



Student Leadership Practices Inventory® 360

BY JAMES M. KOUZES & BARRY Z. POSNER

Individual Feedback Report

Prepared for Heather Westman | November 30, 2021

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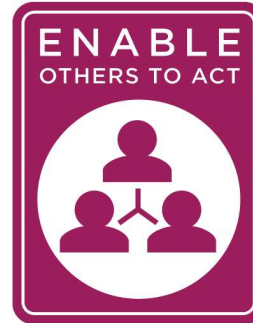
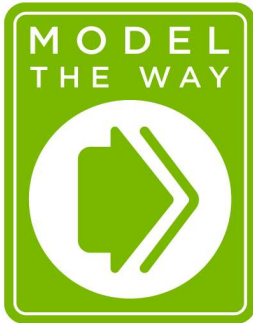


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The Five Practices of Exemplary Leadership®

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 and reviewing thousands of case studies about when people were at their personal best as leaders, there emerged five leadership practices common to making extraordinary things happen, which have subsequently been validated by over three million survey respondents around the globe. You can read more in depth about The Five Practices in *The Student Leadership Challenge* book. The Five Practices are:



The Student Leadership Practices Inventory 360 (Student LPI 360) 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. Research continually documents that leadership and organizational effectiveness improve with the more frequent use of these leadership practices.

ABOUT YOUR Student LPI 360 REPORT

The Student LPI 360 measures the frequency of 30 specific leadership behaviors on a five-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-Rarely or Seldom	2-Once in a While	3-Sometimes	4-Often	5-Very Frequently
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In the following report pages, you'll see your Student LPI Self responses and your Observer responses. The Average Observer rating is an average of all your Student LPI Observer responses.

RATER RESPONSE RATE: You requested a total of **4** observers to rate you; of these, **4** 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 Student LPI 360 responses for each leadership Practice. The Self column shows the total of your own responses to the six behavioral statements about each leadership Practice. The Observers' Average column shows the average of all of your Observers' total responses. The Individual Observers columns show the total of each Observer's six responses for the Practice. Total responses for each Practice can range from 6 to 30; which represents adding up the response score (ranging from 1-Rarely or Seldom to 5-Very Frequently) for each of the six behavioral statements related to that practice.

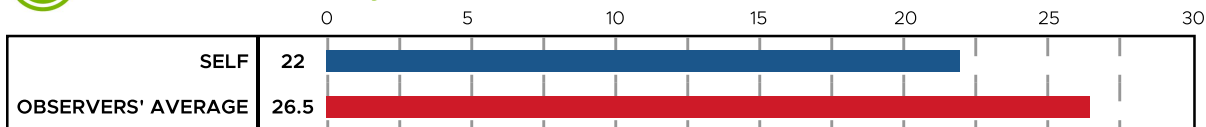
	SELF	OBSERVERS' AVERAGE	INDIVIDUAL OBSERVERS				
			O1	O2	O3	O4	
 Model the Way	22	26.5	30	26	24	26	
 Inspire a Shared Vision	19	27.5	30	28	26	26	
 Challenge the Process	23	28.0	30	27	28	27	
 Enable Others to Act	22	28.0	30	27	27	28	
 Encourage the Heart	14	25.8	30	26	19	28	

The Five Practices Bar Graphs

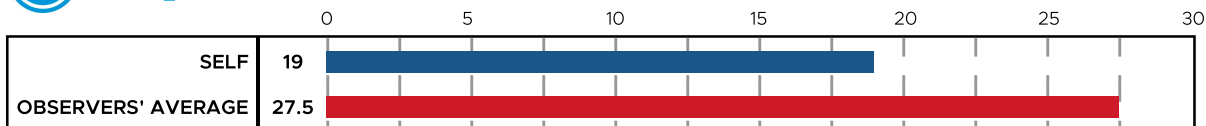
These bar graphs, one set for each leadership Practice, provide a graphic representation of the numerical data recorded on The Five Practices Data Summary pages. By leadership Practice, it shows the total response for Self and the average for all Observers. Total responses can range from 6 to 30; which represents adding up the response score (ranging from 1-Rarely or Seldom to 5-Very Frequently) for each of the six behavioral statements related to that Practice.



