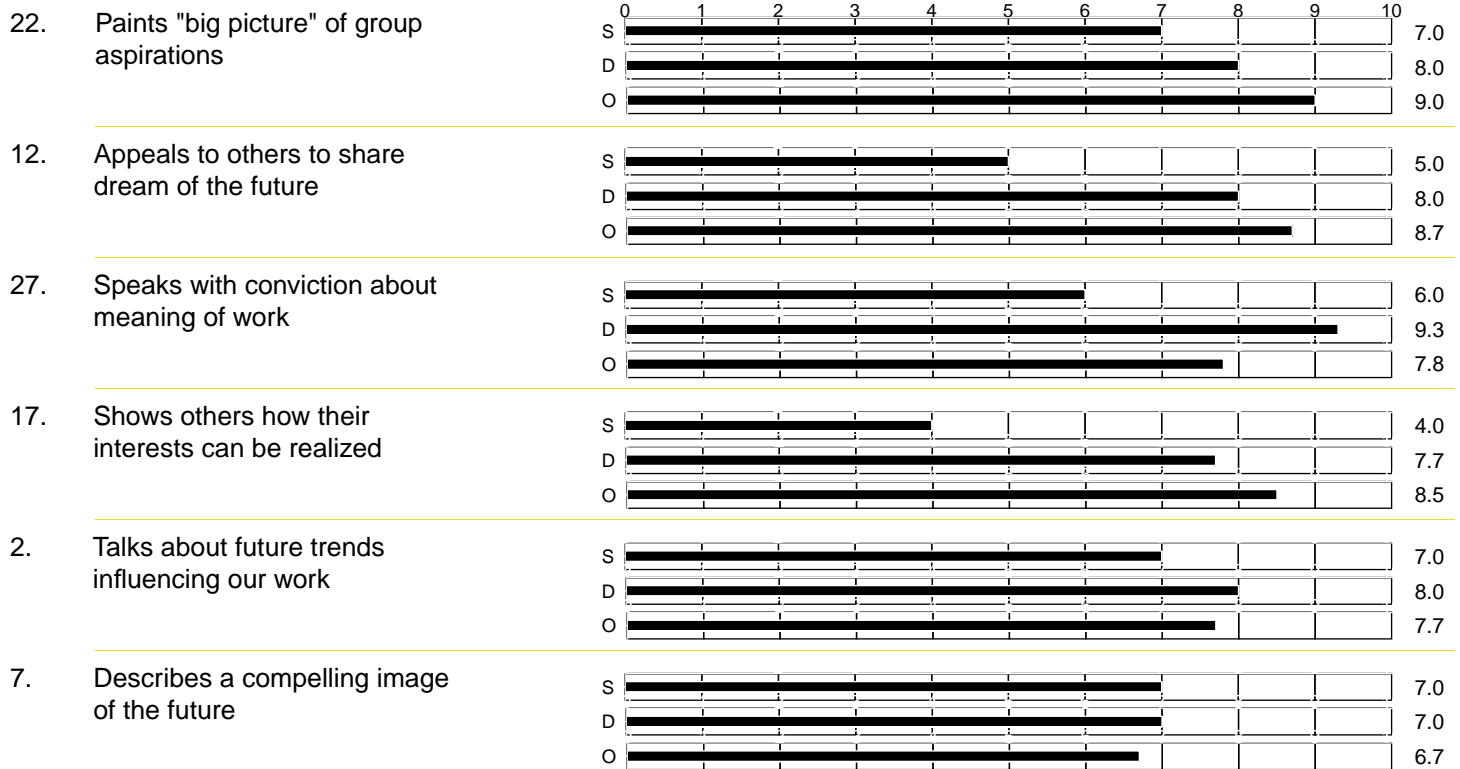


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Challenge the Process Data Summary

- Search for opportunities by seeking innovative ways to change, grow, and improve
- Experiment and take risks by constantly generating small wins and learning from mistakes

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3.	Seeks challenging opportunities to test skills	7	9.0	10	8	8	9	10	9	8	9	10
8.	Challenges people to try new approaches	5	9.0	10	8	7	10	10	9	10	9	8
18.	Asks "What can we learn?"	6	8.9	10	9	8	8	10	9	9	10	7
13.	Searches outside organization for innovative ways to improve	7	8.8	10	9	8	9	10	6	9	10	8
23.	Makes certain that goals, plans, and milestones are set	7	8.0	10	8	7	9	10	9	8	3	8
28.	Experiments and takes risks	4	7.2	10	9	4	7	3	7	9	8	8

