

KOUZES
POSNER








LPI

**LEADERSHIP PRACTICES
INVENTORY**

Feedback Report
for Viorel Panaite
Administration Date:
February 23, 2004
Human Invest

February 27, 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			
			C	C2	C3	O1
 Model the Way	34	40.5	35	42	43	42
 Inspire a Shared Vision	36	37.5	34	34	42	40
 Challenge the Process	37	40.0	37	42	42	39
 Enable Others to Act	50	43.5	42	49	39	44
 Encourage the Heart	32	43.0	40	46	46	40

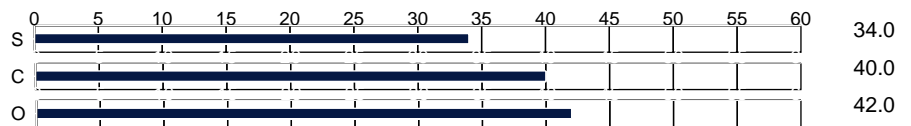
The Five Practices Bar Graphs

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>
14. Treats people with dignity and respect	Enable	10	9.0
11. Follows through on promises and commitments	Model	9	8.2
13. Searches outside organization for innovative ways to improve	Challenge	8	8.0
23. Makes certain that goals, plans, and milestones are set	Challenge	7	8.0
4. Develops cooperative relationships	Enable	7	7.8
2. Talks about future trends influencing our work	Inspire	7	7.8
25. Finds ways to celebrate accomplishments	Encourage	6	7.8*
1. Sets a personal example of what is expected	Model	6	7.8*
15. Creatively rewards people for their contributions	Encourage	3	7.8*
29. Ensures that people grow in their jobs	Enable	8	7.2
6. Makes certain that people adhere to agreed-on standards	Model	6	7.2
28. Experiments and takes risks	Challenge	8	7.0
26. Is clear about his/her philosophy of leadership	Model	8	7.0
30. Gives team members appreciation and support	Encourage	7	7.0
20. Recognizes people for commitment to shared values	Encourage	6	7.0
22. Paints "big picture" of group aspirations	Inspire	5	7.0*
10. Expresses confidence in people's abilities	Encourage	4	7.0*
24. Gives people choice about how to do their work	Enable	9	6.8*
7. Describes a compelling image of the future	Inspire	7	6.8
3. Seeks challenging opportunities to test skills	Challenge	4	6.8*
19. Supports decisions other people make	Enable	7	6.5
5. Praises people for a job well done	Encourage	6	6.5
9. Actively listens to diverse points of view	Enable	9	6.2*
21. Builds consensus around organization's values	Model	3	6.2*
17. Shows others how their interests can be realized	Inspire	2	5.8*
27. Speaks with conviction about meaning of work	Inspire	7	5.2*
8. Challenges people to try new approaches	Challenge	6	5.2
12. Appeals to others to share dream of the future	Inspire	8	5.0*
18. Asks "What can we learn?"	Challenge	4	5.0
16. Asks for feedback on how his/her actions affect people's performance	Model	2	4.0*

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

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 |



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			
			<u>C</u>	<u>C2</u>	<u>C3</u>	<u>O1</u>
11. Follows through on promises and commitments	9	8.2	5	10	9	9
1. Sets a personal example of what is expected	6	7.8	5	10	9	7
6. Makes certain that people adhere to agreed-on standards	6	7.2	9	4	9	7
26. Is clear about his/her philosophy of leadership	8	7.0	7	9	6	6
21. Builds consensus around organization's values	3	6.2	7	5	6	7
16. Asks for feedback on how his/her actions affect people's performance	2	4.0	2	4	4	6

