LPI®: Leadership Practices Inventory®

JAMES M. KOUZES & BARRY Z. POSNER

Individual Feedback Report

Prepared for Amanda Lopez | May 1, 2017

Sample Assessment

CONTENTS

The Five Practices of Exemplary Leadership®

Created by James M. Kouzes and Barry Z. Posner in the early 1980s and first identified in their internationally best-selling book, *The Leadership Challenge*, The Five Practices of Exemplary Leadership approaches leadership as a measurable, learnable, and teachable set of behaviors. After conducting hundreds of interviews, reviewing thousands of case studies, and analyzing more than two million survey questionnaires to understand those times when leaders performed at their personal best, there emerged five practices common to making extraordinary things happen. The Five Practices are:

1 MODEL THE WAY	2 INSPIRE A SHARED VISION	3 CHALLENGE THE PROCESS	4 ENABLE OTHERS TO ACT	5 ENCOURAGE THE HEART

The Leadership Practices Inventory (LPI) instrument is an essential tool to help you gain perspective into how you see yourself as a leader, how others view you, and what actions you can take to improve your use of The Five Practices, which research has demonstrated, year after year, make for more effective leaders.

ABOUT YOUR LPI REPORT

The LPI measures the frequency of 30 specific leadership behaviors on a 10-point scale, with six behavioral statements for each of The Five Practices. You and the observers you selected rated how frequently you engage in each of these important behaviors associated with The Five Practices. The response scale is:

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

In the following report pages, you'll see your LPI Self (S) responses and your observer responses, which are categorized into Manager (M), Direct Report (D), Co-Worker (C), and Other (O). Observer responses are categorized as "Other" when there are not enough responses in the Direct Report or Coworker categories to preserve observer anonymity. The average observer rating (AVG) is an average of all LPI observer responses including Manager.

RATER ABBREVIATIONS:

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

You requested a total of **9** observers to rate you; of these, **9** have submitted an Observer survey as of report date and are included in your report results.

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

LPI│360
LEADERSHIP PRACTICES INVENTORY

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
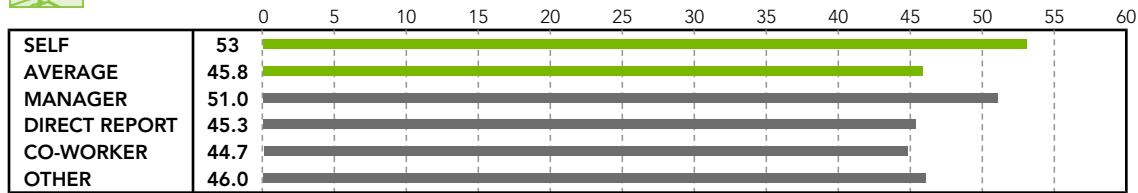
SELF	53	
AVERAGE	45.8	
MANAGER	51.0	
DIRECT REPORT	45.3	
CO-WORKER	44.7	
OTHER	46.0	