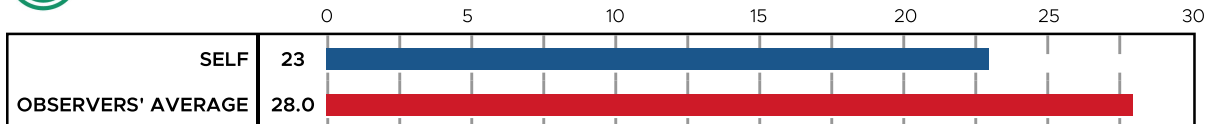
Model the Way



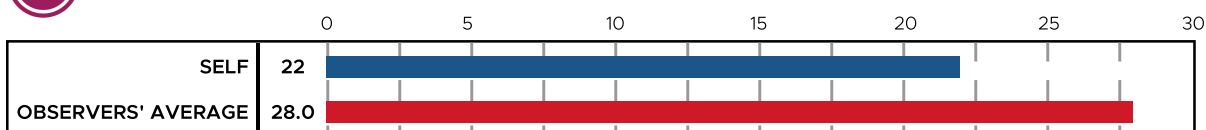
Inspire a Shared Vision



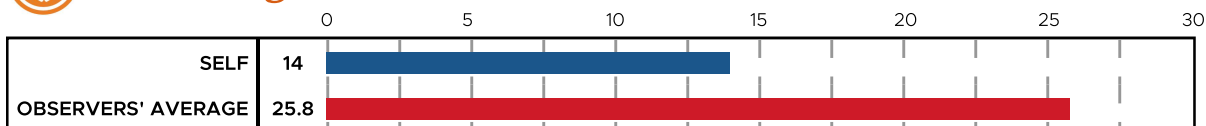
Challenge the Process



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. Horizontal lines separate the 10 most and the 10 least frequent behaviors from the middle 10. The response scale runs from 1-Rarely or Seldom to 5-Very Frequently. This information may be useful to you in deciding which Practices to focus on for improvement.

	LEADERSHP PRACTICE	SELF	OBSERVERS' AVERAGE
22. Paints "big picture" of group aspirations	Inspire	2	3.8 *
<div> <div>Student LPI behavior # and statement</div> <div>Indicates the behavior is related to the Practice of Inspire a Shared Vision</div> <div>Asterisk indicates difference between Observer's and Self rating was greater than 1.5</div> </div>			
1. Sets personal example	Model	5	4.7
<div> <div>Indicates the behavior is related to the Practice of Model the Way</div> </div>			
	LEADERSHP PRACTICE	SELF	OBSERVERS' AVERAGE

RESPONSE SCALE

1-Rarely or Seldom

2-Once in a While

3-Sometimes

4-Often

5-Very Frequently

Leadership Behaviors Ranking

This page shows the ranking from most frequent (top) to least frequent (bottom) of all 30 leadership behaviors based on the average Observers' score. An asterisk (*) indicates that the difference between Observers' and Self rating is greater than 1.5.