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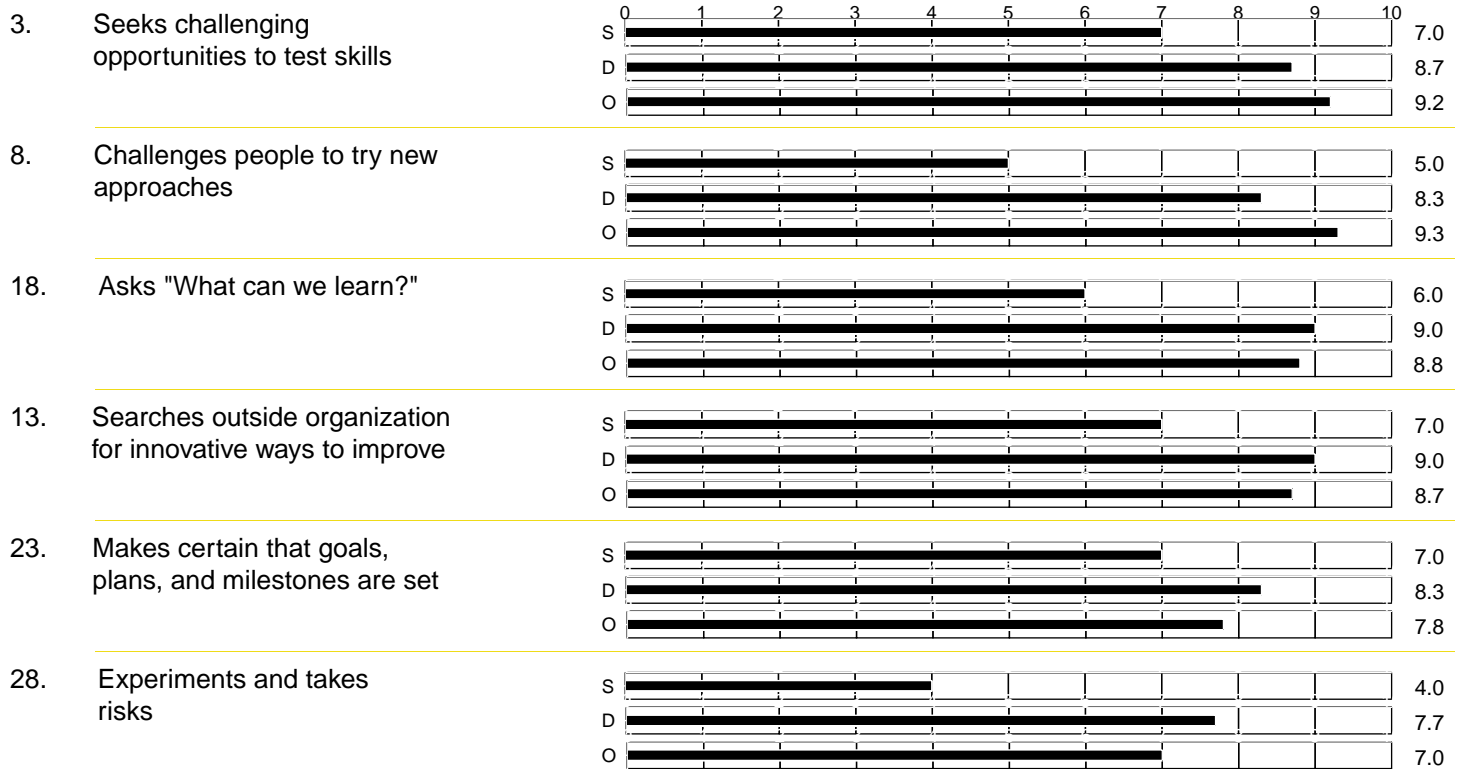


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Enable Others to Act Data Summary

- Foster collaboration by promoting cooperative goals and building trust
- Strengthen others by sharing power and discretion

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9.	Actively listens to diverse points of view	6	9.8	10	9	10	10	10	10	10	9
14.	Treats people with dignity and respect	9	9.8	10	10	9	10	10	10	10	9
4.	Develops cooperative relationships	8	9.7	10	10	10	8	10	10	10	9
24.	Gives people choice about how to do their work	9	9.3	10	10	10	9	10	9	9	8
29.	Ensures that people grow in their jobs	5	9.0	10	8	7	9	10	10	10	8
19.	Supports decisions other people make	8	8.7	10	8	9	6	10	7	10	9