Inspire a Shared Vision

SELF	45	
AVERAGE	45.2	
MANAGER	47.0	
DIRECT REPORT	45.5	
CO-WORKER	43.0	
OTHER	49.0	

Challenge the Process

SELF	54	
AVERAGE	49.2	
MANAGER	49.0	
DIRECT REPORT	48.8	
CO-WORKER	47.7	
OTHER	56.0	

Enable Others to Act

SELF	53	
AVERAGE	49.0	
MANAGER	50.0	
DIRECT REPORT	47.8	
CO-WORKER	48.7	
OTHER	54.0	

Encourage the Heart

SELF	39	
AVERAGE	40.6	
MANAGER	47.0	
DIRECT REPORT	36.0	
CO-WORKER	42.0	
OTHER	48.0	

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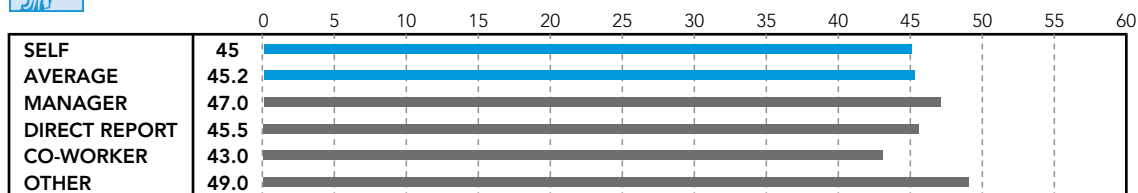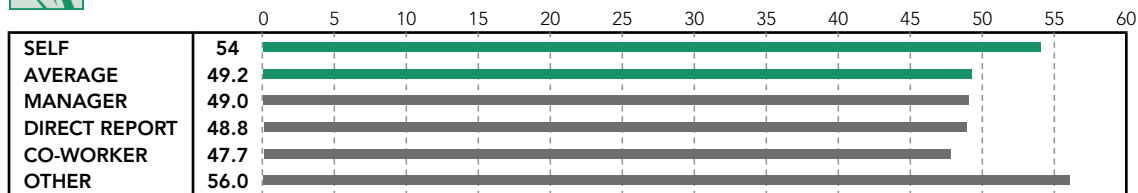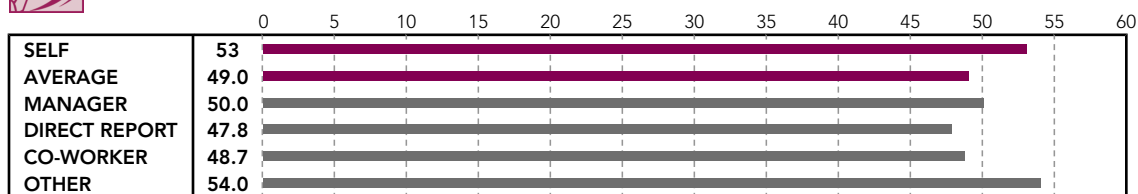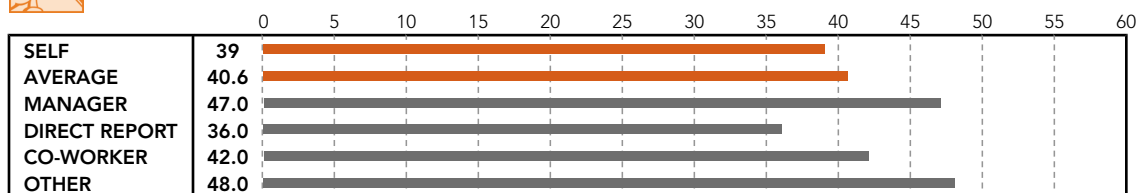
Leadership Behaviors Ranking

The following page shows the ranking, from most frequent to least frequent, of all 30 leadership behaviors based on the average of your Observers' responses. The average (AVG) includes the Manager response, which is also shown separately. Horizontal lines separate the 10 most and the 10 least frequent behaviors from the middle 10. A plus sign (+) next to the AVG or Manager (M) response indicates that the response is more than 1.5 points higher than your Self response; a minus sign (-) indicates that the response is more than 1.5 points lower than your Self response. 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.

The AVG of All Observers including Manager

	PRACTICE	SELF	AVG +/-	M +/-
14. Treats others with dignity and respect	**Enable**	8	9.6 +	6.0 -

LPI behavior # and statement

Indicates the behavior is related to the Practice of Enable Others to Act

The average Observer response is more than 1.5 points higher than the Self response

The Manager response is more than 1.5 points lower than the Self response

	PRACTICE	SELF	AVG +/-	M +/-
14. Treats others with dignity and respect	**Enable**	8	9.2	7.0

The average Observer response is less than a 1.5 point difference compared to Self

The Manager response is less than a 1.5 point difference compared to Self

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LEADERSHIP PRACTICES INVENTORY

MOST FREQUENT

		PRACTICE	SELF	AVG +/-	M +/-
14.	Treats people with dignity and respect	Enable	10	9.6	10.0
11.	Follows through on promises and commitments	Model	10	9.0	10.0
3.	Seeks challenging opportunities to test skills	Challenge	10	8.9	9.0
1.	Sets a personal example of what is expected	Model	10	8.7	10.0
2.	Talks about future trends influencing our work	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	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 choice about 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 new approaches	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 "big picture" of group aspirations	Inspire	6	7.9 +	8.0 +
7.	Describes a compelling image of the future	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 organization's values	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?"	Challenge	8	7.3	8.0
17.	Shows others how their interests can be realized	Inspire	7	7.3	8.0
27.	Speaks with conviction about meaning of 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.	Expresses confidence in people's abilities	Encourage	9	7.0 -	7.0 -
29.	Ensures that people grow in their jobs	Enable	8	6.8	6.0 -
12.	Appeals to others to share dream of the future	Inspire	9	6.4 -	6.0 -
20.	Recognizes people for 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 people's performance	Model	7	5.0 -	7.0

LEAST FREQUENT

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LEADERSHIP PRACTICES INVENTORY

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	AVG	INDIVIDUAL OBSERVERS								
				M1	D1	D2	D3	D4	C1	C2	C3	O1
1.	Sets a personal example of what is expected	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	10	**9.0**	10	9	10	10	6	8	8	10	10
16.	Asks for feedback on how his/her actions affect people's performance	7	**5.0**	7	6	7	6	1	5	5	5	3
21.	Builds consensus around organization's values	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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LEADERSHIP PRACTICES INVENTORY

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.

