

360 Evaluation Feedback

A Stepping-Stone for Leadership Development



AMSPDC PLDP 2021

March 3, 2021

Virtual

AGENDA

- Objectives
- The Case for Leadership
- Leadership Essentials: “Physics” of Leadership
- Understanding Feedback
- The Leadership Practices Inventory (LPI)



THE CASE FOR LEADERSHIP

- “You cannot manage your way to the future, you must lead the way, and manage when you arrive.”
 - *John Kotter*



WHY IS LEADERSHIP SO IMPORTANT?

- **Destination and Direction-**
- If you don't know where you are going, you will wind up somewhere else. Yogi Berra
- Even if you are on the right track, if you don't look up once in awhile, you can get hit by a train. Will Rogers
- **Speed and complexity of change is crazy-It must be led.**
 - Complex, fast-moving “Mega” forces influencing all industries and professions, including health care and medicine...**this is also true of every job in an organization.**
- **Organizations and systems must learn how to learn to survive-**
 - “People change all the time without learning anything, but you can't learn without changing in some way.” Peter Senge, The 5th Discipline



THE CASE FOR LEADERSHIP – WHATEVER YOUR WHY, YOU MAKE A DIFFERENCE!



THE LEADERSHIP CHALLENGE

What is in the Way of Why

- Lack of Vision
- Unclear Goals
- Team Size
- Lack of Diversity
- No Accountability
- Warring Departments
- Toxic Culture
- Misaligned Values
- Resource Constraints
- The Leader at the Top
- Bad Actors
- Wrong Players
- Others?

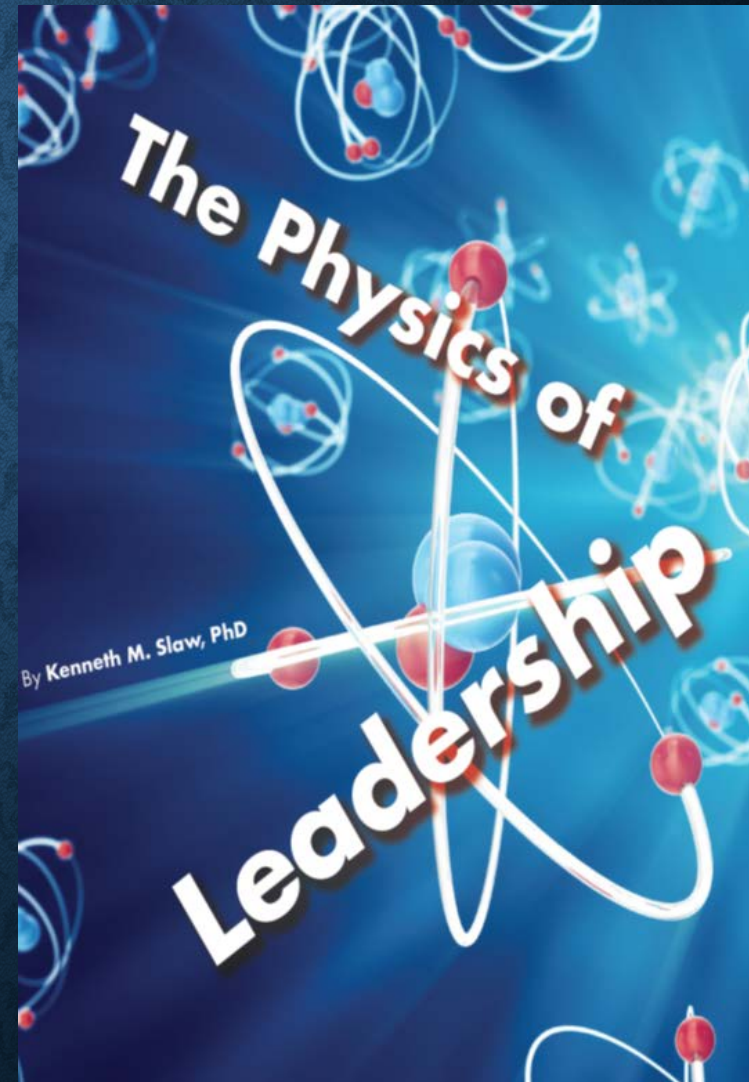


LEADERSHIP BY THE BOOKS



THERE IS A “PHYSICS” TO LEADING WELL

- **Leaders Work LARGE** Seeing the “whole” and then focusing on the interrelationships and patterns of change
- **Leaders Move People** - The elemental force at the center of leadership is understanding and mastery of Emotional Intelligence and the roots of human motivation:
 - Instilling passion/purpose in others (Purpose)
 - Igniting and fueling the chance for others to grow and develop (Mastery)
 - Creating safe space for people to experiment, take risks, and “own it” (Autonomy)
- **Change and Learning Never End** -Where order is tightest, change is likely coming, where chaos prevails, create order to harness the energy- The learning journey never ends so keep growing.



EMOTIONAL INTELLIGENCE DRIVES LEADERSHIP SUCCESS

- Self-Awareness
 - Know thyself
- Self-Regulation
 - Control thyself
- Motivating
 - Optimistic, positive outlook
 - Vision, have one, paint it in words
- Empathic
 - Care about, and for, others
 - Coach/mentor others
 - “Master of Multiple Styles”



WHAT SCIENCE TELLS US ABOUT LEADERSHIP...

- Begins within us...a purpose, a focus, a passion that drives us to share our energy and exert force externally
- Built from a core of Character and Credibility
- Measured by whether the force we are exerting influences positive transformation or change
- NOT position, title, or power, these are tools of influence
- Defined by a constellation of behaviors, it is therefore learnable by everyone
- Leadership is about ENERGY FLOW, Management is about SKILL SETS; There is Co-Dependence because RESULTS are required



EDUCATIONAL MACRO-CYCLE: HOW WE TEACH/LEARN LEADERSHIP

SKILL BUILDING-CONTEXT APPLICATION-EXPERIENTIAL GROWTH



EDUCATIONAL MICRO-CYCLE: WHERE LEADERSHIP LEARNING IS FOCUSED

SELF-OTHERS-CHANGE-RESULTS



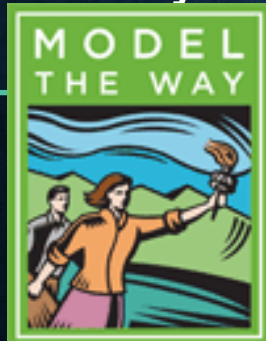
LEADERSHIP HAS AN EVIDENCE BASE

| | |
|---------------------|---------------------|
| 89% Honest | 27% Cooperative |
| 71% Forward-looking | 26% Determined |
| 69% Competent | 22% Courageous |
| 69% Inspiring | 21% Ambitious |
| 45% Intelligent | 21% Caring |
| 38% Broad-minded | 19% Loyal |
| 37% Fair-minded | 16% Imaginative |
| 35% Supportive | 14% Mature |
| 35% Dependable | 11% Self-controlled |
| 32% Straightforward | 5% Independent |

