

LPI[®] : Leadership Practices Inventory[®]

JAMES M. KOUZES & BARRY Z. POSNER
Individual Feedback Report

Prepared for Jo Leader

| January 3, 2023



CONTENTS

The Five Practices of Exemplary Leadership®
and the LPI Report 1

The Five Practices Data Summary 2

The Five Practices Bar Graphs 4

Leadership Behaviors Ranking 5

Model the Way Data Summary 7

Model the Way Bar Graphs 9

Inspire a Shared Vision Data Summary 10

Inspire a Shared Vision Bar Graphs 12

Challenge the Process Data Summary 13

Challenge the Process Bar Graphs 15

Enable Others to Act Data Summary 16

Enable Others to Act Bar Graphs 18

Encourage the Heart Data Summary 19

Encourage the Heart Bar Graphs 21

Percentile Ranking 22

Responses to Essay Questions 23

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:



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 23 observers to rate you; of these, 18 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		INDIVIDUAL OBSERVERS											
	AVG		M1	M2	D1	D2	D3	C1	C2	C3	C4	C5	C6	O1
 Model the Way	44	42.5	31	24	53	32	47	22	39	45	39	40	51	27
 Inspire a Shared Vision	48	40.3	28	28	47	30	41	9	24	47	34	49	54	20
 Challenge the Process	50	40.4	25	29	45	37	44	19	30	45	33	36	52	35
 Enable Others to Act	54	49.7	44	36	46	42	54	41	57	55	47	51	51	49
 Encourage the Heart	56	43.8	36	14	42	38	56	32	35	51	35	51	52	48

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

The Five Practices Data Summary (cont.)

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					
	SELF	AVG	O2	O3	O4	O5	O6	O7
 Model the Way	44	42.5	46	47	60	55	49	58
 Inspire a Shared Vision	48	40.3	52	40	60	54	51	57
 Challenge the Process	50	40.4	45	35	60	54	47	56
 Enable Others to Act	54	49.7	49	47	60	55	53	58
 Encourage the Heart	56	43.8	50	32	60	52	47	58

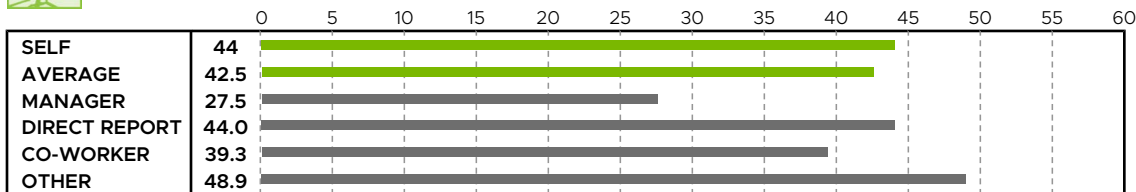
M-Manager D-Direct Report C-Co-Worker O-Other S-Self AVG-Average of all Observer Responses

The Five Practices Bar Graphs

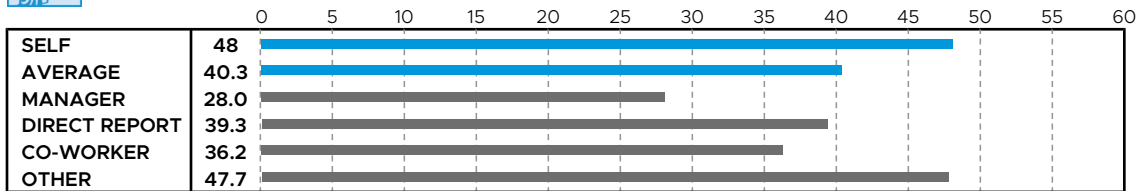
These bar graphs, one set for each leadership Practice, provide a graphic representation of the numerical data recorded on The Five Practices Data Summary page. By Practice, it shows the total response for Self and the average total for each category of Observer. Average refers to the average for all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