1. Sets a personal example of what is expected

S	10
AVG	8.7
D	8.5
C	8.0
M	10.0
O	10.0

6. Makes certain that people adhere to the principles and standards that have been agreed upon

S	9
AVG	8.1
D	7.8
C	8.3
M	8.0
O	9.0

11. Follows through on promises and commitments

S	10
AVG	9.0
D	8.8
C	8.7
M	10.0
O	10.0

16. Asks for feedback on how his/her actions affect people's performance

S	7
AVG	5.0
D	5.0
C	5.0
M	7.0
O	3.0

21. Builds consensus around organization's values

S	9
AVG	7.4
D	7.8
C	7.3
M	8.0
O	6.0

26. Is clear about his/her philosophy of leadership

S	8
AVG	7.6
D	7.5
C	7.3
M	8.0
O	8.0

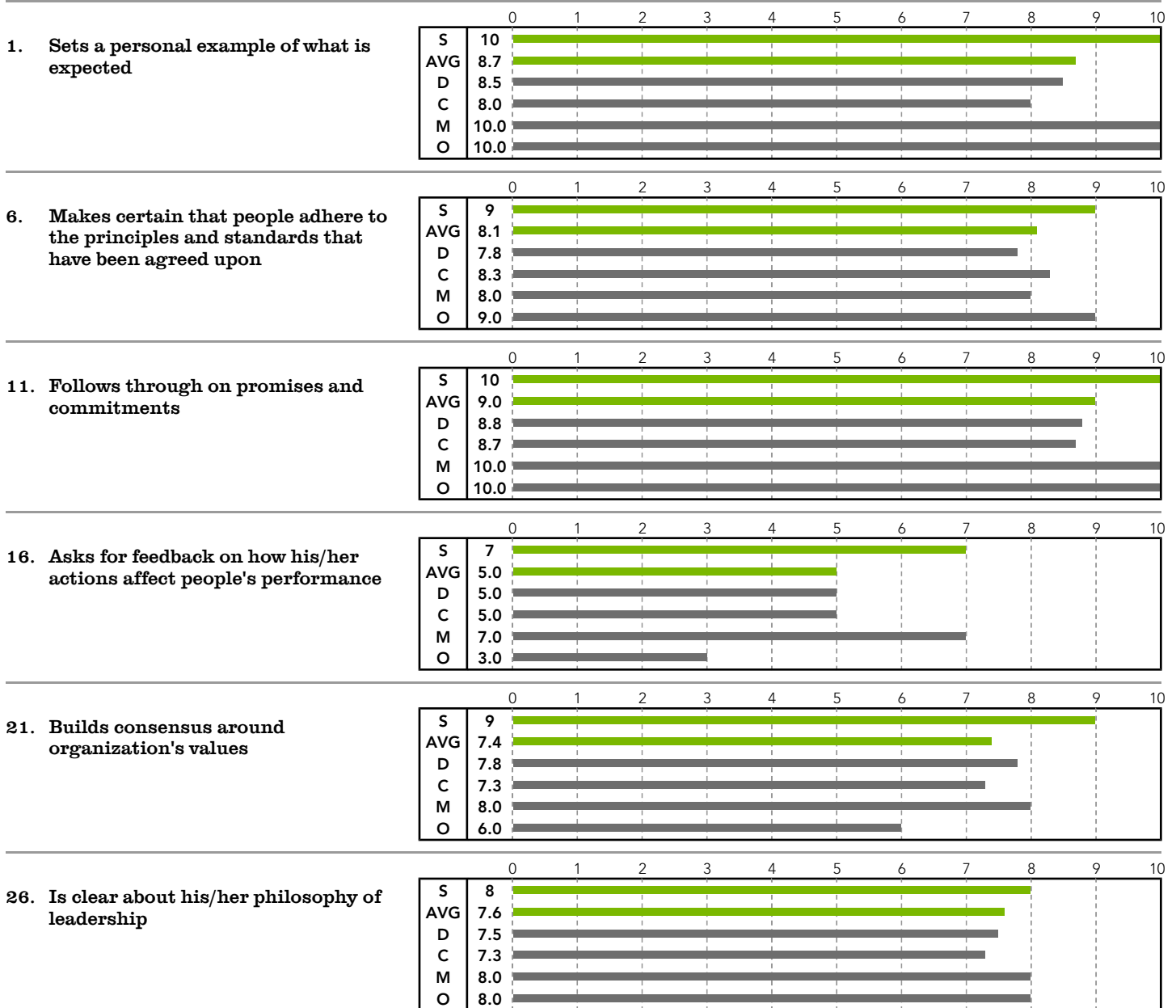| RESPONSE SCALE					
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M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of all Observer Responses