“The Leadership Challenge”, Kouzes and Posner, 2008, 2012, 2015, 2017, 2020

EXCELLENT LEADERS DEMONSTRATE 5 PRACTICES

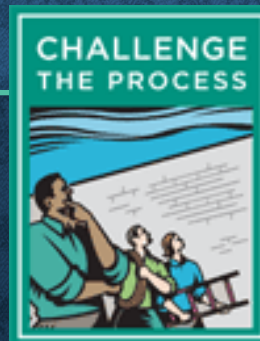
Model the
Way



Inspire a
Shared



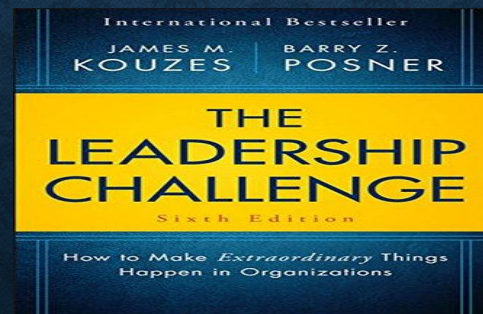
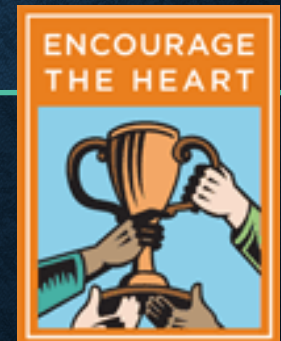
Challenge
the



Enable
Others to



Encourag
e the



25 YEARS OF RESEARCH: THE QUICK READ

Model the Way:

- You Make a Difference
- Credibility is the Foundation of Leadership
- Values drive commitment
- Trust rules
- Lead by example or you don't lead at all

All The Others:

- Focus on future sets leaders apart
- You can't do it alone
- Challenge is the crucible for greatness
- Best leaders are the best learners
- Leadership is an affair of the heart

JAMES M. KOUZES
BARRY Z. POSNER
Bestselling authors of The Leadership Challenge

THE TRUTH ABOUT LEADERSHIP

The **NO-FADS,**
HEART-OF-THE-MATTER
FACTS YOU NEED TO KNOW

OVER 10 MILLION COPIES SOLD

KOUZES
& POSNER
THE
LEADERSHIP
CHALLENGE

4th Edition

THE MOST TRUSTED SOURCE ON
BECOMING A BETTER LEADER

THE K/P 5 PRACTICES

Model the Way
(Self)

Inspire a Shared
Vision
(Others-Change)

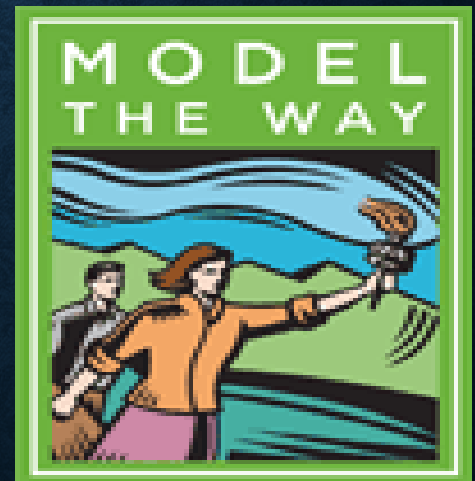
Challenge the
Process
(Change-Results)

Enable Others to
Act
(Others-Change)

Encourage the
Heart
(Self-Others)

MODEL THE WAY

- ❑ Clarify values by finding your voice and affirming shared values
- ❑ Set the example by aligning actions with shared values



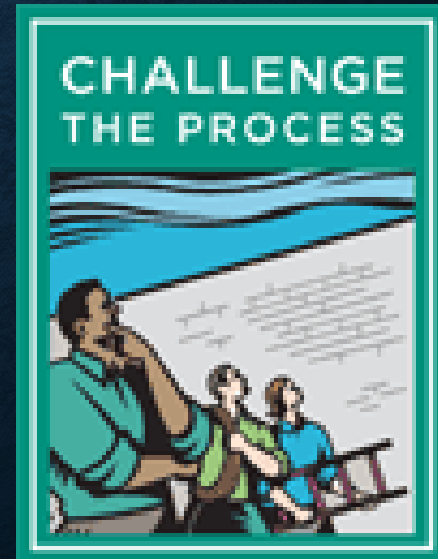
INSPIRE A SHARED VISION

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



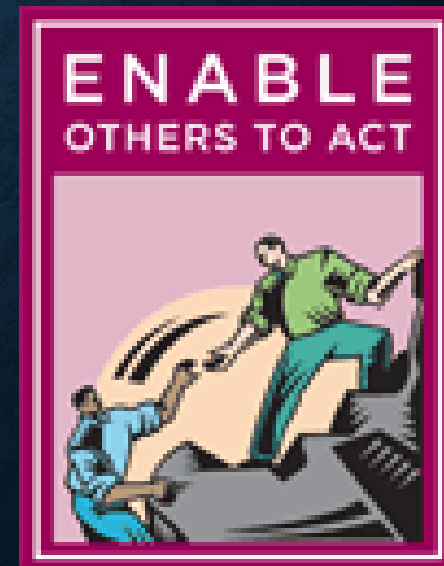
CHALLENGE THE PROCESS

- ❑ 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



ENABLE OTHERS TO ACT

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



ENCOURAGING THE HEART

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



AGENDA

- Objectives
- The Case for Leadership
- Leadership Essentials
- Understanding Feedback
- The Leadership Practices Inventory (LPI)



OBJECTIVES OF A 360

- To create a safe, shared **learning environment** using your 360 feedback as a leadership development tool
- To **obtain insights** that will enhance your leadership effectiveness
- To **increase awareness** of how you are perceived as a leader by those around you
- To **identify potential gaps** between your intentions and others' perceptions
- To **enhance your awareness of Emotional Intelligence**



FEEDBACK IS A GIFT



**If you are open to it...you will grow,
the choice is yours**

RECEIVING FEEDBACK CAN TRIGGER EMOTIONAL REACTIONS: NORMAL!

FIND THE NUGGETS OF TRUTH

- **S A R A**

- **S**urprise or **S**hock
- **A**nger
- **R**esistance
- **A**cceptance



RECOMMENDATION: TAKE A COGNITIVE APPROACH TO FEEDBACK

- Four questions to ask yourself when you receive 360 feedback:
 1. Do I understand the feedback?
 1. Data
 2. Context
 2. Which feedback trends feel most valid to me?
 3. What do I want to do with this feedback?
 4. Do I see 1-2 areas for focused attention?

AGENDA

- Objectives
- The Case for Leadership
- 10 Leadership Essentials
- Understanding Feedback
- The Leadership Practices Inventory (LPI)



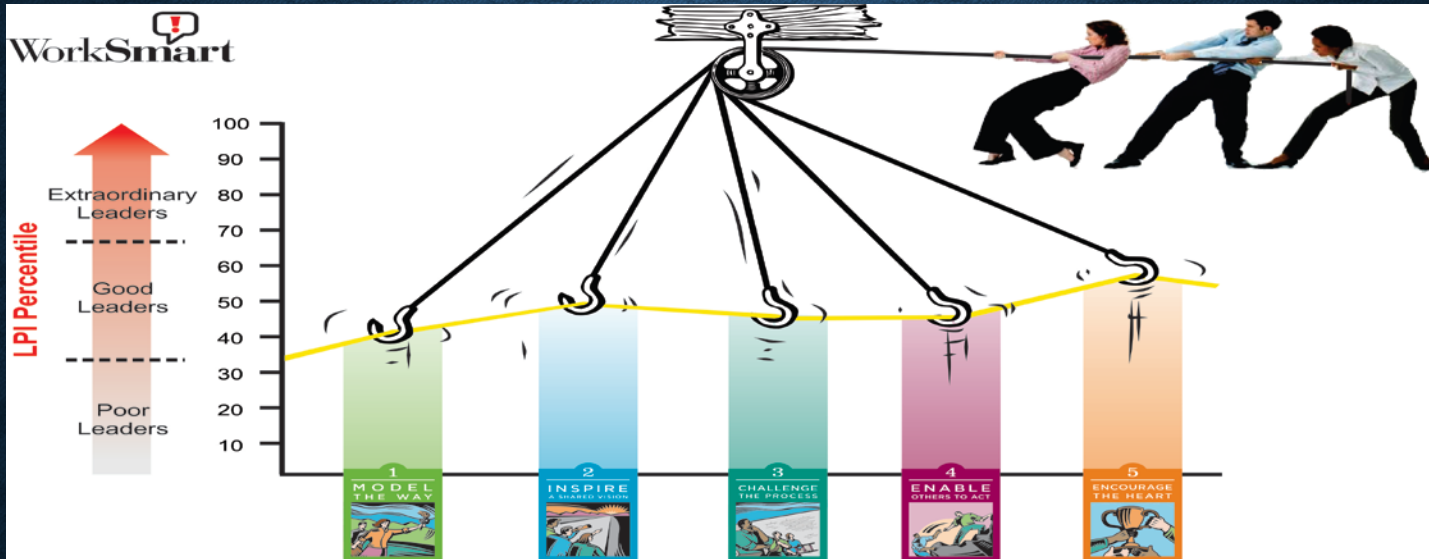
This is about learning – not a performance evaluation.