MOST FREQUENT		LEADERSHIP PRACTICE	SELF	OBSERVERS' AVERAGE
2.	Looks ahead and communicates future	Inspire	5	5.0
3.	Challenges skills and abilities	Challenge	5	5.0
11.	Follows through on promises	Model	5	5.0
1.	Sets personal example	Model	4	5.0
14.	Treats others with respect	Enable	4	5.0
22.	Is upbeat and positive	Inspire	4	5.0
15.	Expresses appreciation for people's contributions	Encourage	3	5.0 *
4.	Fosters cooperative relationships	Enable	5	4.8
13.	Searches for innovative ways to improve	Challenge	5	4.8
9.	Actively listens to diverse viewpoints	Enable	4	4.8
16.	Seeks feedback about impact of actions	Model	3	4.8 *
18.	Asks "What can we learn?"	Challenge	3	4.8 *
24.	Gives others freedom and choice	Enable	2	4.8 *
10.	Encourages others	Encourage	5	4.5
8.	Helps others try out new ideas	Challenge	4	4.5
23.	Breaks projects into smaller do-able portions	Challenge	3	4.5
27.	Communicates purpose and meaning	Inspire	3	4.5
28.	Takes initiative in experimenting	Challenge	3	4.5
29.	Provides leadership opportunities for others	Enable	3	4.5
5.	Praises people	Encourage	2	4.5 *
12.	Talks about how future could be better	Inspire	2	4.5 *
17.	Shows others how their interests can be realized	Inspire	2	4.5 *
19.	Supports decisions other people make	Enable	4	4.3
21.	Makes sure people support common values	Model	3	4.3
20.	Publicly recognizes alignment with values	Encourage	2	4.3 *
7.	Describes ideal capabilities	Inspire	3	4.0
26.	Talks about values and principles	Model	3	4.0
25.	Celebrates accomplishments	Encourage	1	3.8 *
30.	Creatively recognizes people's contributions	Encourage	1	3.8 *
6.	Aligns others with principles and standards	Model	4	3.5

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 Observers' Average column shows the averages of the Observers' responses. The Individual Observers columns show each Observer's response for each behavioral statement. Responses range from 1-Rarely or Seldom to 5-Very Frequently.

	SELF	OBSERVERS' AVERAGE	INDIVIDUAL OBSERVERS				
			O1	O2	O3	O4	
1. Sets a personal example of what he or she expects from other people	4	5.0	5	5	5	5	
6. Spends time making sure that people behave consistently with the principles and standards that have been agreed upon	4	3.5	5	4	1	4	
11. Follows through on the promises and commitments he or she makes	5	5.0	5	5	5	5	
16. Seeks to understand how his or her actions affect other people's performance	3	4.8	5	4	5	5	
21. Makes sure that people support the values that have been agreed upon	3	4.3	5	4	4	4	
26. Talks about his or her values and the principles that guide his or her actions	3	4.0	5	4	4	3	