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LEADERSHIP PRACTICES INVENTORY

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

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	AVG	M1	D1	D2	D3	D4	C1	C2	C3	O1
2.	Talks about future trends influencing our work	10	8.6	10	9	9	10	6	8	8	8	9
7.	Describes a compelling image of the future	7	7.8	8	9	8	9	5	8	8	7	8
12.	Appeals to others to share dream of the future	9	6.4	6	6	7	7	4	7	7	7	7
17.	Shows others how their interests can be realized	7	7.3	8	7	7	9	5	8	7	6	9
22.	Paints "big picture" of group aspirations	6	7.9	8	9	8	9	5	8	6	9	9
27.	Speaks with conviction about meaning of work	6	7.2	7	9	9	10	6	6	6	5	7

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

LPI 360
LEADERSHIP PRACTICES INVENTORY

Inspire a Shared Vision Bar Graphs

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

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.

2. Talks about future trends influencing our work

Category	Score
S	10
AVG	8.6
D	8.5
C	8.0
M	10.0
O	9.0

7. Describes a compelling image of the future

Category	Score
S	7
AVG	7.8
D	7.8
C	7.7
M	8.0
O	8.0

12. Appeals to others to share dream of the future

Category	Score
S	9
AVG	6.4
D	6.0
C	7.0
M	6.0
O	7.0

17. Shows others how their interests can be realized

Category	Score
S	7
AVG	7.3
D	7.0
C	7.0
M	8.0
O	9.0

22. Paints "big picture" of group aspirations

Category	Score
S	6
AVG	7.9
D	7.8
C	7.7
M	8.0
O	9.0

27. Speaks with conviction about meaning of work

Category	Score
S	6
AVG	7.2
D	8.5
C	5.7
M	7.0
O	7.0

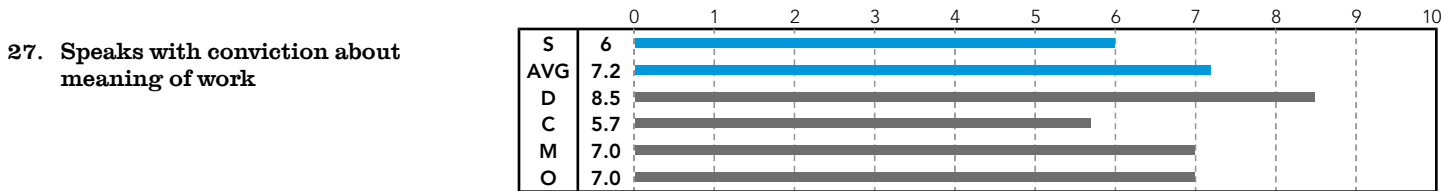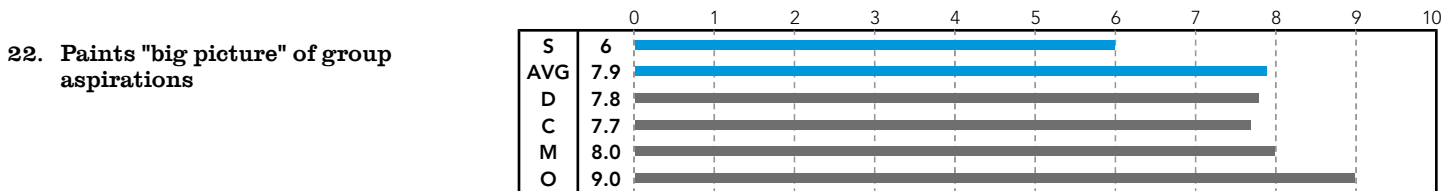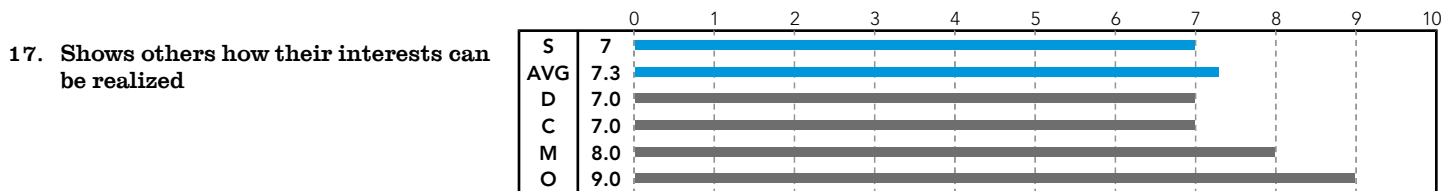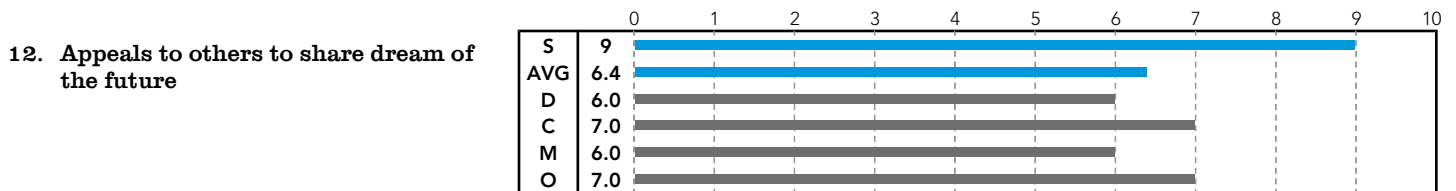| RESPONSE SCALE				
1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
2-Rarely	4-Once in a While	6-Sometimes	8-Usually	10-Almost always