THE LEADERSHIP PRACTICES INVENTORY (LPI)

| Model the Way | Inspire a Shared Vision | Challenge the Process | Enable Others to Act | Encourage the Heart |
|---|---|--|---|---|
|  |  |  |  |  |

Evidence-based, rigorously tested, 30 years of research and data from millions of leaders around the world.

THE LEADERSHIP DIFFERENCE



Leaders who engage in The 5 Practices more frequently **achieve better results** than those who engage in them less frequently.

LEADERS WHO USE LPI BEHAVIORS FREQUENTLY:

- Create higher-performing teams.
- Generate increased sales and customer satisfaction.
- Foster loyalty and organizational commitment.
- Enhance motivation and willingness to work hard.
- More successfully represent their units to management.
- Facilitate high patient satisfaction and meet family member needs.

LPI®: Leadership Practices Inventory®

JAMES M. KOUZES & BARRY Z. POSNER

Group Assessment Report

February 24, 2021



THE FEEDBACK MINDSET OR FRAMEWORK

- Start with your self ratings as your anchor
- Focus on the big picture trends gleaned from overall ratings, and then Managers, Direct Reports, Co Workers, and Others
 - Look for variabilities and consistencies
- Take a balanced view: What “feels” valid?
- Don’t try to figure out who said what
- Identify one or two key take-aways
- Be mindful of your emotional reaction!

THE LPI 360






- **LPI Self:** a 30-item assessment that provides a way for individual leaders to measure the frequency of their own leadership behaviors on a 10-point frequency scale
- **LPI Observer:** a 30-item assessment that provides 360-degree feedback on the frequency of an individual's leadership behaviors on a 10-point frequency scale, completed by up to 10 people selected by the leader to participate in the process.

THE LPI REPORT

- ❑ 6 statements for each of the five practices for a total of 30 behavioral statements
- ❑ Observer Categories:
 - Self (S)
 - Manager (M)
 - Direct Reports (D)
 - Co-workers (C)
 - Others (O)
- ❑ Rating Scale 1-10
 - 1 = Almost Never.....10 = Almost Always

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.

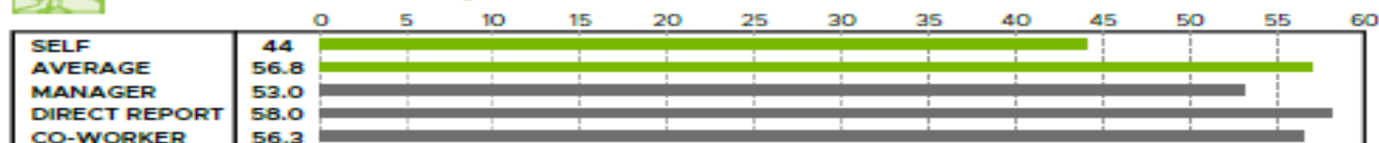
| | | SELF | | AVG | INDIVIDUAL OBSERVERS | | | | | | | |
|--|-------------------------|------|-------------|-----|----------------------|----|----|----|----|----|----|----|
| | | | | | M1 | D1 | D2 | D3 | D4 | C1 | C2 | C3 |
|  | Model the Way | 44 | 56.8 | | 53 | 60 | 60 | 55 | 57 | 53 | 58 | 58 |
|  | Inspire a Shared Vision | 39 | 55.5 | | 52 | 60 | 59 | 52 | 59 | 51 | 56 | 55 |
|  | Challenge the Process | 43 | 56.9 | | 55 | 60 | 60 | 56 | 60 | 50 | 56 | 58 |
|  | Enable Others to Act | 51 | 57.8 | | 56 | 60 | 60 | 59 | 58 | 52 | 58 | 59 |
|  | Encourage the Heart | 50 | 58.4 | | 57 | 60 | 60 | 60 | 59 | 51 | 60 | 60 |

The Five Practices Bar Graphs

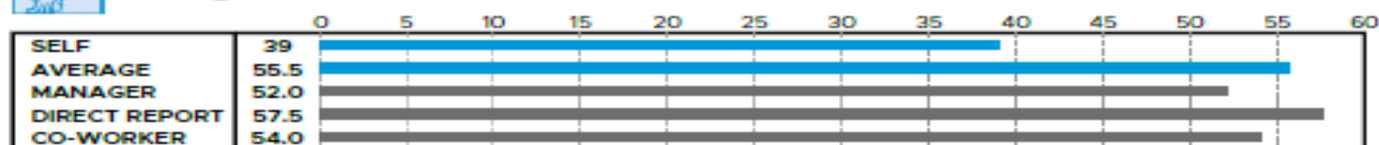
These bar graphs, one set for each leadership Practice, provide a graphic representation of the numerical data recorded on The Five Practices Data Summary page. By Practice, it shows the total response for Self and the average total for each category of Observer. Average refers to the average for all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