RESPONSE SCALE

1-Rarely or Seldom

2-Once in a While

3-Sometimes

4-Often

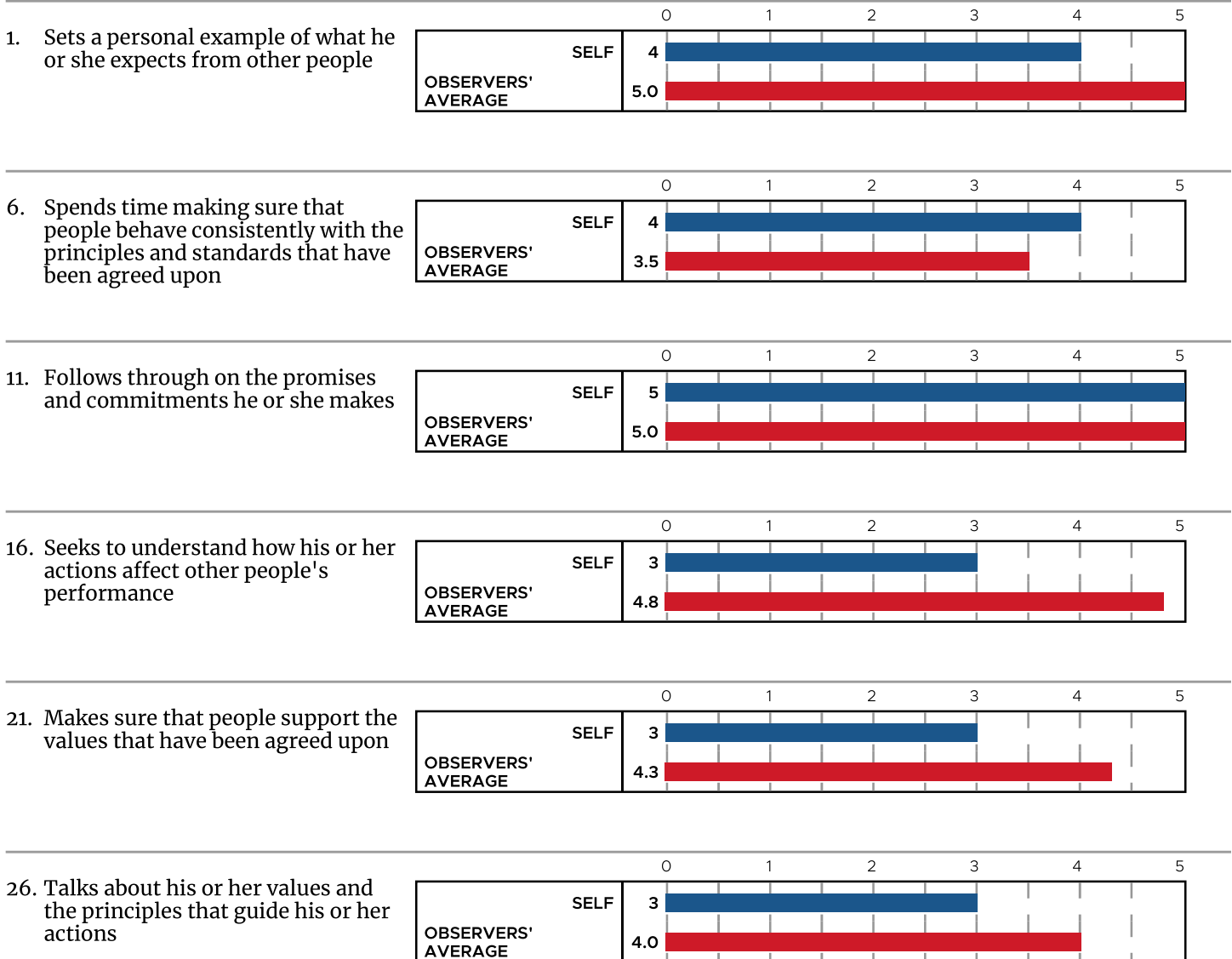
5-Very Frequently



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. Responses range from 1-Rarely or Seldom to 5-Very Frequently.



RESPONSE SCALE

1-Rarely or Seldom

2-Once in a While

3-Sometimes

4-Often

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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

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 Observers' Average column shows the averages of the Observers' responses. The Individual Observers columns show each Observer's response for each behavioral statement. Responses range from 1-Rarely or Seldom to 5-Very Frequently.

	SELF	OBSERVERS' AVERAGE	INDIVIDUAL OBSERVERS				
			O1	O2	O3	O4	
2. Looks ahead and communicates about what he or she believes will affect us in the future	5	5.0	5	5	5	5	
7. Describes to others in the organization what we should be capable of accomplishing	3	4.0	5	4	3	4	
12. Talks with others about a vision of how things could be even better in the future	2	4.5	5	5	4	4	
17. Talks with others about how their own interests can be met by working toward a common goal	2	4.5	5	4	5	4	
22. Is upbeat and positive when talking about what could be accomplished	4	5.0	5	5	5	5	
27. Speaks with passion about the higher purpose and meaning of what is being done	3	4.5	5	5	4	4	

RESPONSE SCALE

1-Rarely or Seldom

2-Once in a While

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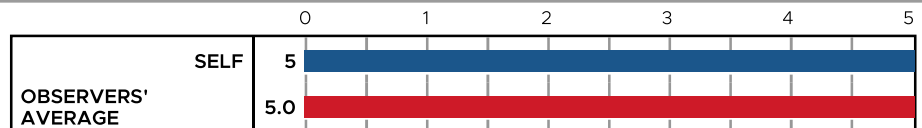


Inspire a Shared Vision Bar Graphs

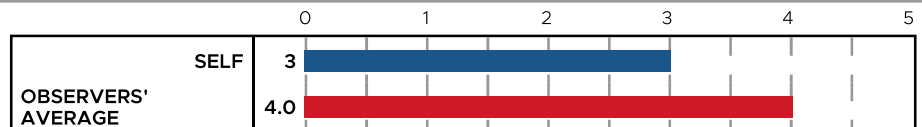
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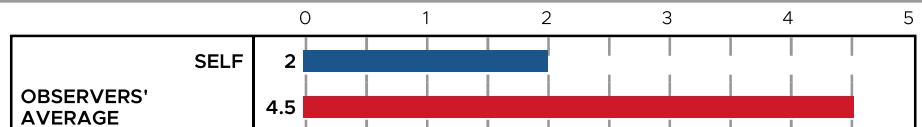
2. Looks ahead and communicates about what he or she believes will affect us in the future