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

Challenge the Process Data Summary

- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve
- Experiment and take risks by constantly generating small wins and learning from experience

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	AVG	INDIVIDUAL OBSERVERS								
				M1	D1	D2	D3	D4	C1	C2	C3	O1
3.	Seeks challenging opportunities to test skills	10	8.9	9	10	10	9	5	9	9	9	10
8.	Challenges people to try new approaches	9	7.9	8	10	10	8	3	6	9	7	10
13.	Actively searches for innovative ways to improve what we do	8	8.2	8	10	10	9	5	9	9	5	9
18.	Asks "What can we learn?"	8	7.3	8	6	8	8	4	8	7	7	10
23.	Identifies measurable milestones that keep projects moving forward	10	8.4	7	8	10	10	6	9	8	10	8
28.	Takes initiative in anticipating and responding to change	9	8.4	9	10	10	10	6	7	9	6	9

RESPONSE SCALE					
	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
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M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of all Observer Responses

Challenge the Process Bar Graphs

- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve
- Experiment and take risks by constantly generating small wins and learning from experience

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.

3. Seeks challenging opportunities to test skills

	Value
S	10
AVG	8.9
D	8.5
C	9.0
M	9.0
O	10.0

8. Challenges people to try new approaches

	Value
S	9
AVG	7.9
D	7.8
C	7.3
M	8.0
O	10.0

13. Actively searches for innovative ways to improve what we do

	Value
S	8
AVG	8.2
D	8.5
C	7.7
M	8.0
O	9.0

18. Asks "What can we learn?"

	Value
S	8
AVG	7.3
D	6.5
C	7.3
M	8.0
O	10.0

23. Identifies measurable milestones that keep projects moving forward