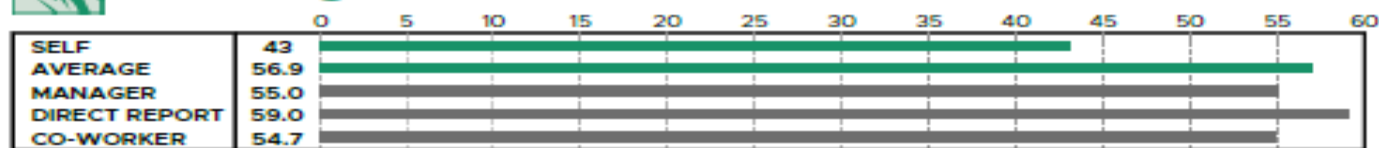
Model the Way



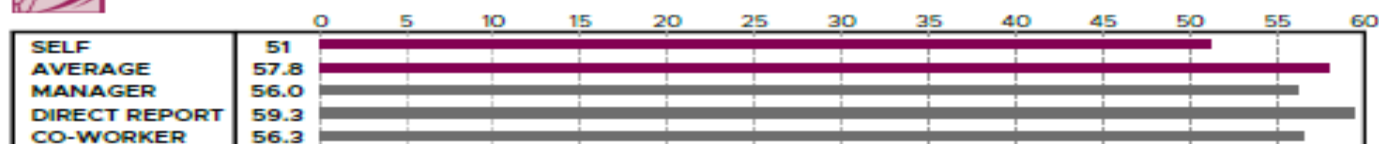
Inspire a Shared Vision



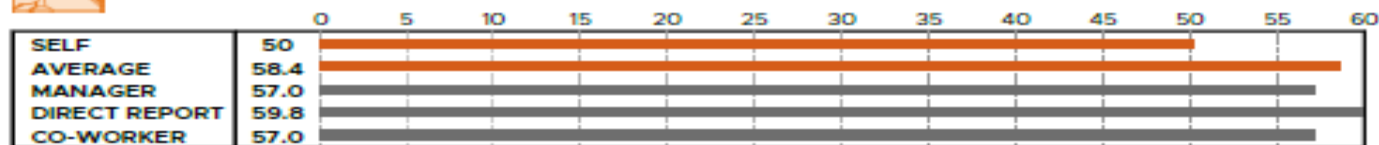
Challenge the Process



Enable Others to Act



Encourage the Heart



MOST FREQUENT

| | | PRACTICE | SELF | AVG +/- | M +/- |
|-----|---|-----------|------|---------|--------|
| 14. | Treats people with dignity and respect | Enable | 10 | 10.0 | 10.0 |
| 1. | Sets a personal example of what he/she expects of others | Model | 9 | 10.0 | 10.0 |
| 5. | Praises people for a job well done | Encourage | 10 | 9.9 | 10.0 |
| 11. | Follows through on promises and commitments he/she makes | Model | 9 | 9.9 | 10.0 |
| 30. | Gets personally involved in recognizing people and celebrating accomplishments | Encourage | 9 | 9.9 | 10.0 |
| 4. | Develops cooperative relationships among the people he/she works with | Enable | 9 | 9.8 | 10.0 |
| 15. | Makes sure that people are creatively recognized for their contributions to the success of our projects | Encourage | 9 | 9.8 | 10.0 |
| 18. | Asks "What can we learn?" when things don't go as expected | Challenge | 8 | 9.8 + | 9.0 |
| 13. | Actively searches for innovative ways to improve what we do | Challenge | 7 | 9.8 + | 10.0 + |
| 19. | Involves people in the decisions that directly impact their job performance | Enable | 7 | 9.8 + | 9.0 + |
| 20. | Publicly recognizes people who exemplify commitment to shared values | Encourage | 7 | 9.8 + | 9.0 + |
| 29. | Ensures that people grow in their jobs by learning new skills and developing themselves | Enable | 6 | 9.8 + | 10.0 + |
| 10. | Makes it a point to let people know about his/her confidence in their abilities | Encourage | 9 | 9.6 | 9.0 |
| 21. | Builds consensus around a common set of values for running our organization | Model | 7 | 9.6 + | 10.0 + |
| 3. | Seeks out challenging opportunities that test his/her own skills and abilities | Challenge | 8 | 9.5 | 10.0 + |
| 22. | Paints the "big picture" of what we aspire to accomplish | Inspire | 8 | 9.5 | 10.0 + |
| 28. | Takes initiative in anticipating and responding to change | Challenge | 7 | 9.5 + | 9.0 + |
| 25. | Tells stories of encouragement about the good work of others | Encourage | 6 | 9.5 + | 9.0 + |
| 24. | Gives people a great deal of freedom and choice in deciding how to do their work | Enable | 10 | 9.4 | 9.0 |
| 7. | Describes a compelling image of what our future could be like | Inspire | 7 | 9.3 + | 8.0 |
| 23. | Identifies measurable milestones that keep projects moving forward | Challenge | 7 | 9.3 + | 8.0 |
| 26. | Is clear about his/her philosophy of leadership | Model | 7 | 9.3 + | 8.0 |
| 27. | Speaks with genuine conviction about the higher meaning and purpose of our work | Inspire | 7 | 9.3 + | 6.0 |
| 12. | Appeals to others to share dream of the future | Inspire | 6 | 9.3 + | 9.0 + |
| 17. | Shows others how their long-term interests can be realized by enlisting in a common vision | Inspire | 6 | 9.3 + | 9.0 + |
| 9. | Actively listens to diverse points of view | Enable | 9 | 9.1 | 8.0 |
| 6. | Makes certain that people adhere to the principles and standards that have been agreed upon | Model | 7 | 9.1 + | 8.0 |
| 8. | Challenges people to try out new and innovative ways to do their work | Challenge | 6 | 9.1 + | 9.0 + |
| 2. | Talks about future trends that will influence how our work gets done | Inspire | 5 | 9.0 + | 10.0 + |
| 16. | Asks for feedback on how his/her actions affect other people's performance | Model | 5 | 8.9 + | 7.0 + |

LEAST FREQUENT

MODEL THE WAY DATA SUMMARY

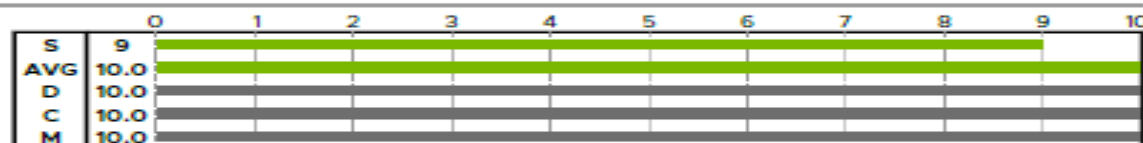


Model the Way Bar Graphs

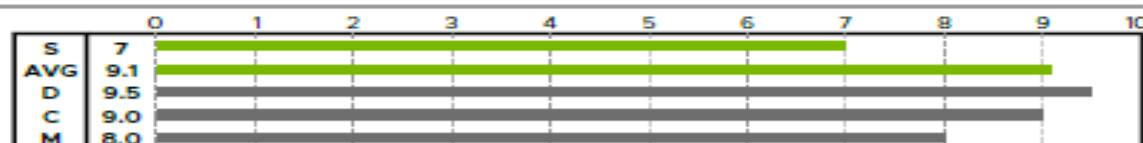
- Clarify values by finding your voice and affirming shared values
- Set the example by aligning actions with shared values

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.

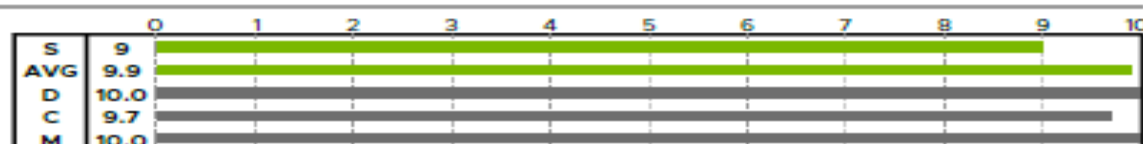
4. Sets a personal example of what he/she expects of others



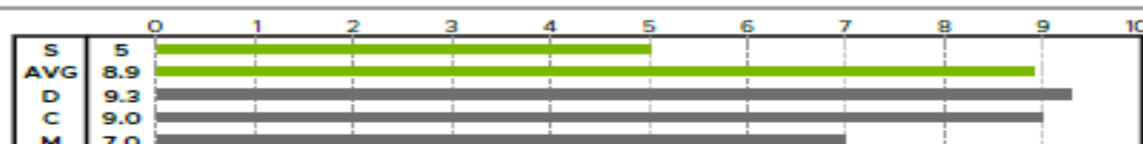
5. Makes certain that people adhere to the principles and standards that have been agreed upon