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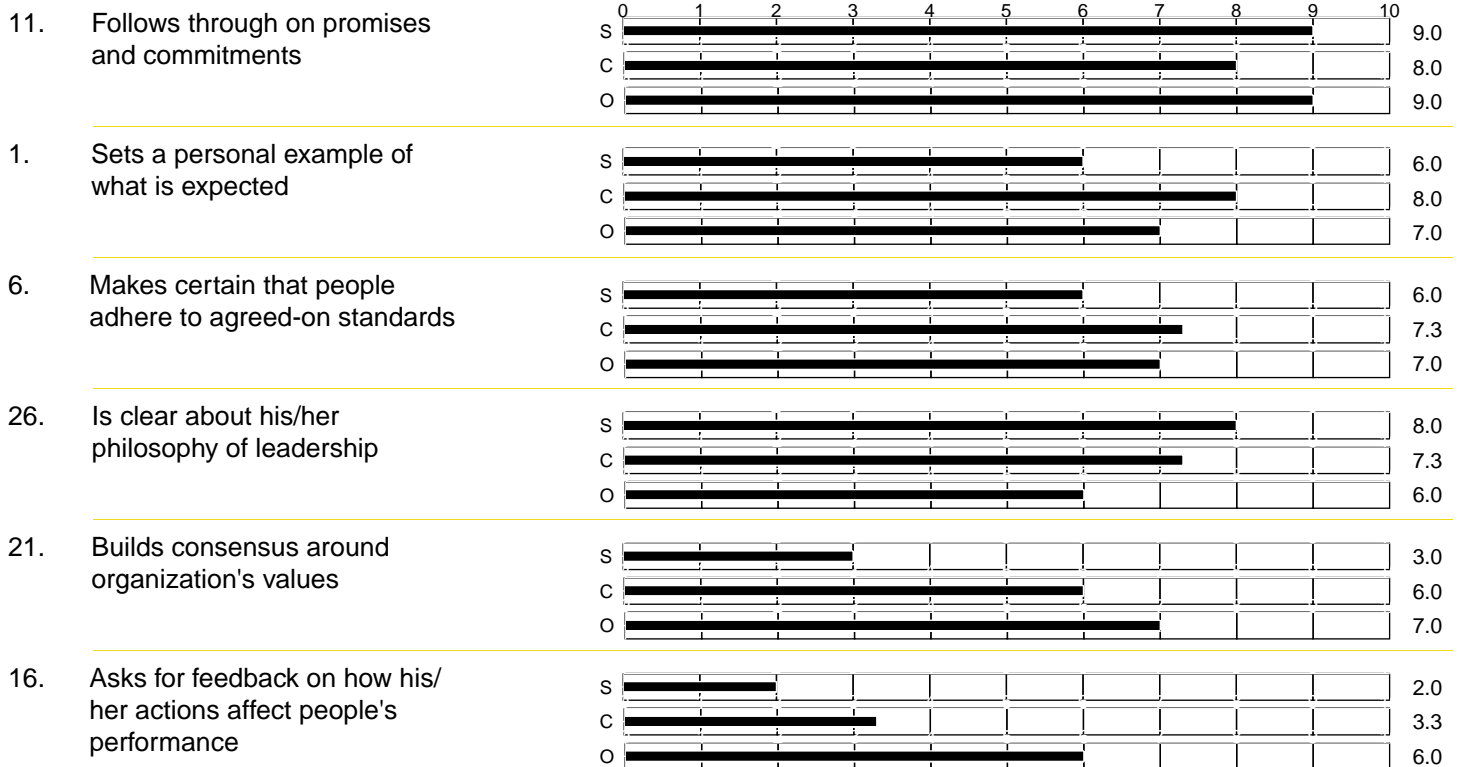


Model the Way Bar Graphs

- 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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Self AVG Individual Observers

			<u>C</u>	<u>C2</u>	<u>C3</u>	<u>O1</u>	
2.	Talks about future trends influencing our work	7	7.8	7	6	10	8
22.	Paints "big picture" of group aspirations	5	7.0	6	8	7	7
7.	Describes a compelling image of the future	7	6.8	7	4	9	7
17.	Shows others how their interests can be realized	2	5.8	5	7	5	6
27.	Speaks with conviction about meaning of work	7	5.2	5	6	5	5
12.	Appeals to others to share dream of the future	8	5.0	4	3	6	7