	Value
S	10
AVG	8.4
D	8.5
C	9.0
M	7.0
O	8.0

28. Takes initiative in anticipating and responding to change

	Value
S	9
AVG	8.4
D	9.0
C	7.3
M	9.0
O	9.0

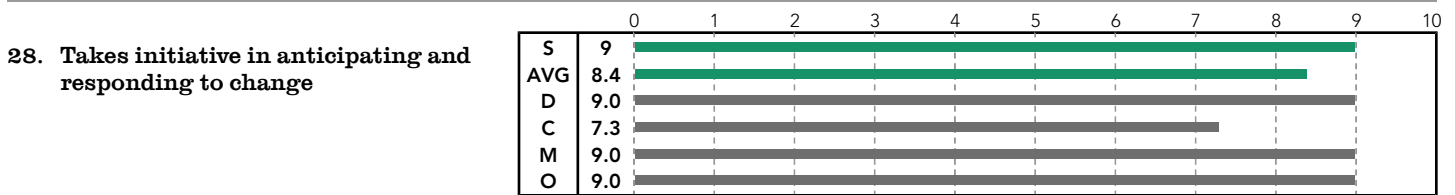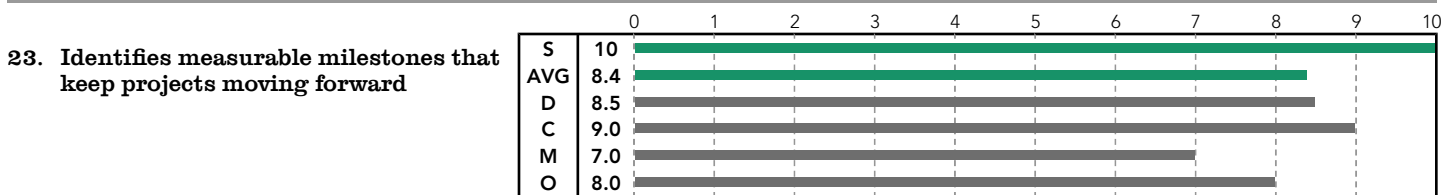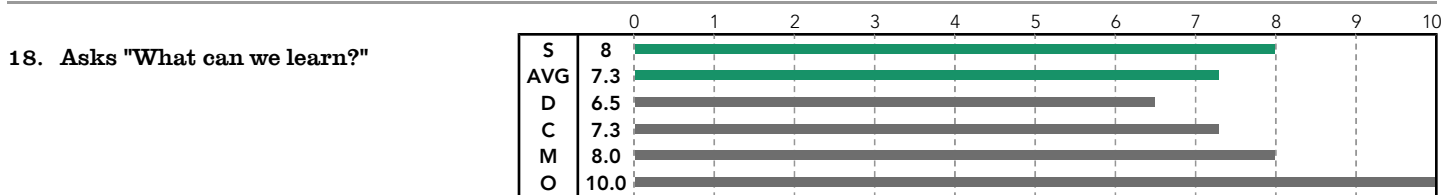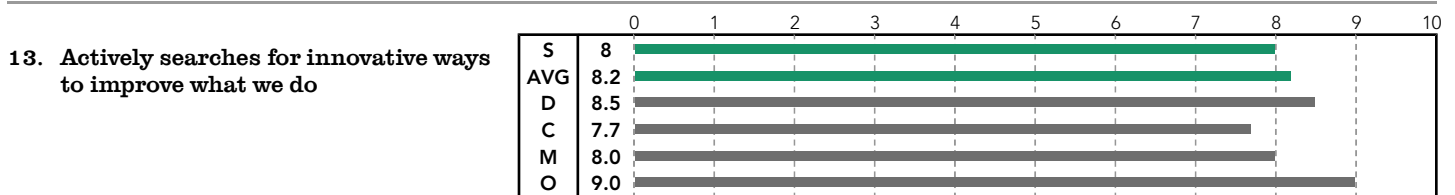| RESPONSE SCALE				
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M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of all Observer Responses

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LEADERSHIP PRACTICES INVENTORY

Enable Others to Act Data Summary

- Foster collaboration by building trust and facilitating relationships
- Strengthen others by increasing self-determination and developing competence

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	AVG	M1	D1	D2	D3	D4	C1	C2	C3	O1
4.	Develops cooperative relationships	8	**8.4**	8	9	10	10	6	8	8	9	8
9.	Actively listens to diverse points of view	9	**8.2**	9	8	10	9	5	8	7	9	9
14.	Treats people with dignity and respect	10	**9.6**	10	9	10	10	7	10	10	10	10
19.	Involves people in the decisions that directly impact their job performance	8	**7.9**	8	9	10	8	5	8	7	7	9
24.	Gives people choice about how to do their work	10	**8.1**	9	9	9	9	5	6	8	9	9
29.	Ensures that people grow in their jobs	8	**6.8**	6	5	7	8	4	8	7	7	9

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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LEADERSHIP PRACTICES INVENTORY

Enable Others to Act Bar Graphs

- Foster collaboration by building trust and facilitating relationships
- Strengthen others by increasing self-determination and developing competence

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.