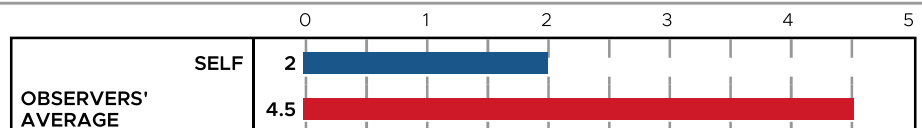
7. Describes to others in the organization what we should be capable of accomplishing



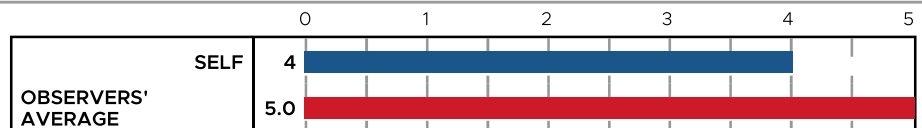
12. Talks with others about a vision of how things could be even better in the future



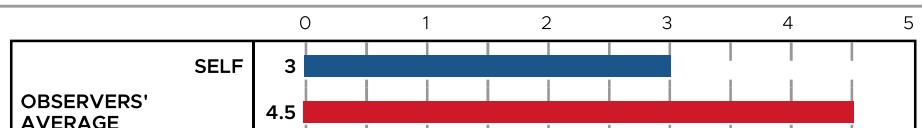
17. Talks with others about how their own interests can be met by working toward a common goal



22. Is upbeat and positive when talking about what could be accomplished



27. Speaks with passion about the higher purpose and meaning of what is being done



RESPONSE SCALE

1-Rarely or Seldom

2-Once in a While

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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

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	SELF	OBSERVERS' AVERAGE	INDIVIDUAL OBSERVERS				
			O1	O2	O3	O4	
3. Looks for ways to develop and challenge his/her skills and abilities	5	5.0	5	5	5	5	
8. Looks for ways that others can try out new ideas and methods	4	4.5	5	4	4	5	
13. Searches for innovative ways to improve what is being done	5	4.8	5	5	4	5	
18. When things do not go as he or she expected, asks, "What can we learn from this experience?"	3	4.8	5	4	5	5	
23. Makes sure that big projects undertaken are broken down into smaller and do-able parts	3	4.5	5	4	5	4	
28. Takes initiative in experimenting with the way things can be done	3	4.5	5	5	5	3	

RESPONSE SCALE

1-Rarely or Seldom

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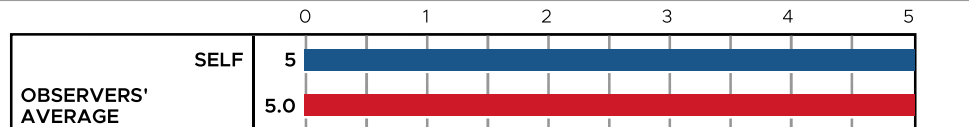
Challenge the Process Bar Graphs

Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve

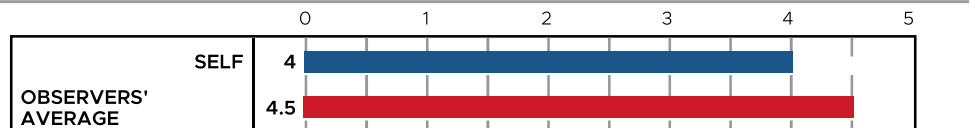
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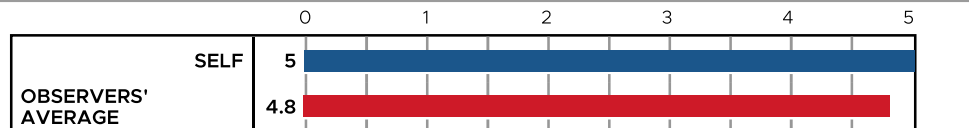
3. Looks for ways to develop and challenge his/her skills and abilities