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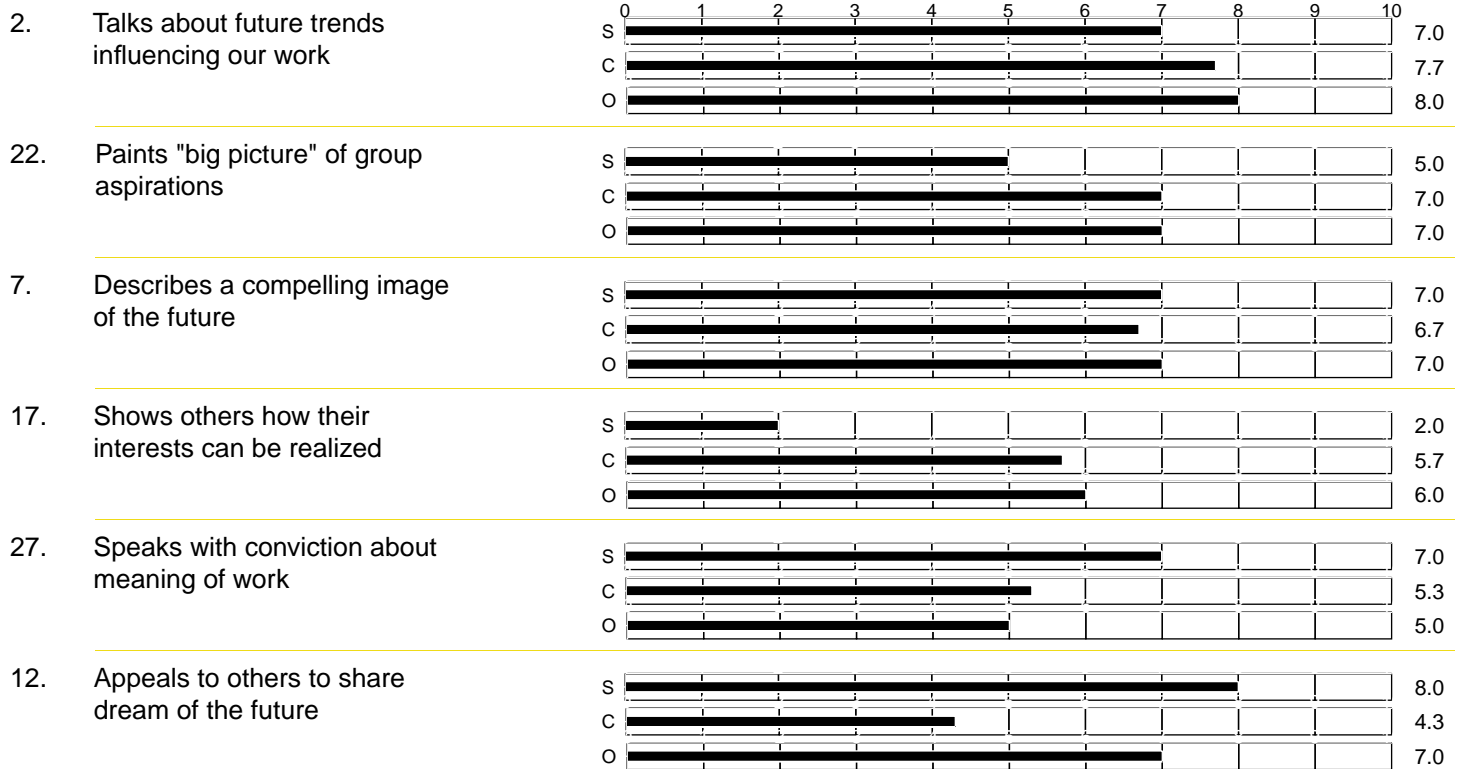


Inspire a Shared Vision Bar Graphs

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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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AVG Average of all LPI Observer Ratings

Self AVG Individual Observers

			<u>C</u>	<u>C2</u>	<u>C3</u>	<u>O1</u>	
13.	Searches outside organization for innovative ways to improve	8	8.0	8	9	8	7
23.	Makes certain that goals, plans, and milestones are set	7	8.0	9	10	7	6
28.	Experiments and takes risks	8	7.0	5	9	7	7
3.	Seeks challenging opportunities to test skills	4	6.8	5	8	8	6
8.	Challenges people to try new approaches	6	5.2	6	3	6	6
18.	Asks "What can we learn?"	4	5.0	4	3	6	7