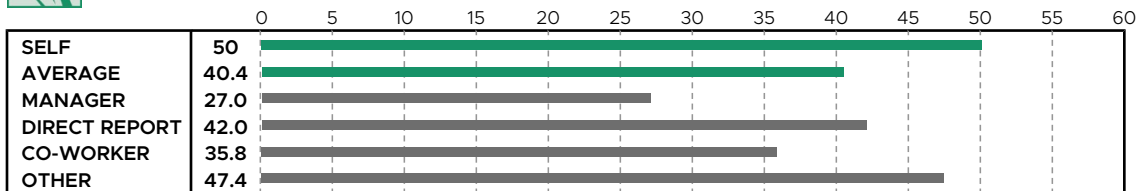
Model the Way



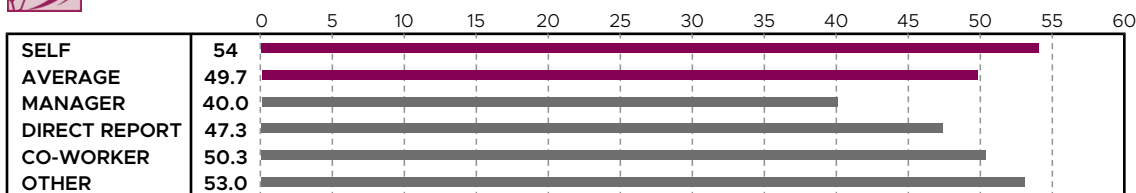
Inspire a Shared Vision



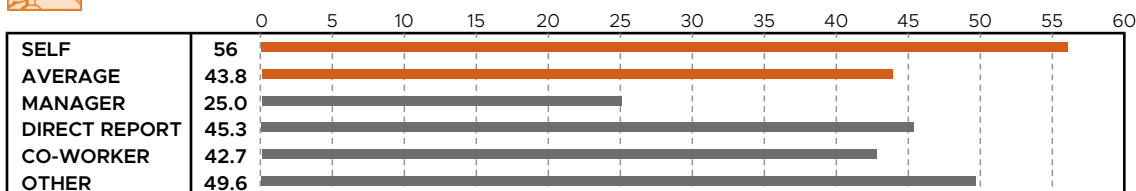
Challenge the Process



Enable Others to Act

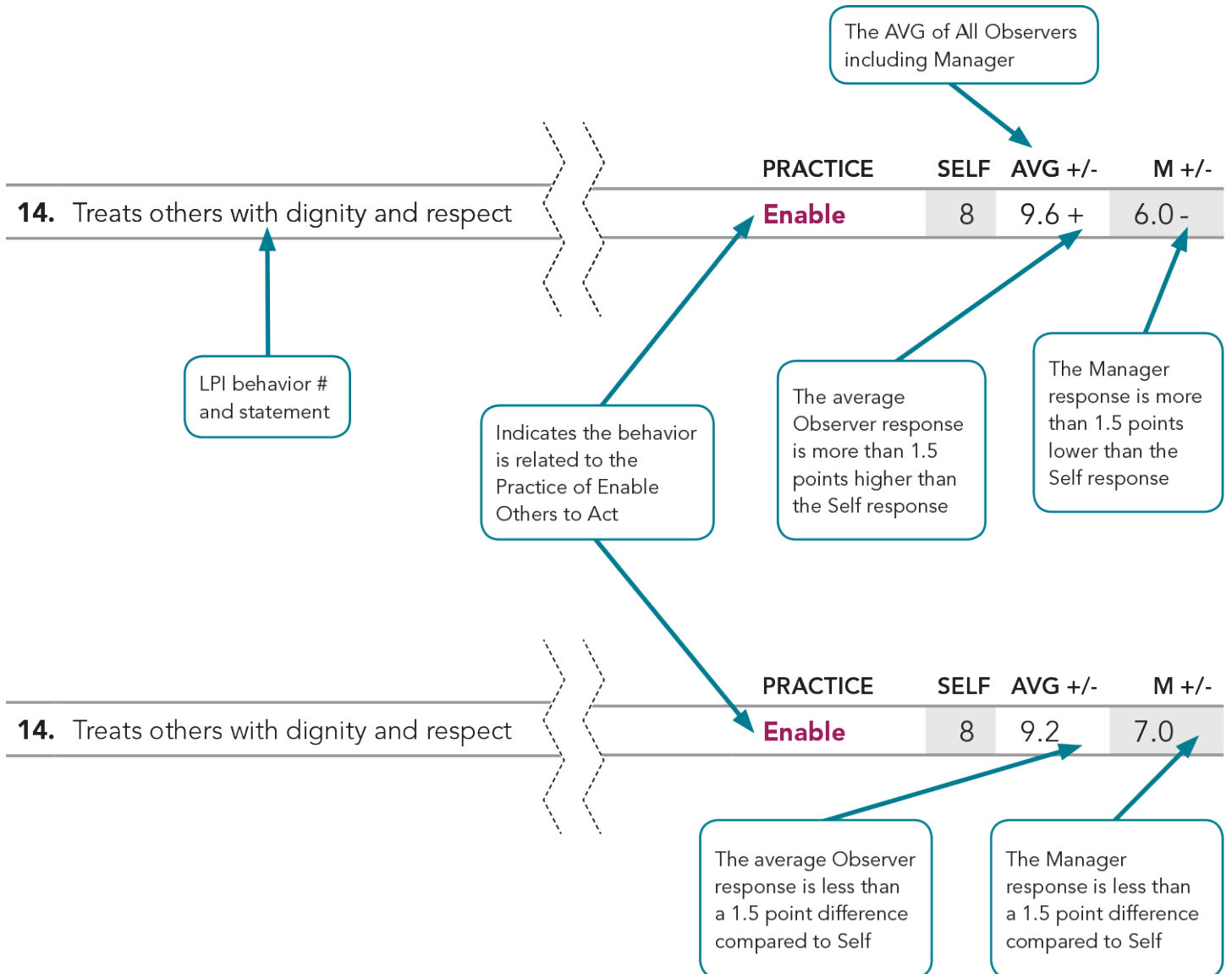


Encourage the Heart



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.



MOST FREQUENT

	PRACTICE	SELF	AVG +/-	M +/-
14. Treats people with dignity and respect	Enable	10	9.3	9.0
9. Actively listens to diverse points of view	Enable	9	9.1	7.5
4. Develops cooperative relationships among the people he/she works with	Enable	10	8.9	7.0 -
11. Follows through on promises and commitments he/she makes	Model	10	8.5	8.0 -
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	10	8.5	8.5
5. Praises people for a job well done	Encourage	10	8.2 -	6.0 -
15. Makes sure that people are creatively recognized for their contributions to the success of our projects	Encourage	9	7.8	4.0 -
19. Involves people in the decisions that directly impact their job performance	Enable	9	7.6	5.5 -
1. Sets a personal example of what he/she expects of others	Model	8	7.5	4.0 -
6. Makes certain that people adhere to the principles and standards that have been agreed upon	Model	8	7.5	6.0 -
28. Takes initiative in anticipating and responding to change	Challenge	10	7.4 -	5.0 -
21. Builds consensus around a common set of values for running our organization	Model	8	7.4	4.0 -
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	10	7.3 -	4.5 -
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	9	7.3 -	4.5 -
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	10	7.2 -	6.0 -
13. Actively searches for innovative ways to improve what we do	Challenge	9	7.2 -	4.5 -
30. Gets personally involved in recognizing people and celebrating accomplishments	Encourage	9	7.0 -	2.5 -
2. Talks about future trends that will influence how our work gets done	Inspire	9	6.9 -	3.0 -
12. Appeals to others to share dream of the future	Inspire	6	6.7	5.5
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	9	6.6 -	4.0 -
22. Paints the "big picture" of what we aspire to accomplish	Inspire	9	6.6 -	4.5 -
23. Identifies measurable milestones that keep projects moving forward	Challenge	7	6.6	5.5
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	5	6.5	4.5
7. Describes a compelling image of what our future could be like	Inspire	9	6.4 -	4.5 -
18. Asks "What can we learn?" when things don't go as expected	Challenge	9	6.3 -	4.5 -
25. Tells stories of encouragement about the good work of others	Encourage	9	6.3 -	3.5 -
8. Challenges people to try out new and innovative ways to do their work	Challenge	6	6.3	3.5 -
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	6	6.3	2.5 -
16. Asks for feedback on how his/her actions affect other people's performance	Model	5	6.0	3.5
26. Is clear about his/her philosophy of leadership	Model	5	5.6	2.0 -

LEAST FREQUENT



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	M2	D1	D2	D3	C1	C2	C3	C4	C5	C6	O1
1. Sets a personal example of what he/she expects of others	8	7.5	6	2	10	7	9	4	9	8	8	7	10	6
6. Makes certain that people adhere to the principles and standards that have been agreed upon	8	7.5	8	4	9	6	9	4	7	8	8	6	8	4
11. Follows through on promises and commitments he/she makes	10	8.5	8	8	10	7	8	6	10	8	8	7	10	8
16. Asks for feedback on how his/her actions affect other people's performance	5	6.0	4	3	7	3	6	4	3	6	4	7	7	3
21. Builds consensus around a common set of values for running our organization	8	7.4	4	4	9	3	9	3	8	10	9	8	9	3
26. Is clear about his/her philosophy of leadership	5	5.6	1	3	8	6	6	1	2	5	2	5	7	3

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
-----------	-----------------	-------------	---------	--------	---------------------------------------



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					
			O2	O3	O4	O5	O6	O7
1. Sets a personal example of what he/she expects of others	8	7.5	8	8	10	9	6	8
6. Makes certain that people adhere to the principles and standards that have been agreed upon	8	7.5	7	8	10	10	9	10
11. Follows through on promises and commitments he/she makes	10	8.5	9	8	10	10	8	10
16. Asks for feedback on how his/her actions affect other people's performance	5	6.0	6	9	10	8	8	10
21. Builds consensus around a common set of values for running our organization	8	7.4	9	8	10	9	9	10
26. Is clear about his/her philosophy of leadership	5	5.6	7	6	10	9	9	10

