LPI®: Leadership Practices Inventory®

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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.
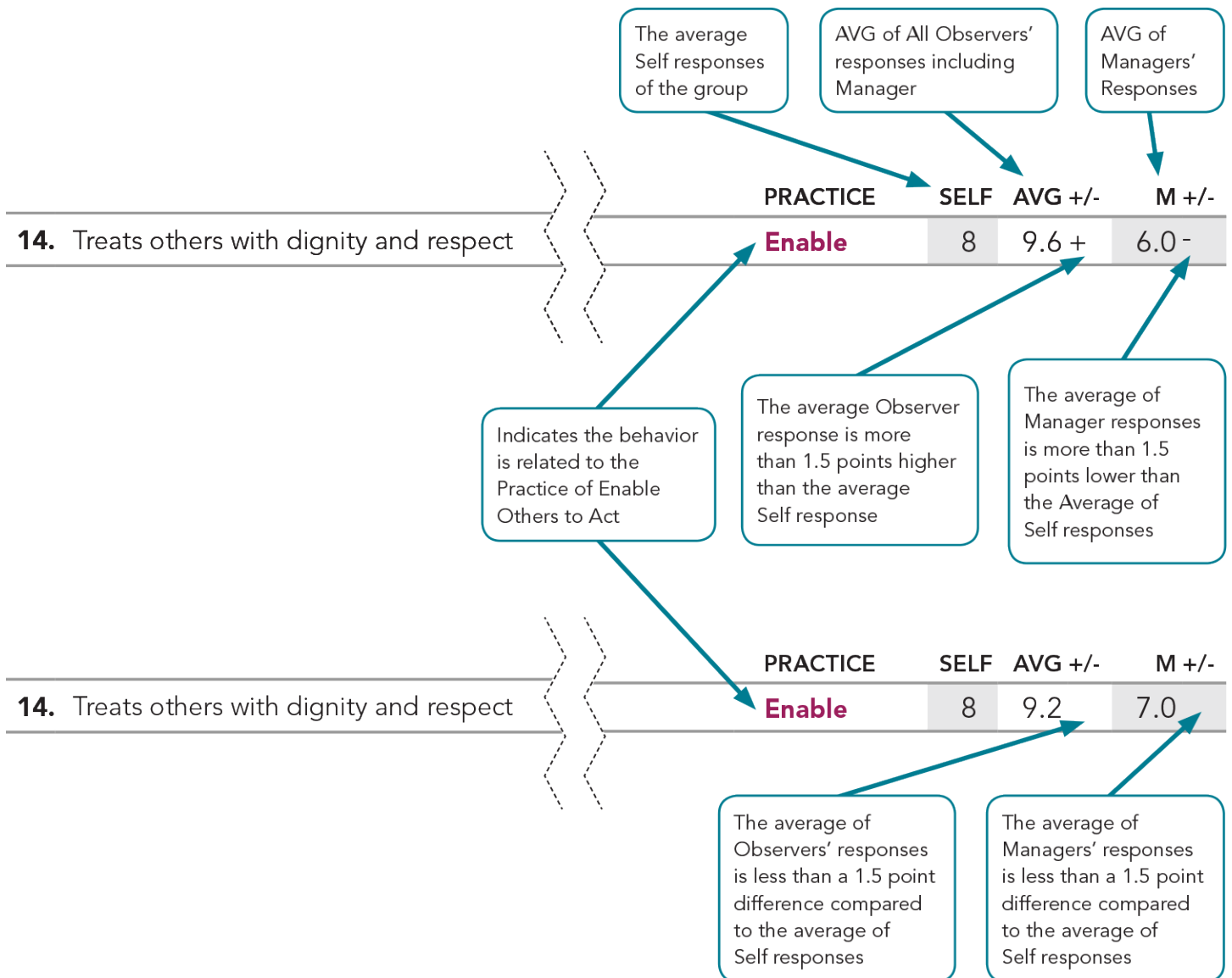
		AVG	STD DEV
Model the Way	Self	51.5	2.1
	Manager	50.5	0.7
	Direct Report	46.8	10.9
	Co-Worker	46.2	2.8
	Other	44.5	2.1
	All Observers	46.8	6.9
Inspire a Shared Vision	Self	46.0	1.4
	Manager	46.5	0.7
	Direct Report	47.7	8.5
	Co-Worker	44.4	2.3
	Other	49.5	0.7
	All Observers	46.7	5.6
Challenge the Process	Self	51.0	4.2
	Manager	48.5	0.7
	Direct Report	49.5	10.4
	Co-Worker	47.2	2.6
	Other	50.0	8.5
	All Observers	48.7	6.9
Enable Others to Act	Self	49.5	4.9
	Manager	50.0	0.0
	Direct Report	48.7	8.6
	Co-Worker	48.4	1.7
	Other	52.0	2.8
	All Observers	49.2	5.4
Encourage the Heart	Self	43.5	6.4
	Manager	47.5	0.7
	Direct Report	42.3	11.4
	Co-Worker	43.6	5.0
	Other	47.5	0.7
	All Observers	44.1	7.7