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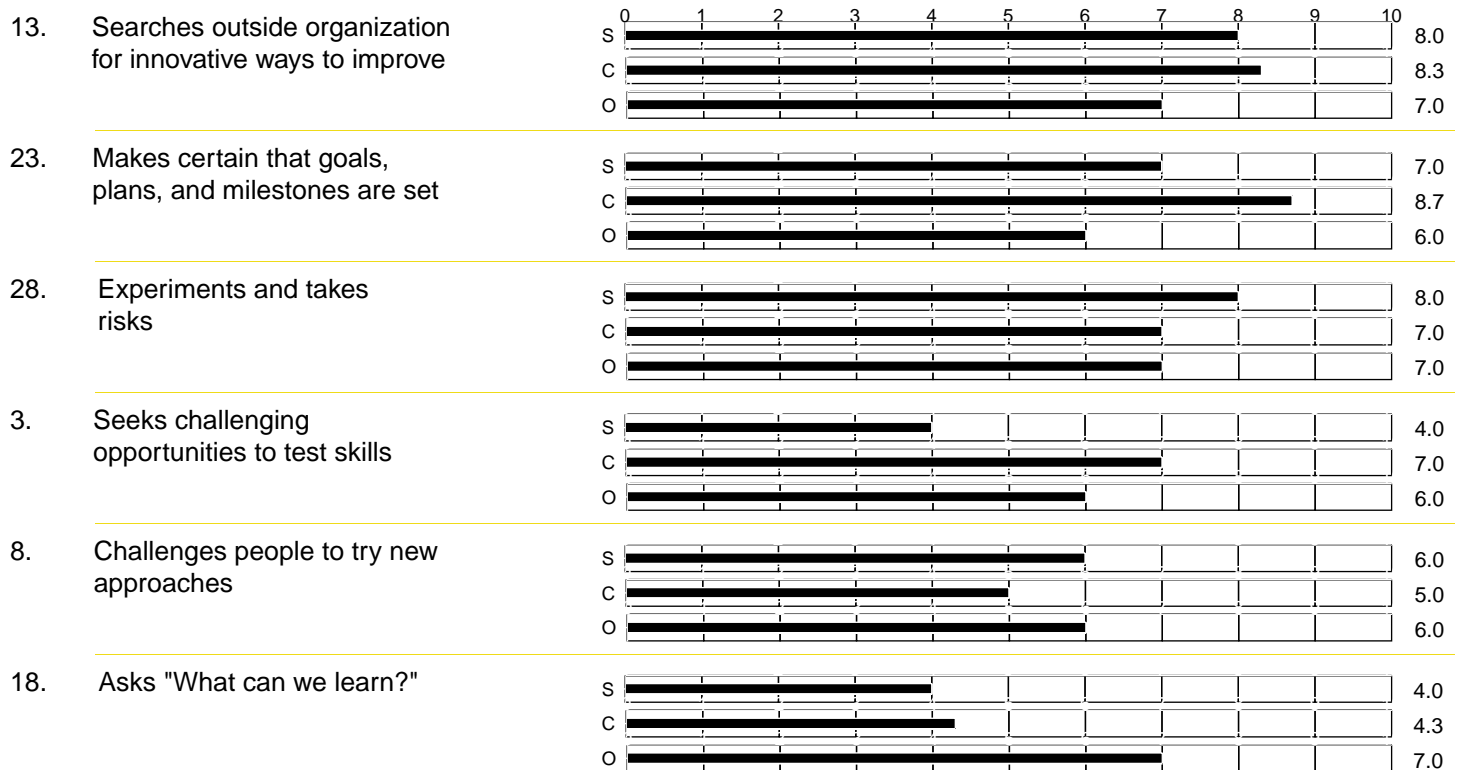


Challenge the Process Bar Graphs

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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

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.