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

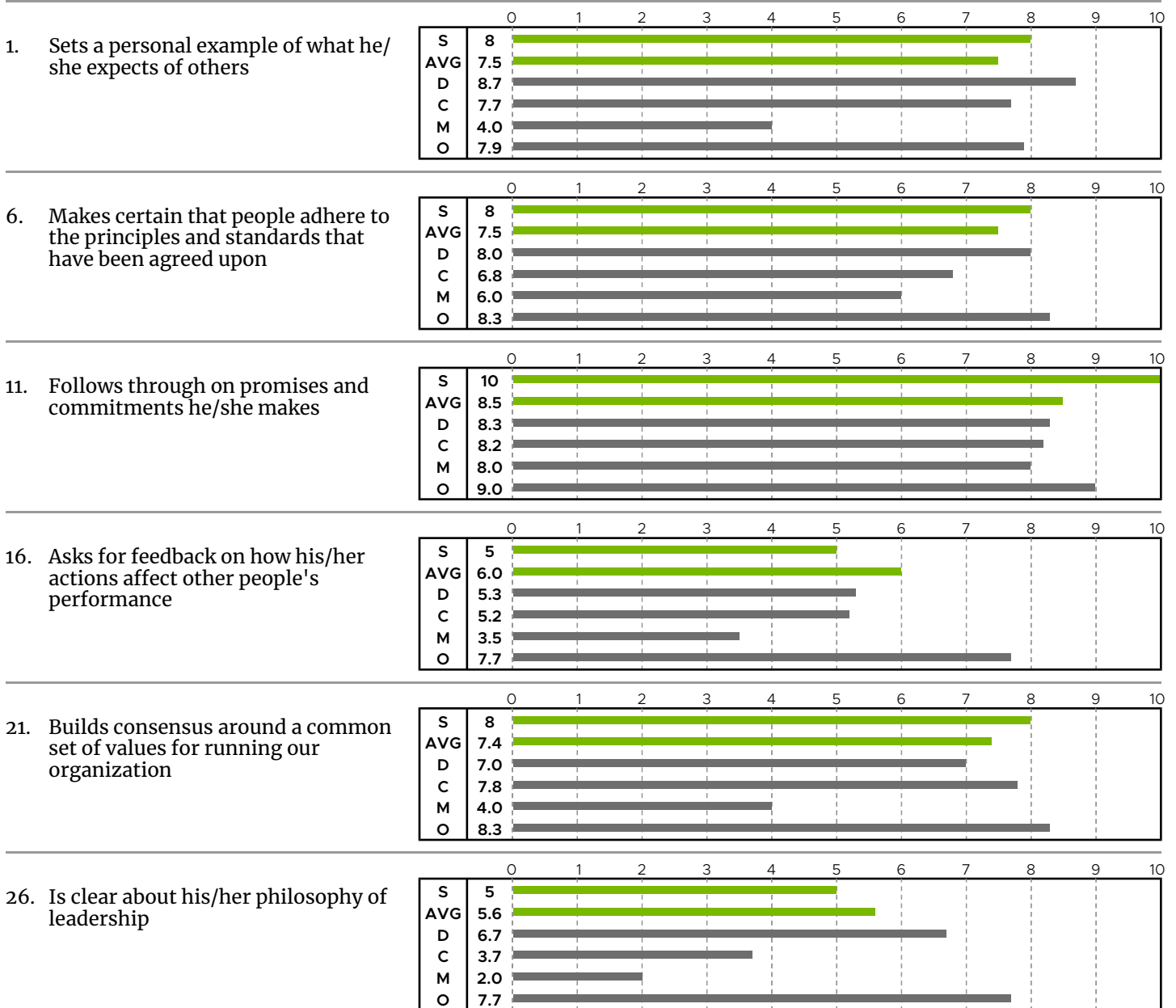
M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of all Observer Responses
-----------	-----------------	-------------	---------	--------	---------------------------------------



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



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		INDIVIDUAL OBSERVERS											
	SELF	AVG	M1	M2	D1	D2	D3	C1	C2	C3	C4	C5	C6	O1
2. Talks about future trends that will influence how our work gets done	9	6.9	4	2	7	5	8	1	10	9	5	9	10	3
7. Describes a compelling image of what our future could be like	9	6.4	3	6	6	4	5	1	3	8	7	8	9	3
12. Appeals to others to share dream of the future	6	6.7	8	3	8	4	8	1	3	8	5	8	9	3
17. Shows others how their long-term interests can be realized by enlisting in a common vision	5	6.5	6	3	9	5	6	1	3	6	5	8	9	5
22. Paints the "big picture" of what we aspire to accomplish	9	6.6	3	6	9	4	6	1	3	8	4	8	9	4
27. Speaks with genuine conviction about the higher meaning and purpose of our work	10	7.2	4	8	8	8	8	4	2	8	8	8	8	2

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
-----------	-----------------	-------------	---------	--------	---------------------------------------



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		INDIVIDUAL OBSERVERS					
			O2	O3	O4	O5	O6	O7
2. Talks about future trends that will influence how our work gets done	9	6.9	9	6	10	9	7	10
7. Describes a compelling image of what our future could be like	9	6.4	9	8	10	8	9	9
12. Appeals to others to share dream of the future	6	6.7	7	7	10	9	9	10
17. Shows others how their long-term interests can be realized by enlisting in a common vision	5	6.5	9	6	10	9	9	8
22. Paints the "big picture" of what we aspire to accomplish	9	6.6	9	7	10	9	8	10
27. Speaks with genuine conviction about the higher meaning and purpose of our work	10	7.2	9	6	10	10	9	10