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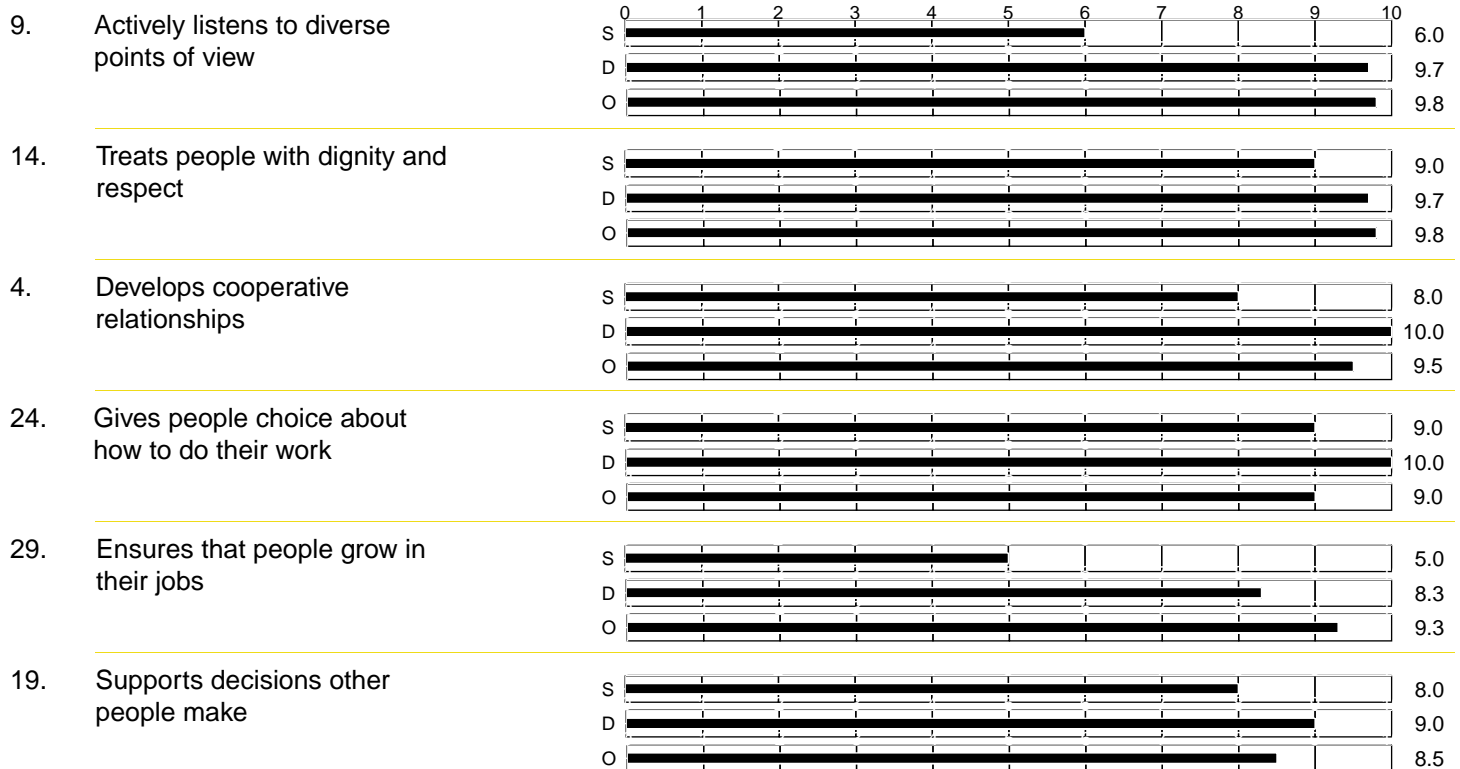


Enable Others to Act Bar Graphs

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Encourage the Heart Data Summary

- Recognize contributions by showing appreciation for individual excellence
- Celebrate the values and victories by creating a spirit of community

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Self AVG Individual Observers