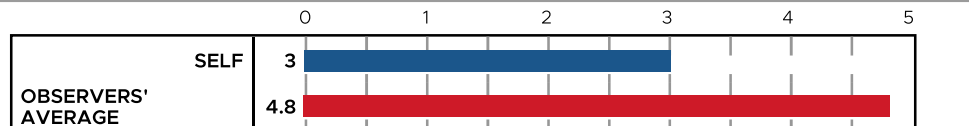
8. Looks for ways that others can try out new ideas and methods



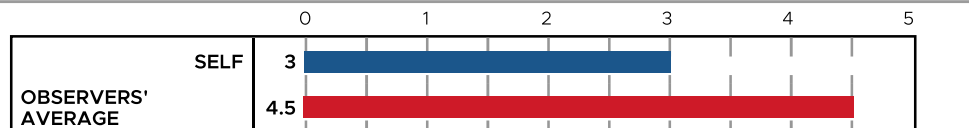
13. Searches for innovative ways to improve what is being done



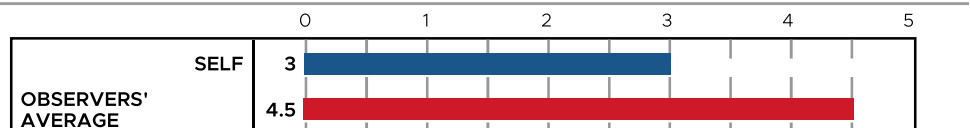
18. When things do not go as he or she expected, asks, "What can we learn from this experience?"



23. Makes sure that big projects undertaken are broken down into smaller and do-able parts



28. Takes initiative in experimenting with the way things can be done



RESPONSE SCALE

1-Rarely or Seldom

2-Once in a While

3-Sometimes

4-Often

5-Very Frequently



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 Observers' Average column shows the averages of the Observers' responses. The Individual Observers columns show each Observer's response for each behavioral statement. Responses range from 1-Rarely or Seldom to 5-Very Frequently.

	SELF	OBSERVERS' AVERAGE	INDIVIDUAL OBSERVERS				
			O1	O2	O3	O4	
4. Fosters cooperative rather than competitive relationships among people he or she works with	5	4.8	5	4	5	5	
9. Actively listens to diverse points of view	4	4.8	5	5	4	5	
14. Treats others with dignity and respect	4	5.0	5	5	5	5	
19. Supports the decisions that other people make on their own	4	4.3	5	4	4	4	
24. Gives others a great deal of freedom and choice in deciding how to do their work	2	4.8	5	4	5	5	
29. Provides opportunities for others to take on leadership responsibilities	3	4.5	5	5	4	4	