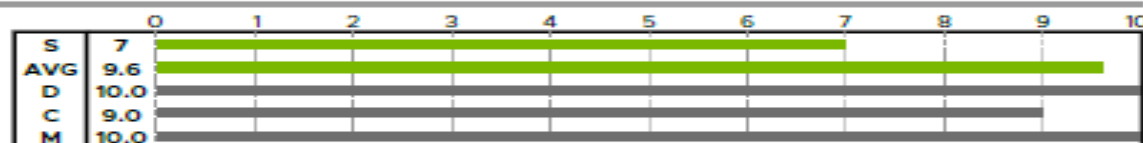
6. Follows through on promises and commitments he/she makes



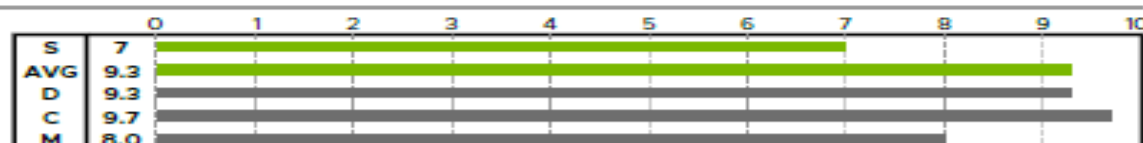
7. Asks for feedback on how his/her actions affect other people's performance



8. Builds consensus around a common set of values for running our organization



9. Is clear about his/her philosophy of leadership



RESPONSE SCALE

1-Almost Never
2-Rarely

3-Seldom
4-Once in a While

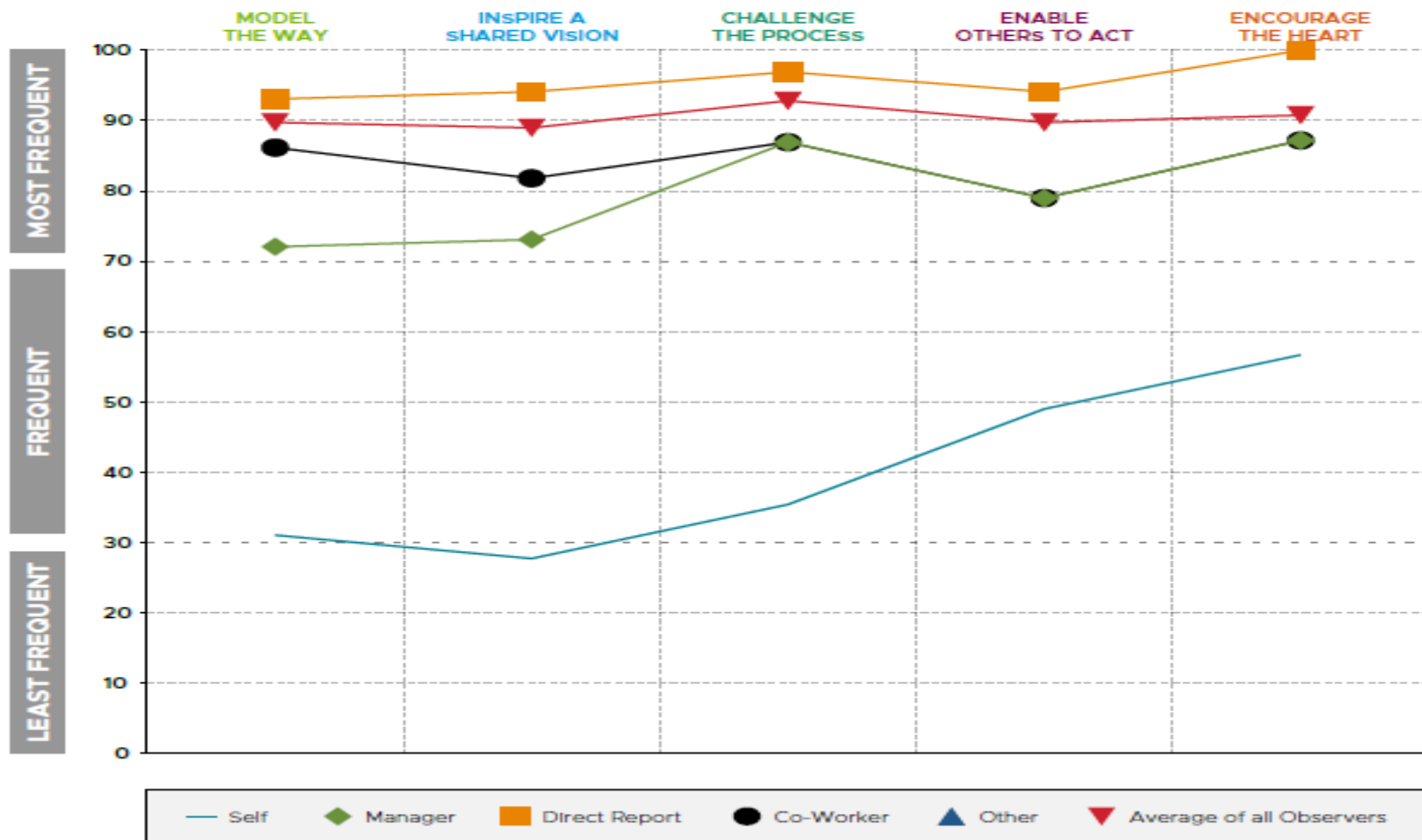
5-Occasionally
6-Sometimes

7-Fairly Often
8-Usually

9-Very Frequently
10-Almost always

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.



SCANNING FOR TRENDS

- ☐ Do your self-ratings tend to be consistently higher or lower than the average for all the raters?
- ☐ Are your self-ratings closer to your supervisor (M), Direct Reports (D) or Colleagues (C) ratings?
- ☐ Are 1-2 practices consistently different between your self-ratings and all the others that rated you?

THE LPI REPORT BY COHORT

□ Both Cohorts Together



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 | 50.0 | 6.5 |
| | Manager | 50.6 | 8.4 |
| | Direct Report | 54.5 | 5.5 |
| | Co-Worker | 53.4 | 4.9 |
| | Other | 54.6 | 6.6 |
| | All Observers | 53.8 | 5.8 |
|  Inspire a Shared Vision | Self | 48.0 | 4.7 |
| | Manager | 48.1 | 10.5 |
| | Direct Report | 54.1 | 5.7 |
| | Co-Worker | 52.7 | 5.8 |
| | Other | 53.7 | 5.6 |
| | All Observers | 53.1 | 6.4 |
|  Challenge the Process | Self | 49.9 | 5.5 |
| | Manager | 48.6 | 12.2 |
| | Direct Report | 54.5 | 5.7 |
| | Co-Worker | 51.5 | 6.7 |
| | Other | 52.1 | 7.1 |
| | All Observers | 52.8 | 7.1 |
|  Enable Others to Act | Self | 53.4 | 4.6 |
| | Manager | 50.3 | 13.1 |
| | Direct Report | 55.1 | 4.5 |
| | Co-Worker | 54.2 | 4.6 |
| | Other | 54.1 | 5.7 |
| | All Observers | 54.2 | 6.0 |
|  Encourage the Heart | Self | 51.3 | 7.1 |
| | Manager | 49.3 | 13.7 |
| | Direct Report | 54.0 | 7.1 |
| | Co-Worker | 54.5 | 4.9 |
| | Other | 55.9 | 4.1 |
| | All Observers | 53.9 | 7.1 |

**ALL OBSERVERS SURVEYS
TALLIED: 73**

Self Surveys Tallied: 9
Manager Surveys Tallied: 7

Direct Report Surveys Tallied: 35
Co-Worker Surveys Tallied: 22

Other Surveys Tallied: 9

COHORT LPI BY THE #S...