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

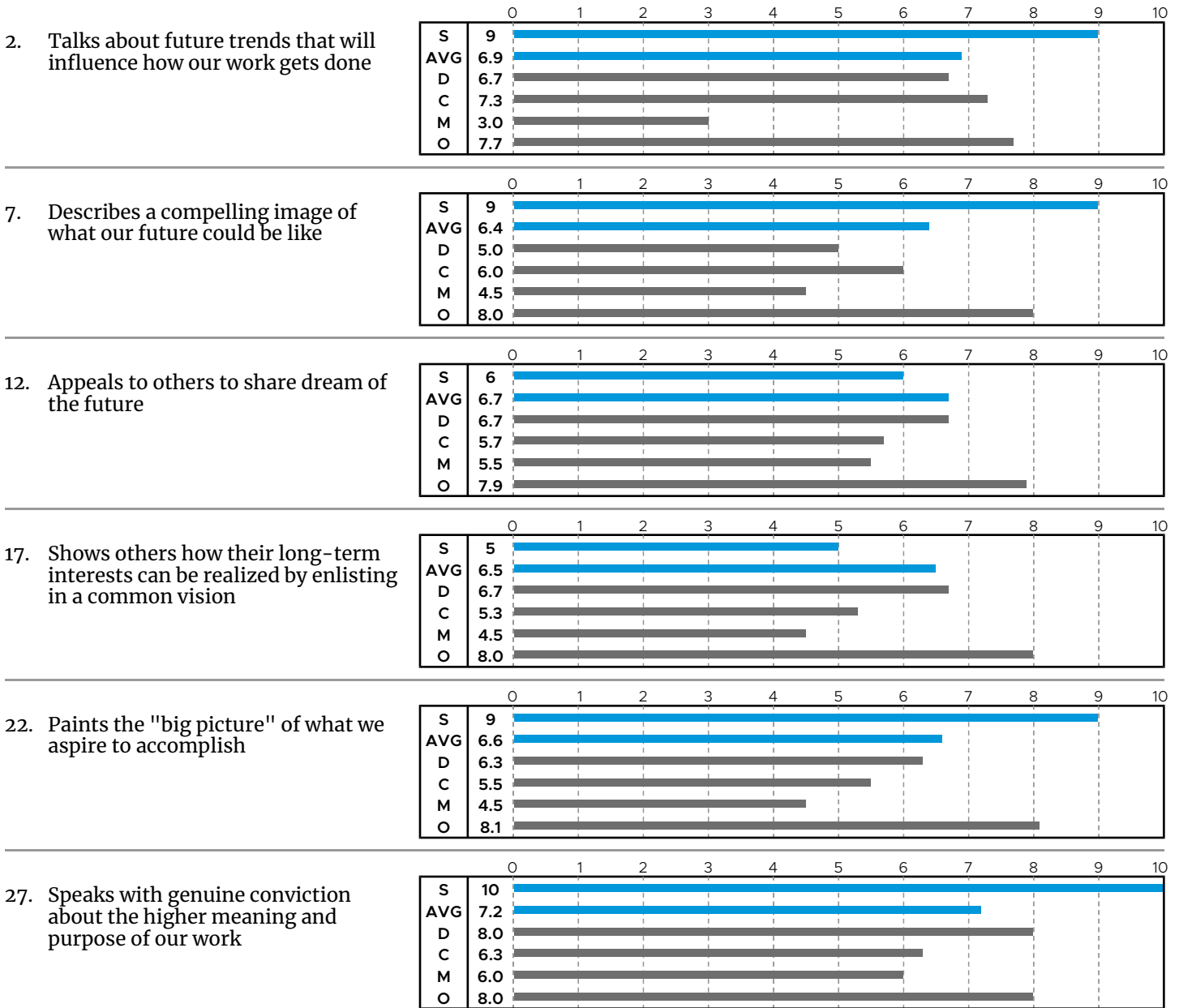
M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of all Observer Responses
-----------	-----------------	-------------	---------	--------	---------------------------------------



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.



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		INDIVIDUAL OBSERVERS											
	SELF	AVG	M1	M2	D1	D2	D3	C1	C2	C3	C4	C5	C6	O1
3. Seeks out challenging opportunities that test his/her own skills and abilities	9	6.6	4	4	7	6	7	3	9	7	5	6	9	7
8. Challenges people to try out new and innovative ways to do their work	6	6.3	3	4	4	6	6	1	3	8	7	6	8	7
13. Actively searches for innovative ways to improve what we do	9	7.2	3	6	9	6	8	4	3	9	6	6	9	6
18. Asks "What can we learn?" when things don't go as expected	9	6.3	5	4	9	7	8	1	3	7	5	7	8	3
23. Identifies measurable milestones that keep projects moving forward	7	6.6	6	5	8	4	7	6	3	5	3	5	10	6
28. Takes initiative in anticipating and responding to change	10	7.4	4	6	8	8	8	4	9	9	7	6	8	6

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					
	SELF	AVG	O2	O3	O4	O5	O6	O7
3. Seeks out challenging opportunities that test his/her own skills and abilities	9	6.6	8	5	10	9	4	8
8. Challenges people to try out new and innovative ways to do their work	6	6.3	8	5	10	9	9	10
13. Actively searches for innovative ways to improve what we do	9	7.2	8	8	10	9	9	10
18. Asks "What can we learn?" when things don't go as expected	9	6.3	5	7	10	9	8	8
23. Identifies measurable milestones that keep projects moving forward	7	6.6	8	6	10	9	8	10
28. Takes initiative in anticipating and responding to change	10	7.4	8	4	10	9	9	10

