

THE LEADERSHIP PRACTICES INVENTORY

What Leaders Do to Get Extraordinary Things Done in Organizations -- Lani Robbins, Ph.D.

What is Leadership?

- What makes leaders successful?
- What is exemplary leadership?
- What are the characteristics of someone demonstrating exemplary leadership?

Kouzes and Posner: their work

- Research began in the early 1980s
- Research involved middle managers in their various roles in business and community organizations.
- One of the most widely used 360-degree leadership assessment instruments available; more than 250,000 leaders have completed the LPI along with more than one million observers.
- More than 200 academic studies and masters theses written using LPI as research tool.

Leadership Practices Inventory

- Results clustered around Five Practices
- The more frequently practices were observed, the more likely viewed as better leaders.

Leadership Assumptions

- Leadership is an observable set of skills and abilities that can be learned and improved;
- Leadership is a relationship; and
- Leadership development includes self-development

Activity

- Think of the best leader you have ever known—someone you had personal experience with as a boss or a person you observed.
- *What does this person do and what abilities does this person have that make you admire him or her as a leader?*

LPI Sample Individual Practice Results

Challenging

<u>The Process</u>	<u>Self Rating</u>	<u>LPI-Observer Ratings</u>							
		<u>Ave</u>	<u>M</u>	<u>D1</u>	<u>D2</u>	<u>C1</u>	<u>C2</u>	<u>O1</u>	<u>O2</u>
16. Asks, What can we learn”?	7	8.6	9	10	9	8	9	8	7
21. Experiments And takes risks.	7	7.3	3	8	8	7	9	8	8
1. Seeks challeng- ing opportunities.	6	7.1	7	7	7	7	7	7	8
6. Challenges people to try new approaches.	7	7.1	8	6	7	7	8	7	7
7. Looks outside organization for ways to improve	9	7.1	7	8	7	7	7	8	6
26. Takes initiative to overcome obstacles.	7	6.9	5	6	7	7	7	8	8

Leadership Behaviors Ranked by LPI-Observer Scores

		<u>Self</u>	<u>Observers</u>
9. Ensures that people adhere to agreed-on standards.	Modeling	9	8.7
19. Is clear about his/her philosophy of leadership.	Modeling	9	8.7
14. Follows through on promises and commitments.	Modeling	9	8.6
16. Asks “What can we learn:?”	Challenging	7	8.6*
24. Ensures that goals, plans, milestones are set.	Modeling	8	8.4
3. Develops cooperative relationships.	Enabling	6	8.1*

OTHER HIGHEST RATED BEHAVIORS

BELOW LINE ARE LOWEST RATED BEHAVIORS

6. Challenges people to try new approaches.	Challenging	7	7.1
11. Looks outside organization for ways to improve.	Challenging	9	7.1*
2. Talks about future trends.	Inspiring	7	5.1

*Differences between Observers’ and Self ratings=greater than 1.5

Your Results

- What strengths are indicated by the ratings you received?
- What areas of development do you see in the results?
- What one or two things would you like to improve?
- What relationship(s) warrant improvement?