RESPONSE SCALE

1-Rarely or Seldom

2-Once in a While

3-Sometimes

4-Often

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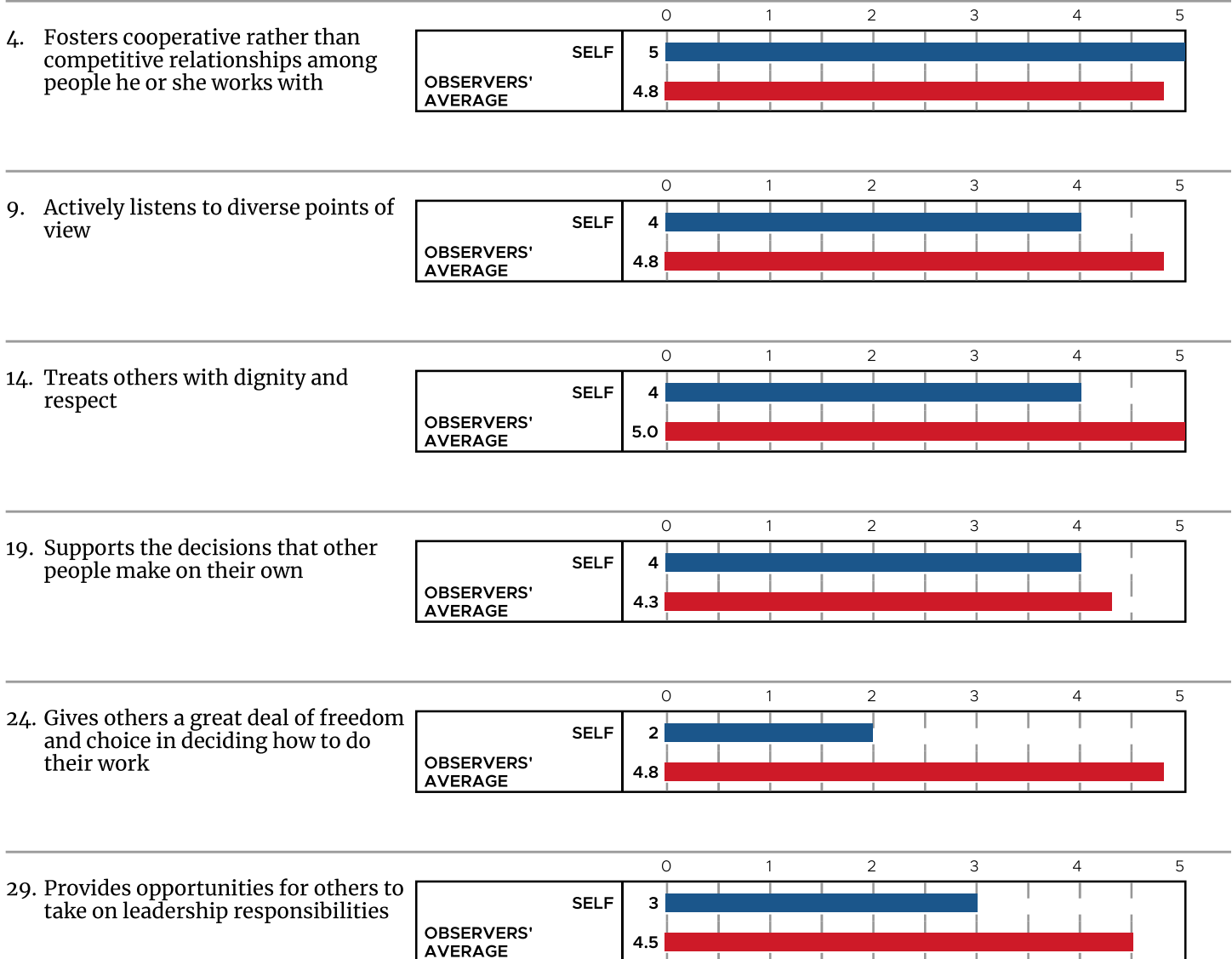


Enable Others to Act Bar Graphs

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. Responses range from 1-Rarely or Seldom to 5-Very Frequently.



RESPONSE SCALE

1-Rarely or Seldom

2-Once in a While

3-Sometimes

4-Often

5-Very Frequently



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 Observers' Average column shows the averages of the Observers' responses. The Individual Observers columns show each Observer's response for each behavioral statement. Responses range from 1-Rarely or Seldom to 5-Very Frequently.

	SELF	OBSERVERS' AVERAGE	INDIVIDUAL OBSERVERS				
			O1	O2	O3	O4	
5. Praises people for a job well done	2	4.5	5	5	4	4	
10. Encourages others as they work on activities and programs	5	4.5	5	4	4	5	
15. Expresses appreciation for the contributions that people make	3	5.0	5	5	5	5	
20. Makes it a point to publicly recognize people who show commitment to shared values	2	4.3	5	4	4	4	
25. Finds ways for people to celebrate accomplishments	1	3.8	5	4	1	5	
30. Makes sure that people in our organization are creatively recognized for their contributions	1	3.8	5	4	1	5	