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

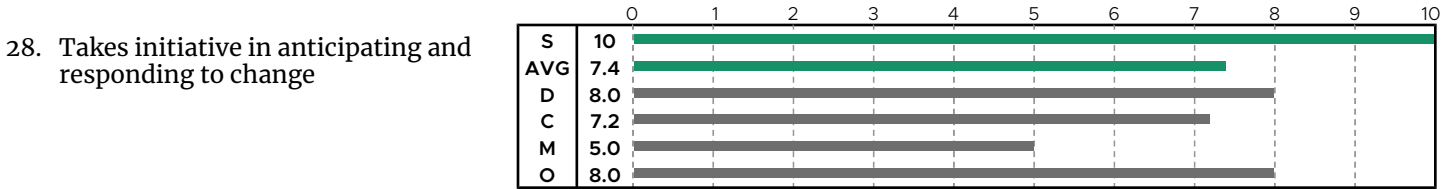
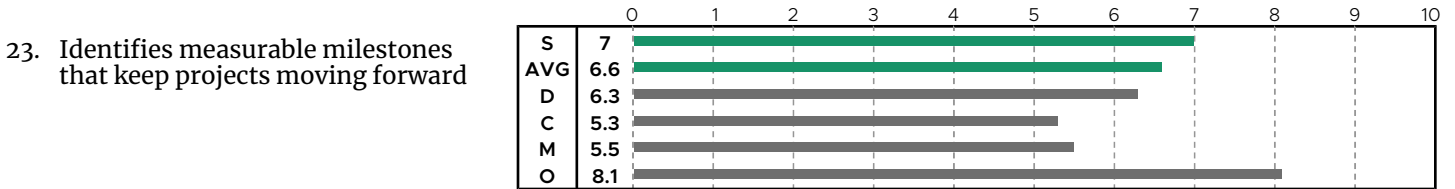
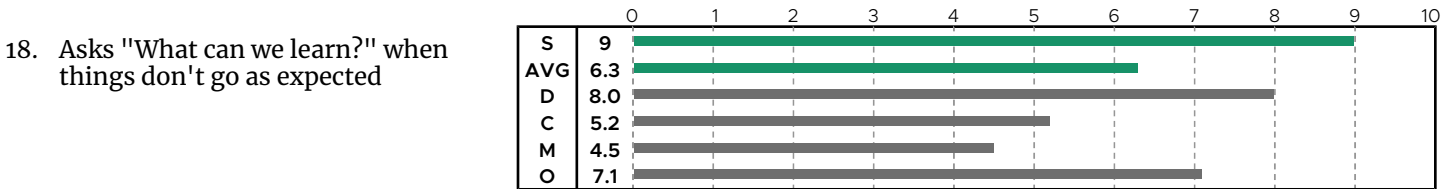
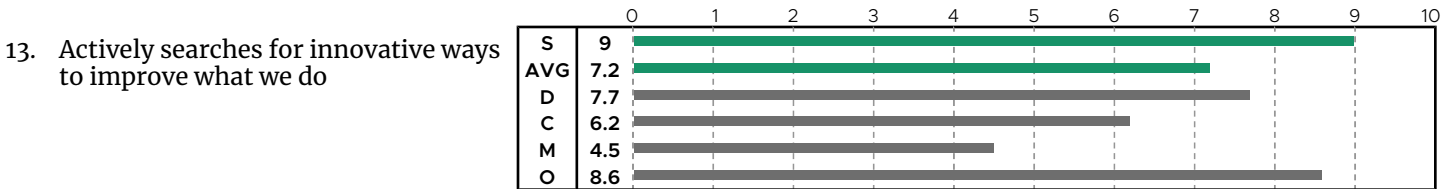
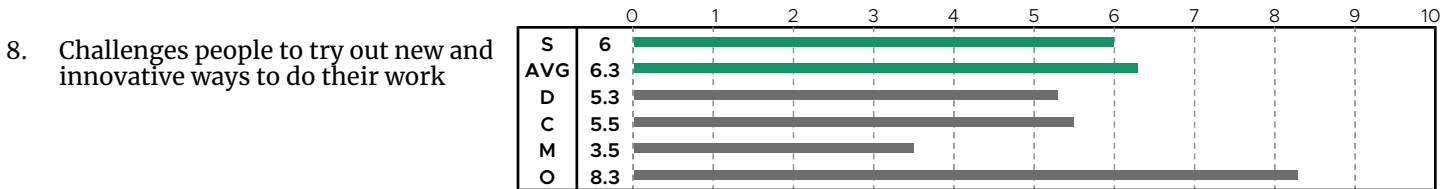
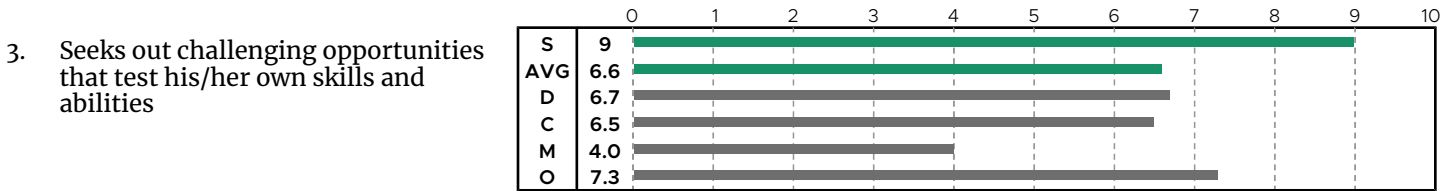
M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of all Observer Responses
-----------	-----------------	-------------	---------	--------	---------------------------------------



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.



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



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		INDIVIDUAL OBSERVERS											
	SELF	AVG	M1	M2	D1	D2	D3	C1	C2	C3	C4	C5	C6	O1
4. Develops cooperative relationships among the people he/she works with	10	8.9	9	5	9	8	10	8	10	10	10	10	9	8
9. Actively listens to diverse points of view	9	9.1	8	7	9	8	9	7	10	10	10	9	10	9
14. Treats people with dignity and respect	10	9.3	10	8	8	9	10	8	10	10	10	9	10	8
19. Involves people in the decisions that directly impact their job performance	9	7.6	7	4	5	4	9	7	10	9	5	8	7	8
24. Gives people a great deal of freedom and choice in deciding how to do their work	10	8.5	8	9	7	9	10	9	10	9	8	7	8	10
29. Ensures that people grow in their jobs by learning new skills and developing themselves	6	6.3	2	3	8	4	6	2	7	7	4	8	7	6

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
-----------	-----------------	-------------	---------	--------	---------------------------------------



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		INDIVIDUAL OBSERVERS					
	SELF	AVG	O2	O3	O4	O5	O6	O7
4. Develops cooperative relationships among the people he/she works with	10	8.9	7	9	10	10	9	10
9. Actively listens to diverse points of view	9	9.1	9	9	10	10	9	10
14. Treats people with dignity and respect	10	9.3	8	10	10	10	9	10
19. Involves people in the decisions that directly impact their job performance	9	7.6	9	7	10	9	9	10
24. Gives people a great deal of freedom and choice in deciding how to do their work	10	8.5	8	6	10	8	9	8
29. Ensures that people grow in their jobs by learning new skills and developing themselves	6	6.3	8	6	10	8	8	10

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

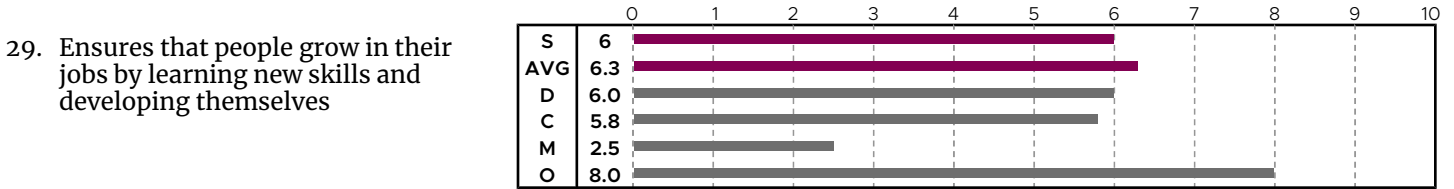
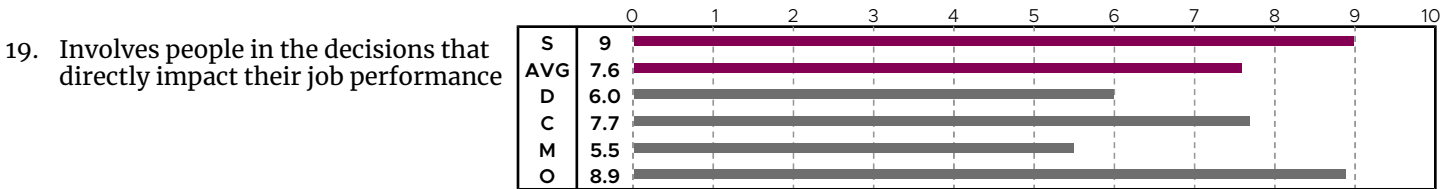
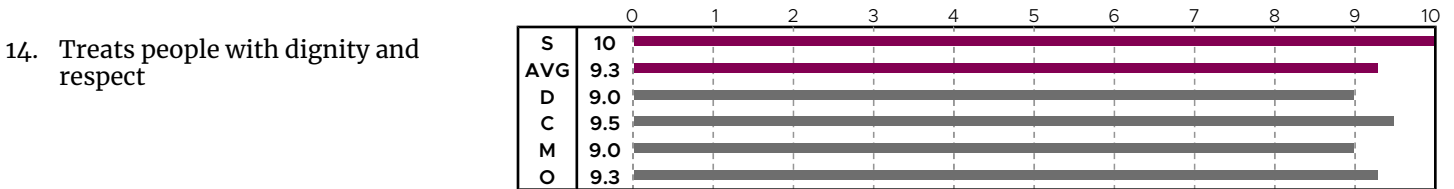
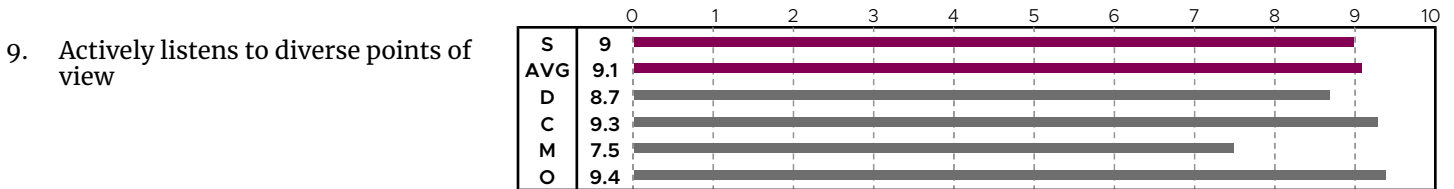
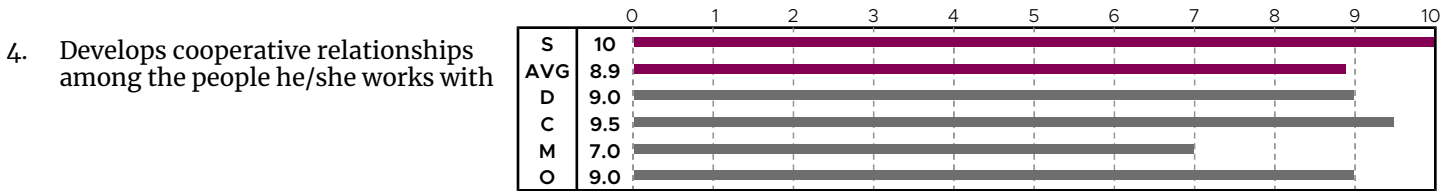
M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of all Observer Responses
-----------	-----------------	-------------	---------	--------	---------------------------------------