Manager Direct Report Co-Worker Other
AVG Average of all LPI Observer Ratings

Self AVG Individual Observers

			<u>C</u>	<u>C2</u>	<u>C3</u>	<u>O1</u>	
14.	Treats people with dignity and respect	10	9.0	9	10	9	8
4.	Develops cooperative relationships	7	7.8	8	7	8	8
29.	Ensures that people grow in their jobs	8	7.2	8	8	6	7
24.	Gives people choice about how to do their work	9	6.8	6	8	4	9
19.	Supports decisions other people make	7	6.5	5	9	6	6
9.	Actively listens to diverse points of view	9	6.2	6	7	6	6

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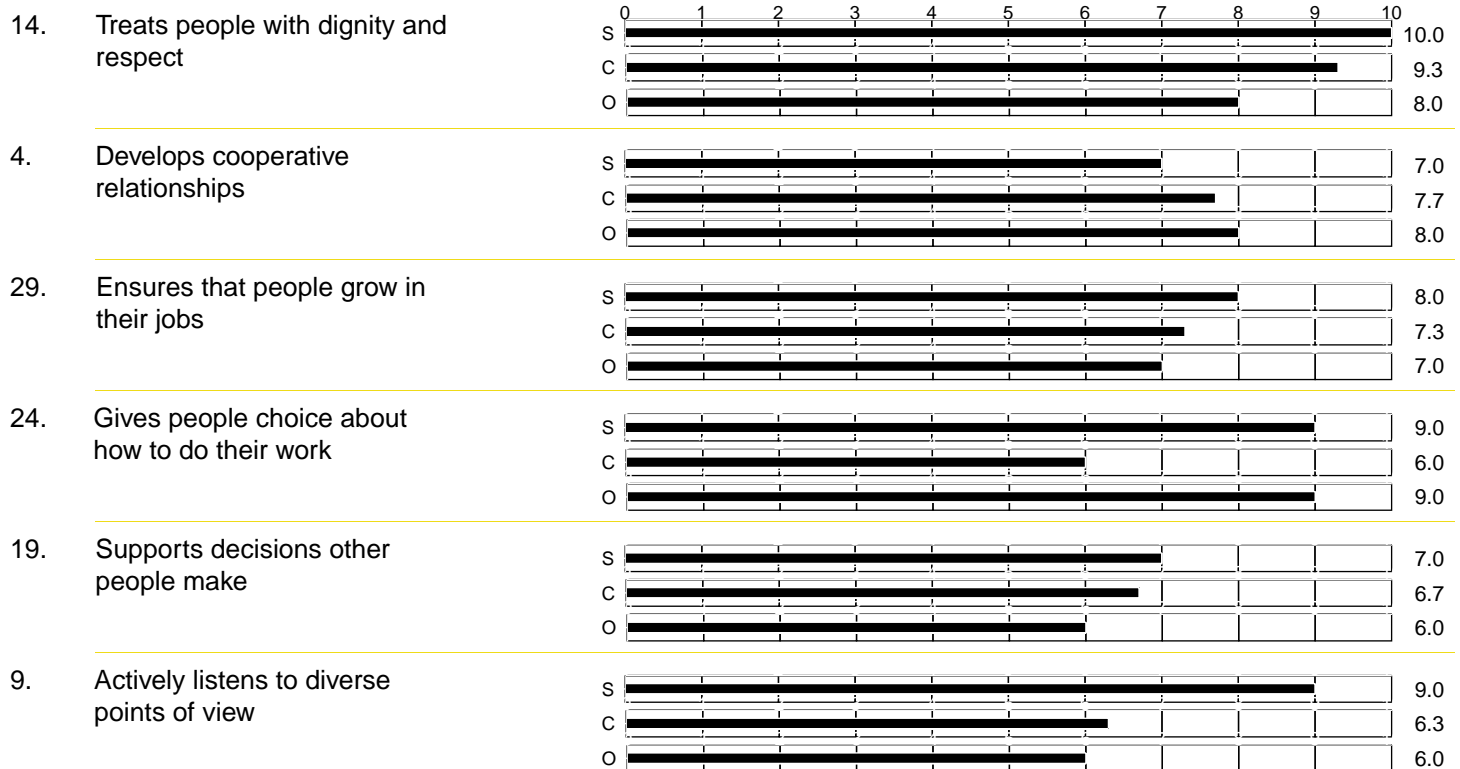


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Encourage the Heart Data Summary