4. Develops cooperative relationships

S	8
AVG	8.4
D	8.8
C	8.3
M	8.0
O	8.0

9. Actively listens to diverse points of view

S	9
AVG	8.2
D	8.0
C	8.0
M	9.0
O	9.0

14. Treats people with dignity and respect

S	10
AVG	9.6
D	9.0
C	10.0
M	10.0
O	10.0

19. Involves people in the decisions that directly impact their job performance

S	8
AVG	7.9
D	8.0
C	7.3
M	8.0
O	9.0

24. Gives people choice about how to do their work

S	10
AVG	8.1
D	8.0
C	7.7
M	9.0
O	9.0

29. Ensures that people grow in their jobs

S	8
AVG	6.8
D	6.0
C	7.3
M	6.0
O	9.0

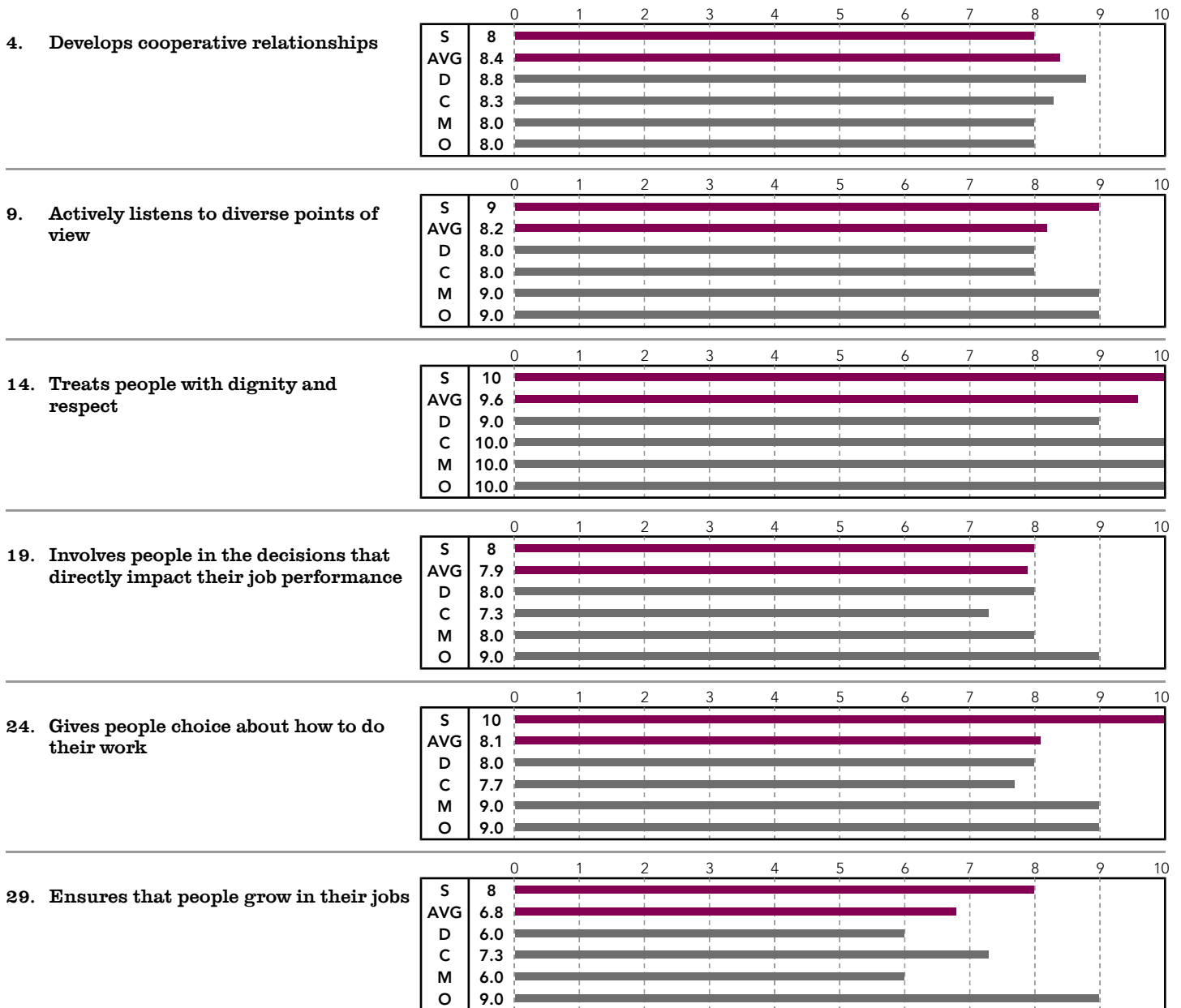| RESPONSE SCALE				
1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
2-Rarely	4-Once in a While	6-Sometimes	8-Usually	10-Almost always

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

LPI | 360
LEADERSHIP PRACTICES INVENTORY

Encourage the Heart Data Summary

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

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	AVG	INDIVIDUAL OBSERVERS								
				M1	D1	D2	D3	D4	C1	C2	C3	O1
5.	Praises people for a job well done	6	**7.1**	8	7	6	7	5	9	6	8	8
10.	Expresses confidence in people's abilities	9	**7.0**	7	6	7	8	6	7	6	7	9
15.	Makes sure that people are creatively recognized for their contributions to the success of our projects	5	**7.1**	8	5	5	10	4	10	10	5	7
20.	Recognizes people for commitment to shared values	5	**6.0**	8	6	5	6	3	9	4	5	8
25.	Tells stories of encouragement about the good work of others	6	**5.9**	8	6	6	7	3	5	6	5	7
30.	Gets personally involved in recognizing people and celebrating accomplishments	8	**7.4**	8	6	6	9	5	9	6	9	9

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

Encourage the Heart Bar Graphs

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

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.