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.



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

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



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		INDIVIDUAL OBSERVERS											
	SELF	AVG	M1	M2	D1	D2	D3	C1	C2	C3	C4	C5	C6	O1
5. Praises people for a job well done	10	8.2	9	3	8	9	10	8	8	9	8	9	9	8
10. Makes it a point to let people know about his/her confidence in their abilities	10	7.3	7	2	9	6	10	4	7	6	7	9	8	8
15. Makes sure that people are creatively recognized for their contributions to the success of our projects	9	7.8	5	3	8	5	10	7	6	10	8	9	9	8
20. Publicly recognizes people who exemplify commitment to shared values	9	7.3	7	2	6	6	9	7	6	9	5	8	9	8
25. Tells stories of encouragement about the good work of others	9	6.3	5	2	5	6	8	2	4	8	2	8	8	6
30. Gets personally involved in recognizing people and celebrating accomplishments	9	7.0	3	2	6	6	9	4	4	9	5	8	9	10

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 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						
			O2	O3	O4	O5	O6	O7	
5. Praises people for a job well done	10	8.2	7	5	10	9	8	10	
10. Makes it a point to let people know about his/her confidence in their abilities	10	7.3	9	3	10	8	8	10	
15. Makes sure that people are creatively recognized for their contributions to the success of our projects	9	7.8	8	6	10	9	9	10	
20. Publicly recognizes people who exemplify commitment to shared values	9	7.3	9	5	10	9	8	8	
25. Tells stories of encouragement about the good work of others	9	6.3	9	7	10	8	6	10	
30. Gets personally involved in recognizing people and celebrating accomplishments	9	7.0	8	6	10	9	8	10	

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

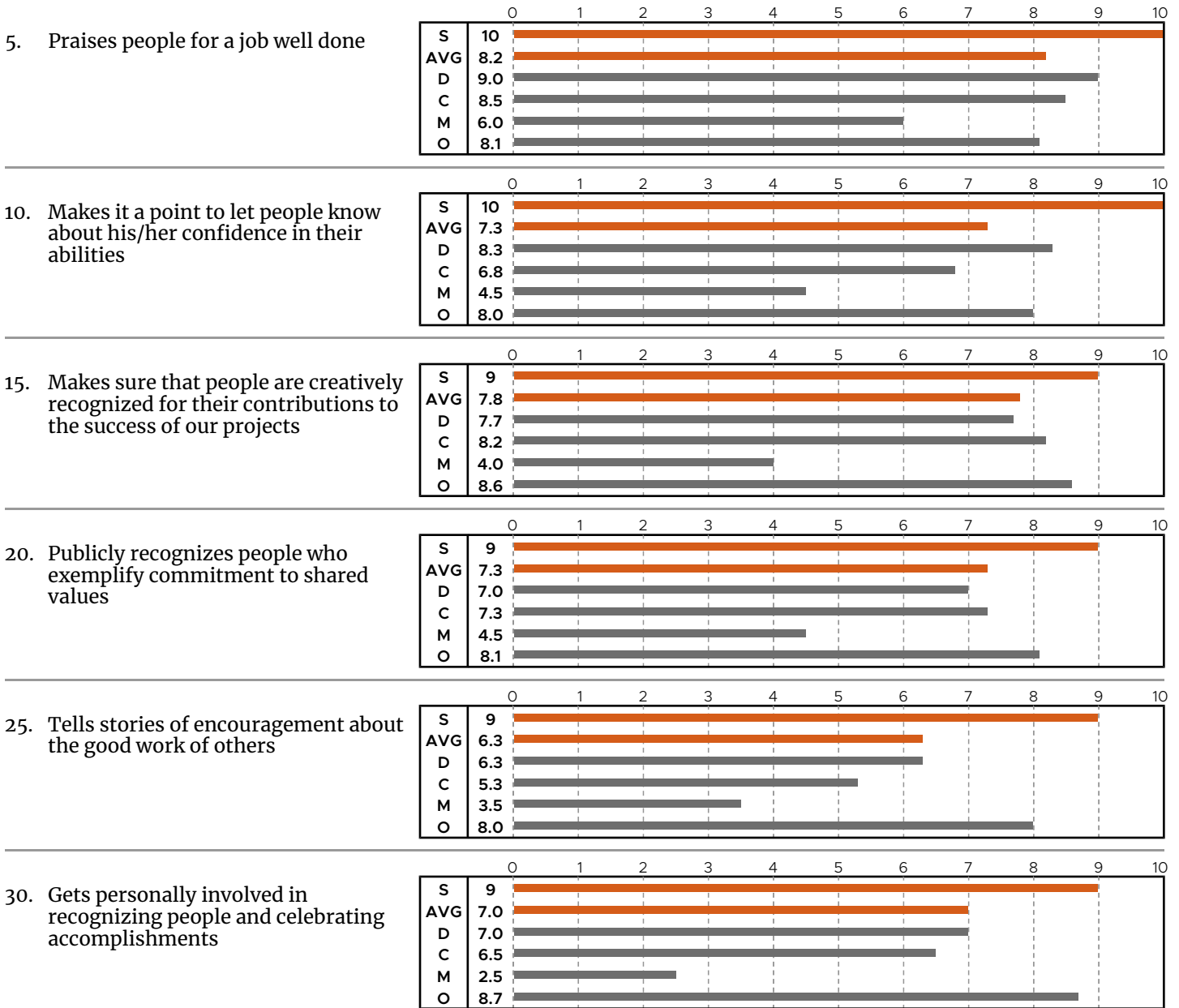
M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of all Observer Responses
-----------	-----------------	-------------	---------	--------	---------------------------------------



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.