		<u>D</u>	<u>D2</u>	<u>D3</u>	<u>O1</u>	<u>O2</u>	<u>O3</u>	<u>O4</u>	<u>O5</u>	<u>O6</u>	
30.	Gives team members appreciation and support	5	9.7	10	9	9	10	10	10	10	9
5.	Praises people for a job well done	8	9.4	10	8	9	10	10	10	10	8
20.	Recognizes people for commitment to shared values	7	9.3	10	9	8	10	10	9	10	9
25.	Finds ways to celebrate accomplishments	6	9.2	10	9	9	9	10	8	10	9
10.	Expresses confidence in people's abilities	5	8.9	10	10	6	9	10	9	9	8
15.	Creatively rewards people for their contributions	4	8.6	10	9	8	10	10	9	10	3

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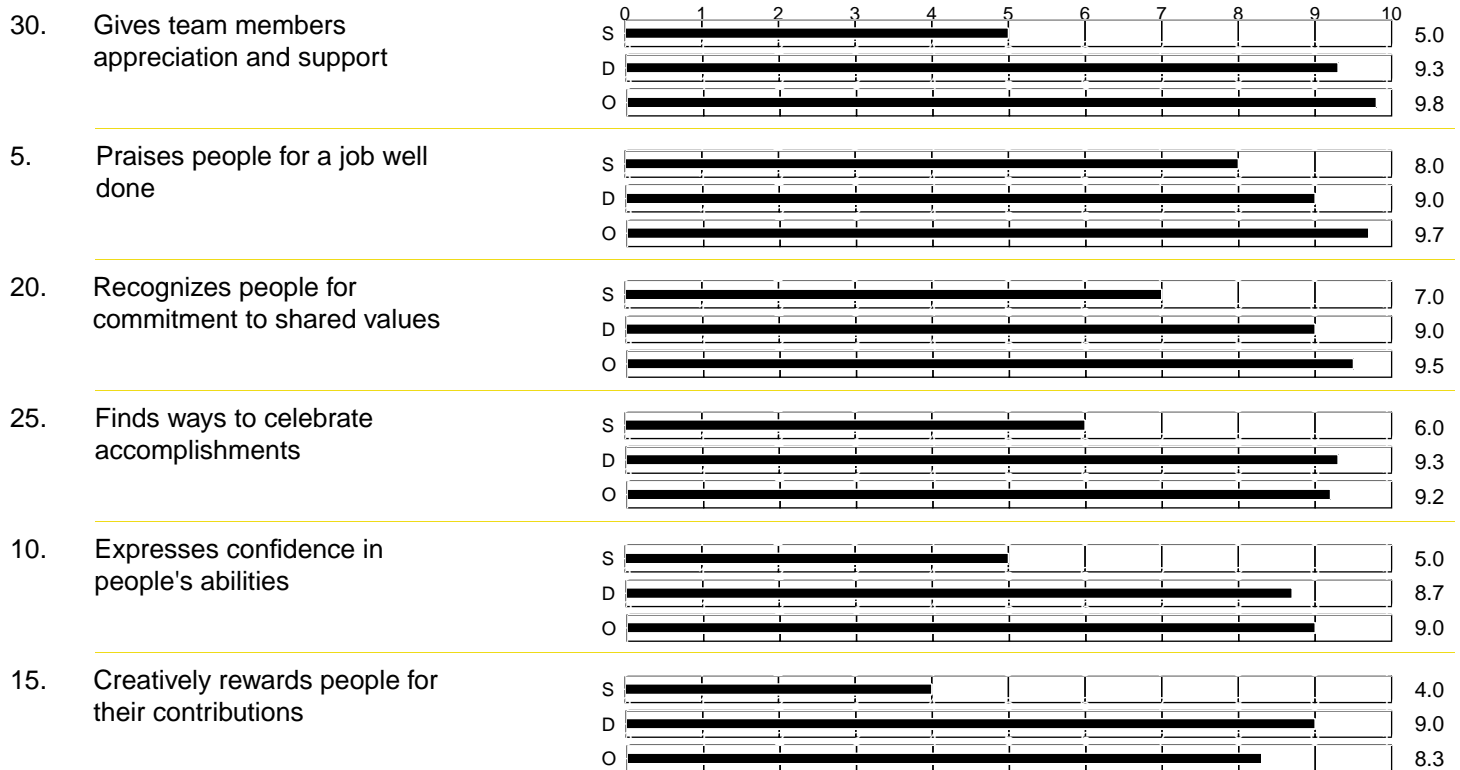


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Self Manager Direct Report Co-Worker Other



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.