- 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>C</u>	<u>C2</u>	<u>C3</u>	<u>O1</u>
15. Creatively rewards people for their contributions	3	7.8	9	7	8	7
25. Finds ways to celebrate accomplishments	6	7.8	10	9	6	6
10. Expresses confidence in people's abilities	4	7.0	5	8	8	7
20. Recognizes people for commitment to shared values	6	7.0	4	8	8	8
30. Gives team members appreciation and support	7	7.0	6	8	8	6
5. Praises people for a job well done	6	6.5	6	6	8	6

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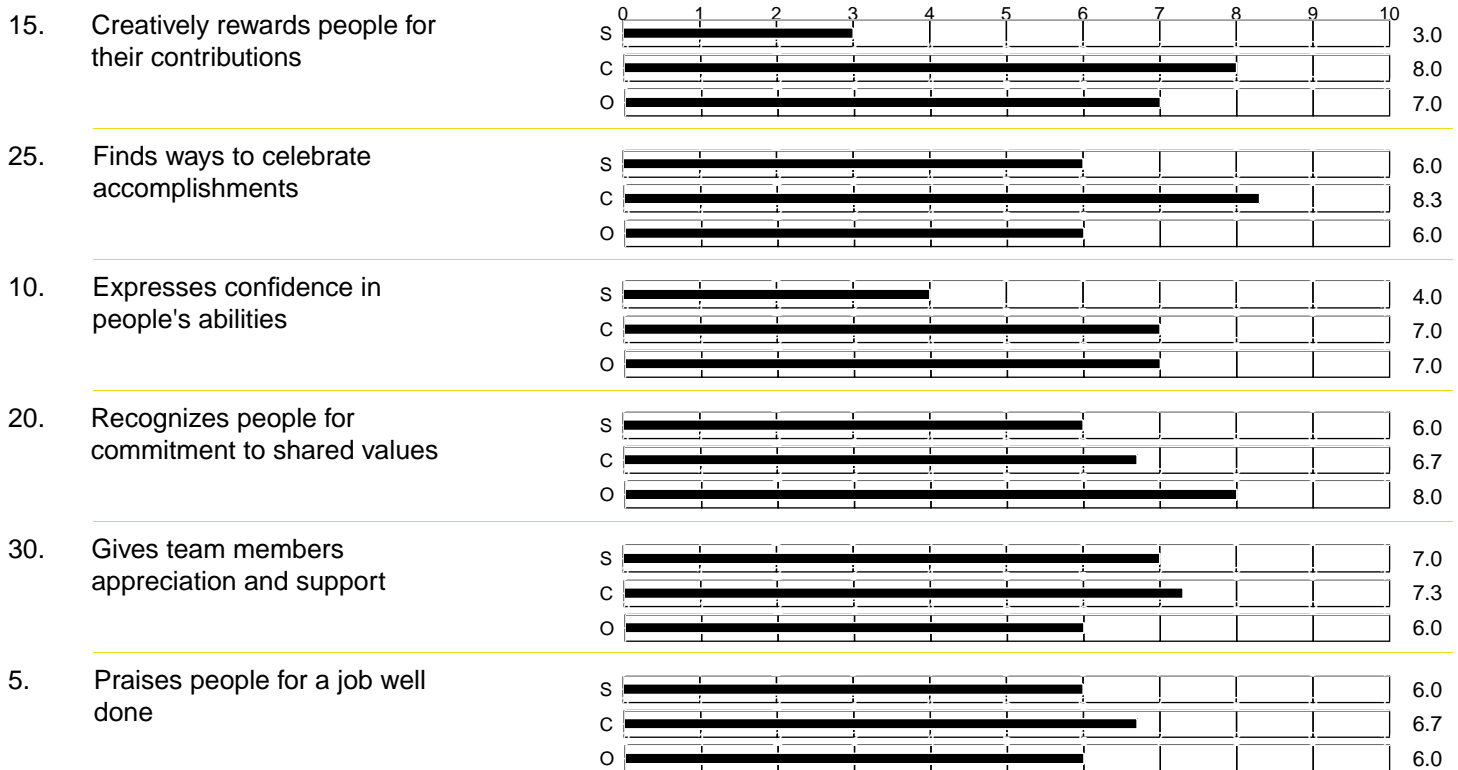


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Self Manager Direct Report Co-Worker Other



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.