RESPONSE SCALE

1-Rarely or Seldom

2-Once in a While

3-Sometimes

4-Often

5-Very Frequently

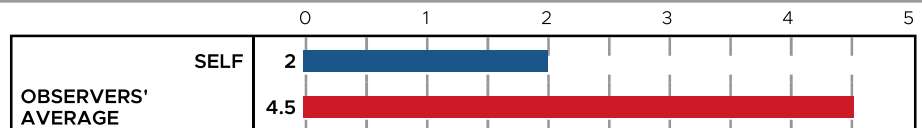


Encourage the Heart Bar Graphs

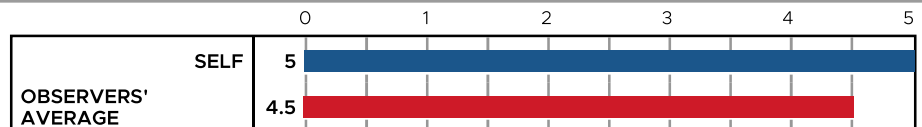
Recognize contributions by showing appreciation for individual excellence
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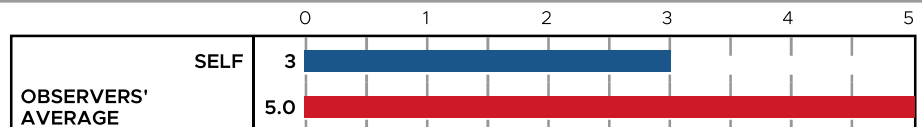
5. Praises people for a job well done



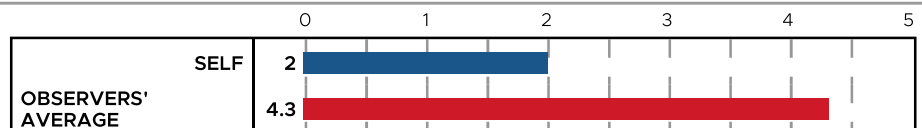
10. Encourages others as they work on activities and programs



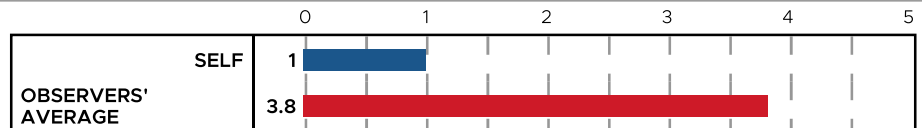
15. Expresses appreciation for the contributions that people make



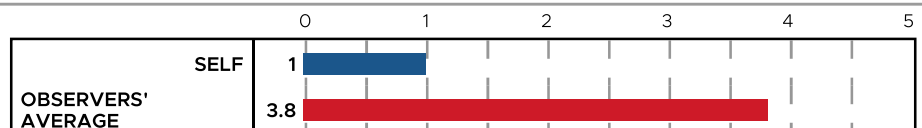
20. Makes it a point to publicly recognize people who show commitment to shared values



25. Finds ways for people to celebrate accomplishments



30. Makes sure that people in our organization are creatively recognized for their contributions



RESPONSE SCALE

1-Rarely or Seldom

2-Once in a While

3-Sometimes

4-Often

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Percentile Ranking

The more than 110,000 students who make up the Student LPI 360 database include a mix of young men and women, ranging in age from their early teens through late twenties, involved in all types of student organizations, and from all over the globe. This page compares your responses to theirs on the Student LPI 360.

The horizontal lines at the 30th and 70th percentiles divide the graph into three segments, roughly approximating a ?normal or bell-shaped distribution? of responses. Comparing where your score on each leadership behavior lines up with the percentiles on the vertical axis, gives you an approximation for how frequently you engage in this leadership Practice in relationship to other students who have completed the Student LPI 360. For example, if your score for Model the Way is at the 55th percentile, this means that 45 percent of the students who have completed the Student LPI 360 have rated themselves as responding more frequently than you have on this Practice; or, alternatively, that 55 percent of the students who have completed the Student LPI 360 have rated themselves as responding at or below this level of frequency in this leadership Practice. Similarly if the score from your Observers is at the 35th percentile, this means that your use of this leadership Practice is viewed by Observers at the same level of frequency as 35 percent of all respondents, or below the level of frequency of 65 percent of those Observers who have completed the Student LPI 360.