5. Praises people for a job well done

S	6
AVG	7.1
D	6.3
C	7.7
M	8.0
O	8.0

10. Expresses confidence in people's abilities

S	9
AVG	7.0
D	6.8
C	6.7
M	7.0
O	9.0

15. Makes sure that people are creatively recognized for their contributions to the success of our projects

S	5
AVG	7.1
D	6.0
C	8.3
M	8.0
O	7.0

20. Recognizes people for commitment to shared values

S	5
AVG	6.0
D	5.0
C	6.0
M	8.0
O	8.0

25. Tells stories of encouragement about the good work of others

S	6
AVG	5.9
D	5.5
C	5.3
M	8.0
O	7.0

30. Gets personally involved in recognizing people and celebrating accomplishments

S	8
AVG	7.4
D	6.5
C	8.0
M	8.0
O	9.0

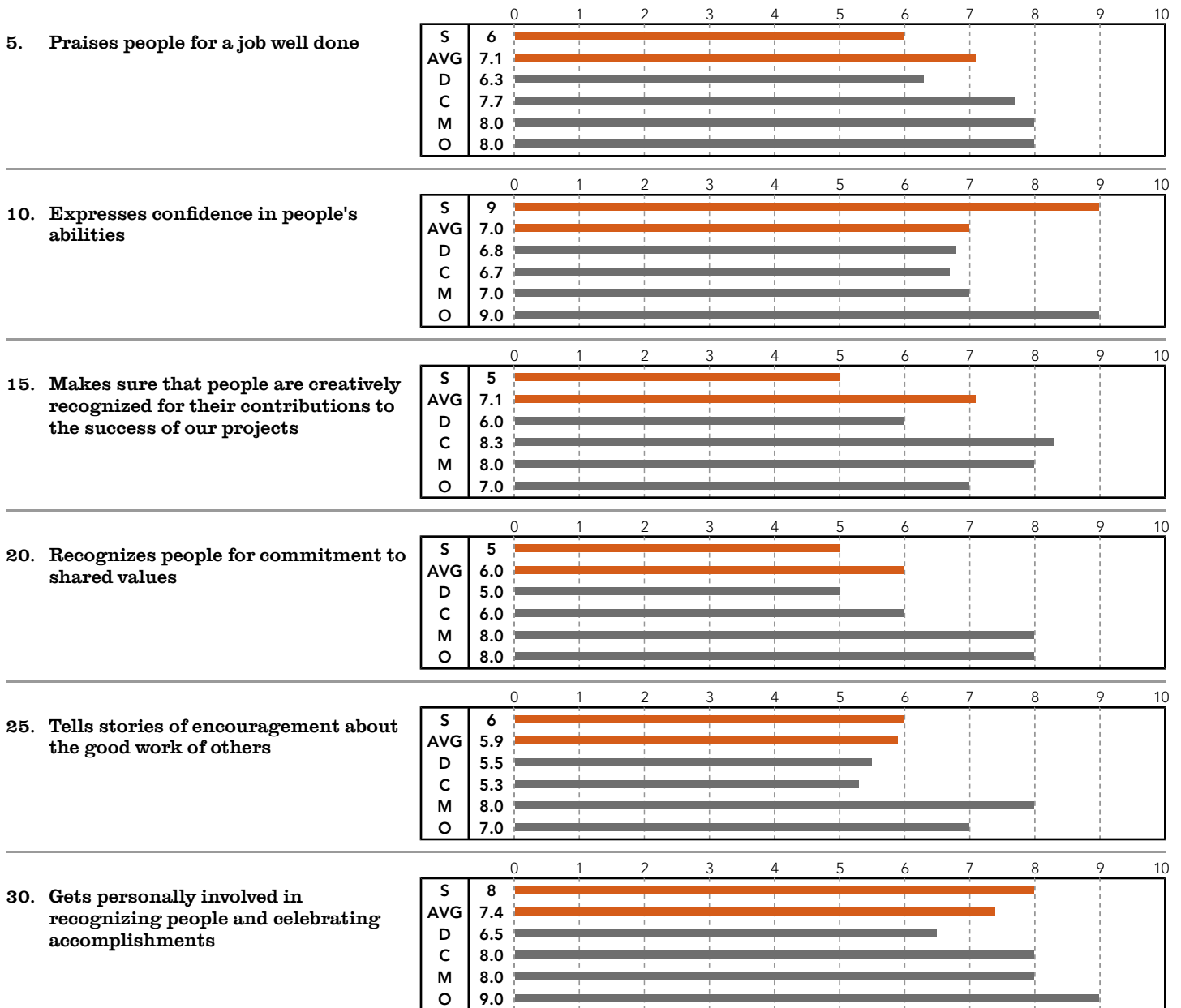| RESPONSE SCALE				
1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
2-Rarely	4-Once in a While	6-Sometimes	8-Usually	10-Almost always

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

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.