- Cohort 2020/2021
- 9 Self Ratings: Overall Average 50.2; Range 39-58
- 73 Observer Ratings: Overall Average 53.6; Range 33-60
 - Manager: 35; Ave = 49.38
 - Direct Reports: 59; Ave=50.2
 - Co-Workers: 116; Ave= 54.4
 - Others: 21; Ave= 54.1
- Tendency to be harder on self than those around you
- Manager ratings tend to be lower than other observers
- **Inspiring a Shared Vision** and **Challenging the Process** Have the Greatest Variability between Self and all Other observer ratings
- **Enabling Others to Act** has the smallest variability between Self and all Other observer ratings

COMPARING PLDP COHORTS

2020 Cohort (3)

- Ave Self= 50.53; Range = 47.8-54.4 (6.6)
- Ave Others=54.9; Range = 54.2-55.6 (1.4)

2021 Cohort (6)

- Ave Self= 50.53; Range = 43.4-56.2 (12.8)
- Ave Others= 53.5; Range = 47.8-57.1 (9.3)

MOST FREQUENT

| | PRACTICE | SELF | AVG +/- | M +/- |
|---|-----------|------|---------|-------|
| 14. Treats people with dignity and respect | Enable | 9.9 | 9.6 | 9.0 |
| 11. Follows through on promises and commitments he/she makes | Model | 9.4 | 9.4 | 9.3 |
| 1. Sets a personal example of what he/she expects of others | Model | 9.2 | 9.3 | 8.6 |
| 30. Gets personally involved in recognizing people and celebrating accomplishments | Encourage | 8.8 | 9.3 | 8.4 |
| 4. Develops cooperative relationships among the people he/she works with | Enable | 9.4 | 9.2 | 8.4 |
| 5. Praises people for a job well done | Encourage | 9.2 | 9.2 | 8.6 |
| 9. Actively listens to diverse points of view | Enable | 9.1 | 9.1 | 8.4 |
| 27. Speaks with genuine conviction about the higher meaning and purpose of our work | Inspire | 9.1 | 9.1 | 7.6 |
| 15. Makes sure that people are creatively recognized for their contributions to the success of our projects | Encourage | 8.8 | 9.1 | 8.6 |
| 22. Paints the "big picture" of what we aspire to accomplish | Inspire | 8.7 | 9.1 | 8.1 |
| 28. Takes initiative in anticipating and responding to change | Challenge | 8.3 | 9.1 | 8.1 |
| 20. Publicly recognizes people who exemplify commitment to shared values | Encourage | 8.1 | 9.1 | 8.3 |
| 21. Builds consensus around a common set of values for running our organization | Model | 7.9 | 9.1 | 8.6 |
| 3. Seeks out challenging opportunities that test his/her own skills and abilities | Challenge | 8.4 | 9.0 | 8.3 |
| 29. Ensures that people grow in their jobs by learning new skills and developing themselves | Enable | 8.6 | 8.9 | 8.0 |
| 6. Makes certain that people adhere to the principles and standards that have been agreed upon | Model | 8.0 | 8.9 | 8.1 |
| 13. Actively searches for innovative ways to improve what we do | Challenge | 8.8 | 8.8 | 8.3 |
| 26. Is clear about his/her philosophy of leadership | Model | 8.6 | 8.8 | 7.6 |
| 24. Gives people a great deal of freedom and choice in deciding how to do their work | Enable | 8.3 | 8.8 | 8.0 |
| 23. Identifies measurable milestones that keep projects moving forward | Challenge | 8.2 | 8.8 | 7.9 |
| 19. Involves people in the decisions that directly impact their job performance | Enable | 8.1 | 8.8 | 8.4 |
| 18. Asks "What can we learn?" when things don't go as expected | Challenge | 8.0 | 8.8 | 7.9 |
| 2. Talks about future trends that will influence how our work gets done | Inspire | 7.8 | 8.8 | 8.6 |
| 12. Appeals to others to share dream of the future | Inspire | 7.0 | 8.8 + | 8.1 |
| 10. Makes it a point to let people know about his/her confidence in their abilities | Encourage | 8.3 | 8.7 | 8.1 |
| 7. Describes a compelling image of what our future could be like | Inspire | 7.9 | 8.7 | 7.6 |
| 25. Tells stories of encouragement about the good work of others | Encourage | 8.1 | 8.6 | 7.3 |
| 17. Shows others how their long-term interests can be realized by enlisting in a common vision | Inspire | 7.6 | 8.6 | 8.1 |
| 16. Asks for feedback on how his/her actions affect other people's performance | Model | 6.9 | 8.4 | 8.4 |
| 8. Challenges people to try out new and innovative ways to do their work | Challenge | 8.1 | 8.3 | 8.1 |