ALL OBSERVERS SURVEYS TALLIED: 15	Self Surveys Tallied: 2	Direct Report Surveys Tallied: 6	Other Surveys Tallied: 2
	Manager Surveys Tallied: 2	Co-Worker Surveys Tallied: 5	

AVG-Average of all Observer Responses in each category	STD DEV-Standard Deviation

Group 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 the group's observer responses. The average (AVG) includes the Managers' responses, which are 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) 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.

The average Self responses of the group

AVG of All Observers' responses including Manager

AVG of Managers' Responses

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

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 average Self response

The average of Manager responses is more than 1.5 points lower than the Average of Self responses

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

The average of Observers' responses is less than a 1.5 point difference compared to the average of Self responses

The average of Managers' responses is less than a 1.5 point difference compared to the average of Self responses

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

MOST FREQUENT

		PRACTICE	SELF	AVG +/-	M +/-
14.	Treats people with dignity and respect.	Enable	10.0	9.7	10.0
1.	Sets a personal example of what they expect of others.	Model	10.0	8.9	10.0
11.	Follows through on the promises and commitments they make.	Model	9.0	8.9	10.0
3.	Seeks out challenging opportunities that test their own skills and abilities.	Challenge	9.5	8.5	9.0
23.	Identifies measurable milestones that keep projects moving forward.	Challenge	9.5	8.4	7.5 -
4.	Develops cooperative relationships among the people they work with.	Enable	7.5	8.4	8.0
2.	Talks about future trends that will influence how work gets accomplished.	Inspire	8.5	8.3	8.5
28.	Takes initiative in anticipating and responding to change.	Challenge	7.5	8.3	8.5
9.	Actively listens to diverse points of view.	Enable	8.5	8.1	8.0
24.	Gives people a great deal of freedom and choice in deciding how to do their work.	Enable	8.5	8.1	9.0
13.	Actively searches for innovative ways to improve what is being done.	Challenge	7.0	8.1	8.0
30.	Gets personally involved in recognizing people and celebrating accomplishments.	Encourage	9.0	8.0	8.5
7.	Describes a compelling image of what the future could be like.	Inspire	7.5	8.0	8.0
6.	Makes certain that people adhere to the principles and standards that have been agreed upon.	Model	9.0	7.9	7.5
19.	Involves people in the decisions that directly impact their job performance.	Enable	7.5	7.9	8.0
22.	Paints a "big picture" about what shared aspirations will look like in the future	Inspire	7.0	7.9	8.0
8.	Challenges people to try out new and innovative ways to do their work.	Challenge	9.0	7.8	7.5
26.	Is clear about their philosophy of leadership.	Model	8.0	7.8	8.0
17.	Shows others how their long-term interests can be realized by enlisting in a common vision.	Inspire	7.5	7.7	8.0
27.	Speaks with genuine conviction about the higher meaning and purpose of the work.	Inspire	7.5	7.7	7.0
15.	Makes sure that people are creatively recognized for their contributions to the success of our projects.	Encourage	5.5	7.7 +	7.5 +
18.	Asks "What can be learned?" when things do not go as expected.	Challenge	8.5	7.6	8.0
21.	Builds consensus around a common set of values for running the organization.	Model	8.0	7.5	7.5
10.	Makes a point to demonstrate confidence in the abilities of other people.	Encourage	8.5	7.3	7.5
5.	Praises people for a job well done.	Encourage	7.0	7.3	8.0
12.	Appeals to others to share an exciting dream of the future.	Inspire	8.0	7.1	7.0
29.	Ensures that people grow in their jobs by learning new skills and developing themselves.	Enable	7.5	7.0	7.0
25.	Tells stories of encouragement about the good work of others.	Encourage	7.5	6.9	8.0
20.	Publicly recognizes people who exemplify commitment to shared values.	Encourage	6.0	6.9	8.0 +
16.	Asks for feedback on how their actions affect other people's performance.	Model	7.5	5.8 -	7.5

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 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 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.