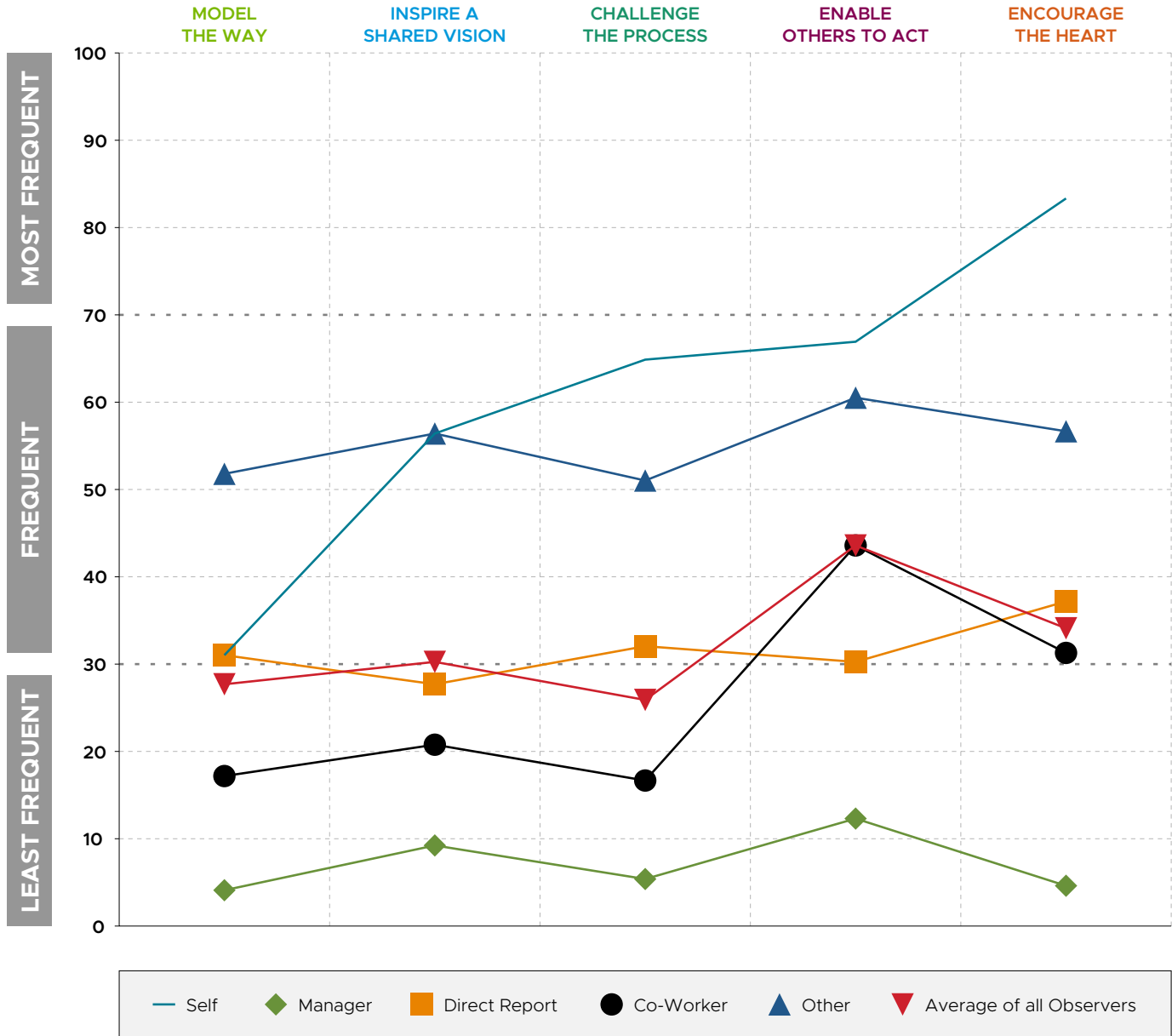


RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
	2-Rarely	4-Once in a While	6-Sometimes	8-Usually	10-Almost always

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.



Essay Question Responses

This page contains Observer responses to the open-ended essay questions presented with the Leadership Practices Inventory. Since answering these questions is optional, each question may not have the same number of answers per question. If no Observer chose to answer a particular question, the response "No one answered this feedback question" will appear in the answer field.

Q: How does this individual involve others in the decision making process?

A: Jo will seek advise and is quick to respond to requests for information. He will lobby insight from his larger group of connections.

A: Jo involves all organizations in discussions and conversations. The monthly 1:1 with individual operators has been a great shift during a difficult time of pandemic.

A: Jo is involved with many industry associations and works closely with the Provincial Government. He is very collaborative and takes information from meetings to his Board of Directors. ACCA decisions are based on feedback and information received from industry.

A: He understands that he is part of a team (association) where decisions are made unilaterally by individual members but also collectively for the betterment of the sector. Consensus building is a major aspect of what he has to do to be successful and I think Jo does this well. Essentially he herds cats.

A: Does not involve other staff. As a result, many staff have left the organization. Turnover is very high. Virtual office is a failure, but the candidate is not interested in doing a course correction.

A: Jo is very consultative on major issues, but not sure if that's because of a lack of deep knowledge of the industry. It would be nice if he started with an ACCA position and sought consultation on that. We have been accused of not speaking with the total voice of the ACCA and that could be because Jo isn't pushing back on the self-interested views.

A: Jo presents issues critical to the board for feedback on a regular basis. This happens either through email or in Board meetings as appropriate.

A: We usually see it by way of an email or a conversation during a board call. Rarely does he reach out directly one on one for input.

A: Actively solicits feedback from org members. Doesn't cut people off and looks to grow on ideas.

A: Reaches out to key /Exec Board members and asks for direct advise.

Essay Question Responses (cont.)

Q: How does this individual involve others in the decision making process? (cont.)

A: Engages with Board on their shared vision in the development of the operational plan

A: Sometimes through discussion.

A: Speaks with individuals and with the board group to determine how we can best proceed.

Q: How does this person help the team balance urgent requests with important longer term work?