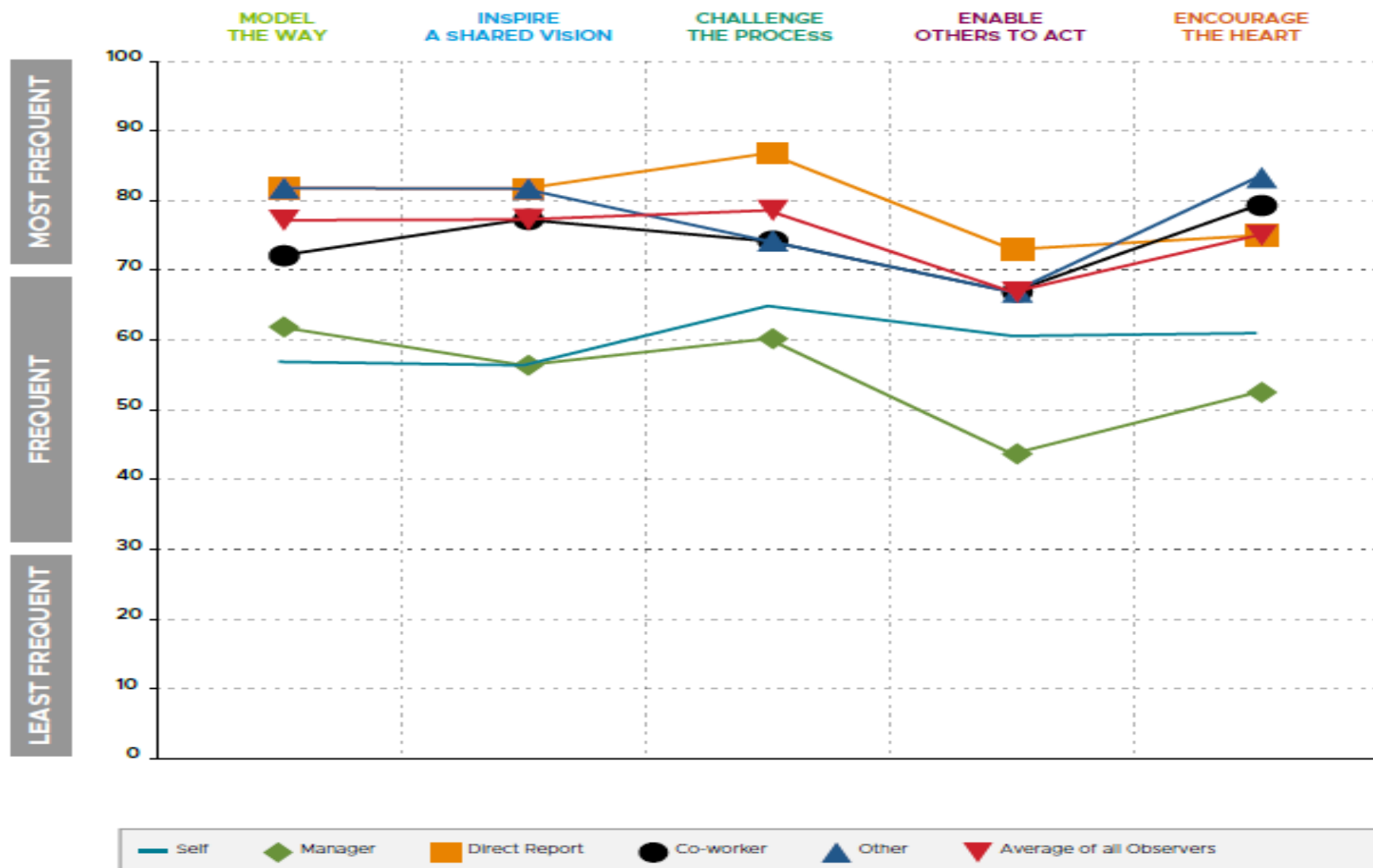
LEAST FREQUENT

FREQUENCY TAKE-AWAYS

- **Enabling Others, Modeling the Way, and Encouraging the Heart** are most frequently exhibited
 - Treating people with dignity
 - Following through on commitments
 - Setting an example
 - Recognizing accomplishments of others
 - Cooperative relationships
 - Active listening
 - Speaks with purpose about higher meaning of work
- **Inspiring a Shared Vision and Challenging the Process** are less frequently exhibited
 - Challenges others to try new innovative approaches
 - Asks others for feedback
 - Shows others how their vision can aid their long-term interests
 - Taking time to celebrate accomplishments
 - Describing a compelling image of the future
 - Express confidence in others' abilities
 - Shares dreams/vision about the future
- Taking an extra moment to “connect the dots” for others on how your behavior aligns to your philosophy of leadership, or larger vision, could be very helpful
- Finding authentic and personal ways to build consensus, set milestones, and ask for feedback could be very helpful

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.

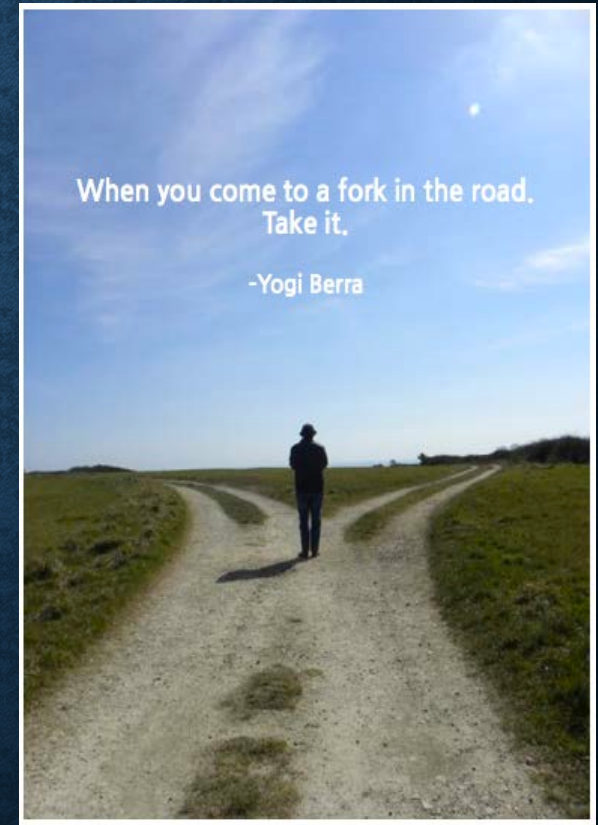


REFLECTING

- 2021s
 - Major trends/sweeping observations?
 - Emotional reaction: Confused? Disappointed? Relieved?
 - 1-2 practices or single behaviors resonate as needing work?
 - How might you work on those 1-2 this coming year?
 - What support do you need?
- 2020s
 - Comparing last year to this year...what changed?
 - Did you improve in areas you set out to improve? Why or why not?

WHAT IS NEXT?

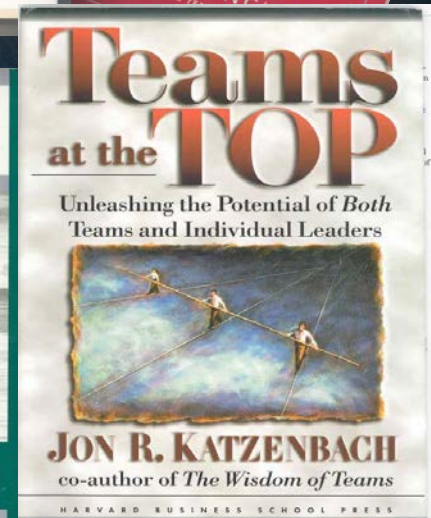
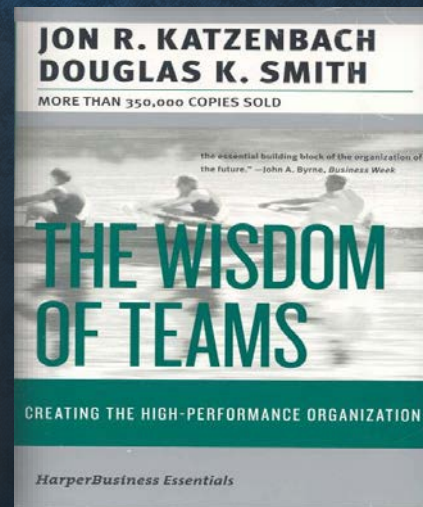
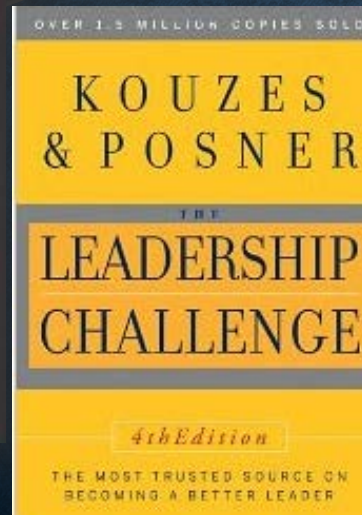
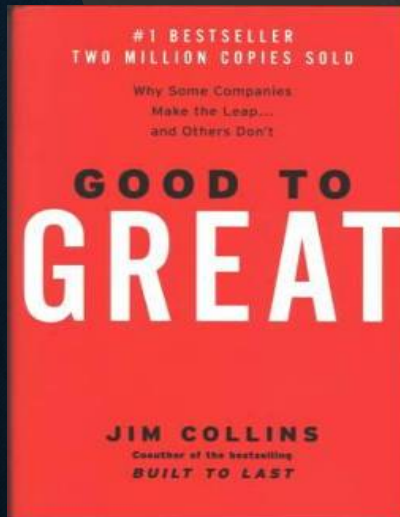
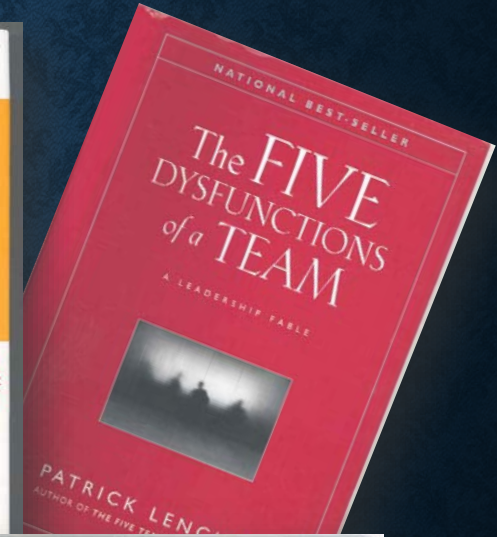
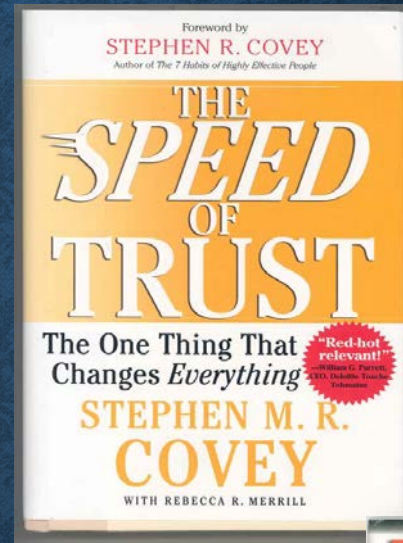
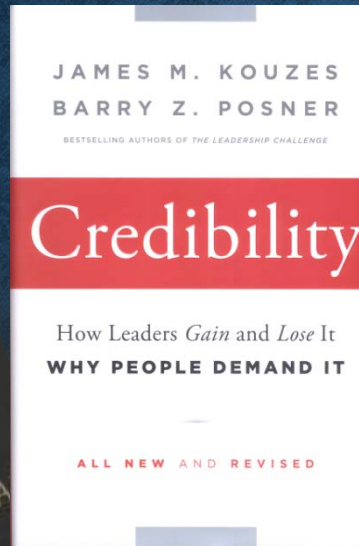
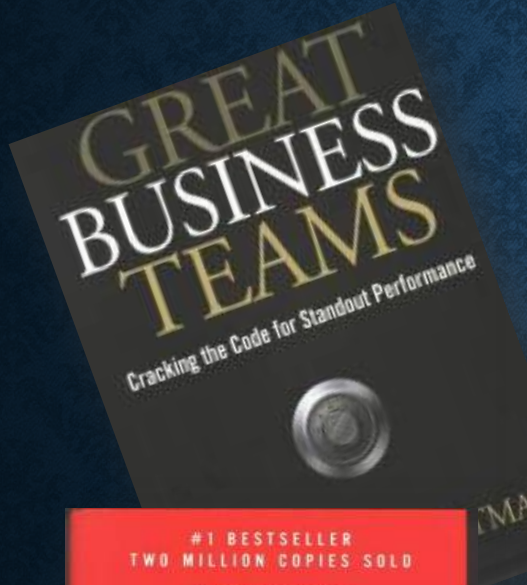
- For you:
 - Make a learning contract with yourself and one other member of the Cohort or Faculty to work on 1-2 practices or behaviors.
 - Check in with each other 3X in the coming year to discuss experiences and results.
- For your raters:
 - Thank those you asked to participate
 - Acknowledge the messages and ask for necessary clarification
 - Be honest about the feedback and how you felt about it
 - Ask for continuing feedback and support
 - Make a public commitment to work on improving
 - Search out resources as needed



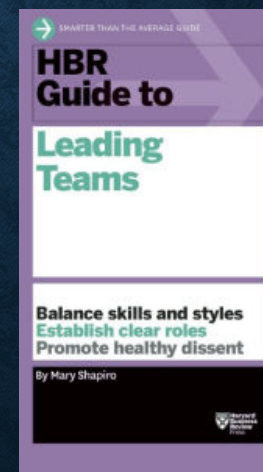
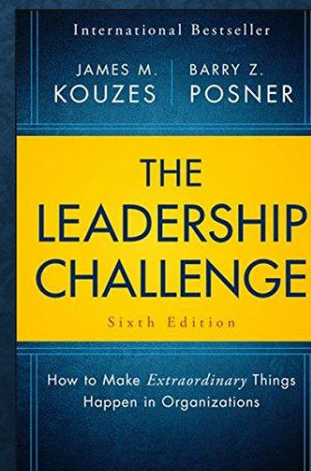
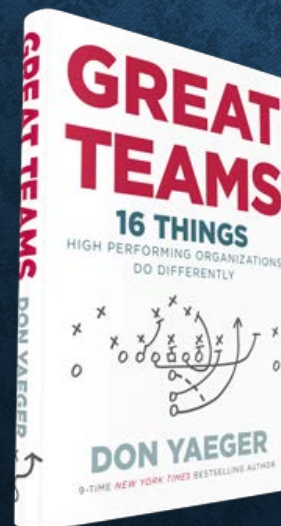
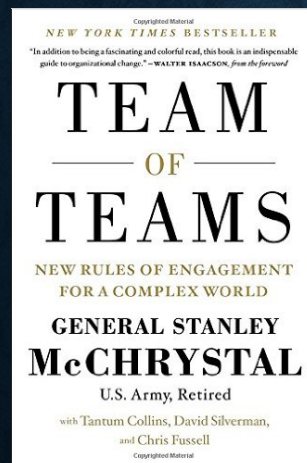
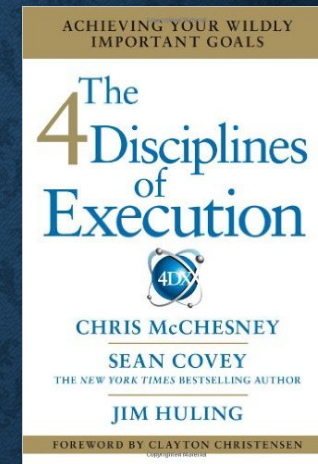
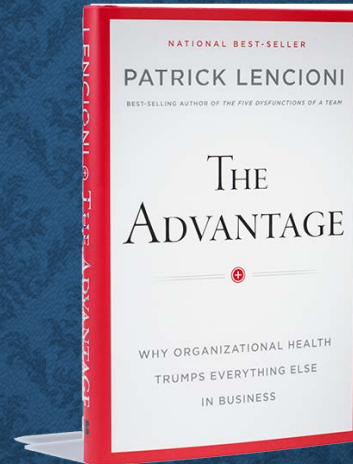
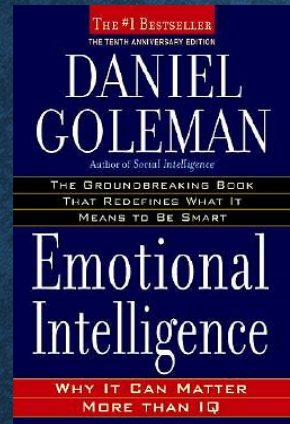
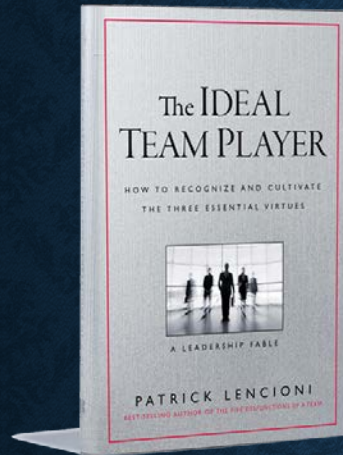
PUT THE FIVE PRACTICES TO WORK IN EVERYDAY!

- Model the Way by setting an example.
- Inspire a Shared Vision by talking about your hopes and dreams.
- Challenge the Process by discussing your leadership behavior.
- Enable Others to Act by sharing the feedback.
- Encourage the Heart by thanking people for the feedback.

REFERENCES



ADDITIONAL RESOURCES





Question



THANK YOU

- For your mission and purpose
- For your commitment and dedication
- For your leadership, past, present, and future