A: Jo can quickly rally a group to respond quickly while still continuing to work on longer term goals of ACCA

A: He is very good at developing priorities and ensuring his team remains focused. He effectively communicates priorities to his staff team and Board.

A: By maintaining monthly phone conversations with individual member executives he gets a pulse of the issues in the sector. From these conversations and the input of his board they decide which issues need immediate action and which issues need steady pressure.

A: Many staff have left ACCA and candidate has no team left to balance urgent requests with important longer term work

A: Because of COVID, everything has been urgent. There doesn't seem to be much thinking or discussion of where we need to be in the longterm, but to Jo's defense, it has been all systems go on the COVID and then CCA front.

A: Urgent work is produced rapidly and feedback is incorporated in a timely fashion. I believe more transparency/active updates on longer term work is required to understand if we are 'moving the needle' on this aspect of the strategic plan vs. just responding to issues.

A: The work is generally balanced and can be anticipated. He usually works on items that are immediate is a poor planner.

Essay Question Responses (cont.)

Q: How does this person help the team balance urgent requests with important longer term work? (cont.)

A: This is a struggle. Hitting timelines seems like a point to improve or at least be clearer in progress toward deliverables.

A: ACCA has had limited staffing. Board has been too involved in operations (approving needed positions) in the past which has limited Jo's ability to get important things done in a timely matter because he was trying to do all.

A: I can only speak to my Board experience. The leader (Jo) does attempt to prioritize activities with the resources he has available. However, if there are shifting needs from the Board, there is an expectation (perhaps unrealistically) that the ACCA operations team and Jo shift to the demands of the Board.

A: Engaging consultants for larger projects. Extensions on longer-term projects.

A: I am not clear how Jo balances the requests with his staff- I see a bit more of the urgent work taking priority and other work then taking a back seat without a strong plan.

Q: How does this person react to situations where individual team member's performance doesn't meet expectations?

A: have not been witness to this

A: Jo clearly lays out expectations, timelines and is results oriented. If a teammate requires assistance Jo will provide the necessary information and feedback to achieve results.

A: I haven't had an opportunity to observe such a situation.

A: Ignores the situation until the staff member becomes frustrated and leaves the organization

A: It's not entirely clear how Jo manages staff, nor as a board should we be concerned with performance issues for his direct reports.

Essay Question Responses (cont.)

Q: How does this person react to situations where individual team member's performance doesn't meet expectations? (cont.)

A: I have not seen this issue play out in my role as Director to date however, from my observations of Jol believe he has a tendency to shy away from uncomfortable conversations.

A: He is not action oriented to build and manage the team

A: Is supportive.

A: Being part of the Board I have not been able to observe Jo and Team's involvement. Unable to assess.

A: Uncertain on his interactions of with his team. He appears fair from my perspective.

A: Perhaps engaging someone else to get the work done.

A: The way ACCA is run...with the team remotely , not sure the ED can really see if performance is not met.

A: He is concerned and will raise the issue if asked about the person but sometimes there is nothing that can be done for example in long term sick time.

Q: If this person were to work on one area of their leadership, what should it be?

A: Setting expectations with the board on their behaviour - needs to stand up to them

A: coaching his board and representatives of ACCA to handle themselves in a way that garners respect

A: Advocacy and leading important messaging to government.

A: Not sure. I don't sense any weaknesses that need addressing as it relates to his role in our association.

A: Has to develop a stronger, more passionate vision of leadership

Essay Question Responses (cont.)

Q: If this person were to work on one area of their leadership, what should it be? (cont.)

A: strategic thinking/positioning

A: Specific to leadership style, I would say building the confidence of others by communicating a clear/compelling vision for the future of ACCA/the sector. I have heard others comment on "lack of initiative." I believe the initiative is there if Jo feels comfortable to drive for success on strategic goals, and comfortable to identify knowledge gaps as necessary without fear of judgment on his performance (I recognize this is governance work for the Board).

A: Increased communication and frequency and constant feedback to team members

A: As noted in #2.

A: Ensuring ACCA staff feels appreciated and engaged.

A: The role requires a balance between supporting the Board in executing on strategy and advocating for his team and industry in developing the operational plan to execute on the strategy. Due to strong personalities on the Board, the leader (Jo) walks a fine line on that support. It may benefit Jo to ensure the Board creates the strategy with (Operations input) and then develops the subsequent operations plan to execute. This arrangement between the Board is then the "contract" for which Jo could be held accountable. Rather than changing direction at the request of the Board. Yes, there should be flexibility, but there needs a north star operations plan that Jo and his team can be held accountable with KPIs. Jo will need to shepherd, along with a strong governance Chair on this strategy.

A: Overall organizational strategic & operational planning and reporting.

A: We all work remotely so often harder show leadership. More communication with team is needed

A: He can continue to involve the staff in planning and be clear about what they need to do so that everyone is on the same page. Sometimes he communicates the information but I am not clear that the staff are on the same page as what he thinks needs to happen.

Essay Question Responses (cont.)

Q: What feedback do you have for this person on their communication style?

A: I have no concerns personally with this

A: Jo is a great communicator. An active listener and always ask others for their thoughts on topics.

A: Jo is very collaborative and people like working with him. He's very knowledgeable in the continuing care industry and an effective leader. I'd encourage him to display more confidence in his overall communication and messaging.

A: Jo and I have had some frank conversations about issues in our sector and how the various players intersect (politicians, For-Profit, Not-For-Profit, AHS, AH, other associations, etc.). Jo tries to appreciate what each player brings to the sector, who needs to be influenced, what needs to change and what it will take to accomplish both of these.

A: Candidate has a perfunctory style of communication. He can improve his communication style by leading with ideas for change.

A: Don't be afraid to ask for feedback, but have an ACCA position to build from

A: When Jo speaks with confidence versus uncertainty, he is a strong communicator. When there is uncertainty, I encourage him to identify why and determine what the gap is e.g., needs feedback from the board or confidence in his leadership.

A: He is a passive communicator and needs to increase his cadence and style

A: Jo is responsive via email and phone and easy to talk to. Government seems to enjoy the relationship which shows communication acumen.

A: Jo, seems to communicate effectively and is respected by AH. Please ensure that you have a regular schedule for reaching out to membership so they feel value to being a member of ACCA.

Essay Question Responses (cont.)

Q: What feedback do you have for this person on their communication style? (cont.)

A: Jo is a very collaborative and respectful leader. This plays to his advantage as stakeholders want to work with him and ACCA. I believe Jo uses his communication tone (collaboration vs. passionately/ aggressive) appropriately when engaging with stakeholders. This may not always come across at Board meetings as he is reporting to his "bosses". At times it may benefit Jo to also leverage a politically savvy approach with the Board to push back in support of the ACCA operations plan to execute on the Strategy.

A: None.

A: Maybe outline monthly plans or strategy for the team , or even tell team what he is working on.

A: He is very mindful which is good. I think he is reticent to share as much information for fear of being criticized. He needs to continue to be as open as he can to ensure that he receives feedback that can help him going forward.

