



# Student Leadership Practices Inventory®

BY JAMES M. KOUZES & BARRY Z. POSNER

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Self Report

Prepared for Drew Dresmann | February 11, 2016



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# The Five Practices of Exemplary Leadership<sup>®</sup>

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 performed 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 (Student LPI) Self instrument is an essential tool to help you gain perspective into how you see yourself behaving as a leader and what actions you can take to improve your use of The Five Practices. Research continually documents that leadership and organizational effectiveness improve with more frequent use of these leadership Practices.

## ABOUT YOUR STUDENT LPI REPORT

The Student LPI measures the frequency of 30 specific leadership behaviors on a five-point scale, with six behavioral statements for each of The Five Practices. You rated how frequently you engage in each of these important behaviors associated with The Five Practices. The response scale is:

**TO THE QUESTION: HOW FREQUENTLY DO I TYPICALLY ENGAGE IN THIS BEHAVIOR?**

1-Rarely or Seldom   2-Once in a While   3-Sometimes   4-Often   5-Very Frequently

In the following report pages, you'll see your Student LPI Self responses presented in various manners.

# The Five Practices Bar Graphs

These bar graphs provide a graphic representation of the numerical data you provided about how frequently you exhibit the behaviors associated with each leadership Practice. Total responses for each leadership Practice can range from 6 to 30, which represents adding up the response score (from 1-Rarely or Seldom to 5-Very Frequently) for each of the six behavioral statements related to the Practice.

## Model the Way



## Inspire a Shared Vision



## Challenge the Process



## Enable Others to Act



## Encourage the Heart



# Leadership Behaviors Ranking

This page shows the ranking, from most frequent to least frequent, of all 30 leadership behaviors based on your self-rating. 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.

<b>MOST FREQUENT</b>	<b>LEADERSHIP PRACTICE</b>	<b>RATING</b>
<b>1.</b> Set personal example	<b>Model</b>	5
<b>9.</b> Actively listen to diverse viewpoints	<b>Enable</b>	5
<b>11.</b> Follow through on promises	<b>Model</b>	5
<b>24.</b> Give people freedom and choice	<b>Enable</b>	5
<b>2.</b> Look ahead and communicate future	<b>Inspire</b>	4
<b>3.</b> Challenge skills and abilities	<b>Challenge</b>	4
<b>6.</b> Align others with principles and standards	<b>Model</b>	4
<b>8.</b> Help others try out new ideas	<b>Challenge</b>	4
<b>13.</b> Search for innovative ways to improve	<b>Challenge</b>	4
<b>14.</b> Treat others with respect	<b>Enable</b>	4
<b>18.</b> Ask "What can we learn?"	<b>Challenge</b>	4
<b>19.</b> Support decisions other people make	<b>Enable</b>	4
<b>23.</b> Break projects into smaller do-able portions	<b>Challenge</b>	4
<b>28.</b> Take initiative in experimenting	<b>Challenge</b>	4
<b>29.</b> Provide leadership opportunities for others	<b>Enable</b>	4
<b>4.</b> Foster cooperative relationships	<b>Enable</b>	3
<b>5.</b> Praise people	<b>Encourage</b>	3
<b>7.</b> Describe ideal capabilities	<b>Inspire</b>	3
<b>10.</b> Encourage others	<b>Encourage</b>	3
<b>12.</b> Talk about how future could be better	<b>Inspire</b>	3
<b>15.</b> Express appreciation for people's contributions	<b>Encourage</b>	3
<b>16.</b> Seek feedback about impact of actions	<b>Model</b>	3
<b>17.</b> Show others how their interests can be realized	<b>Inspire</b>	3
<b>20.</b> Publicly recognize alignment with values	<b>Encourage</b>	3
<b>21.</b> Make sure people support common values	<b>Model</b>	3
<b>22.</b> Am upbeat and positive	<b>Inspire</b>	3
<b>25.</b> Celebrate accomplishments	<b>Encourage</b>	3
<b>26.</b> Talk about values and principles	<b>Model</b>	3
<b>27.</b> Communicate purpose and meaning	<b>Inspire</b>	3
<b>30.</b> Creatively recognize people's contributions	<b>Encourage</b>	3

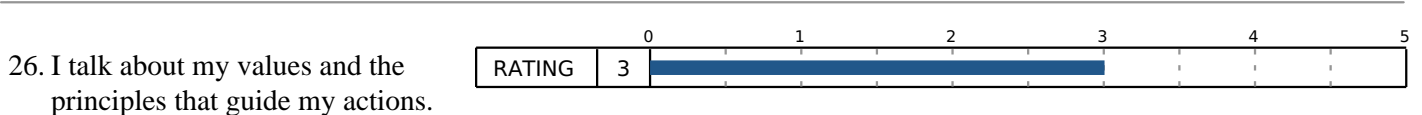
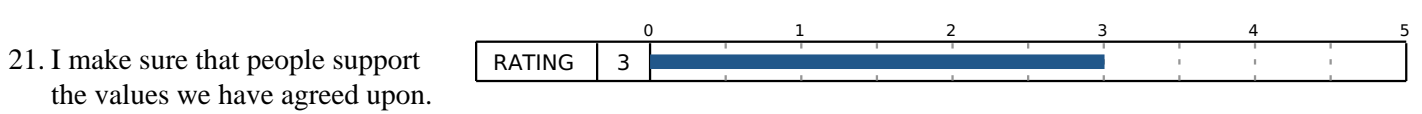
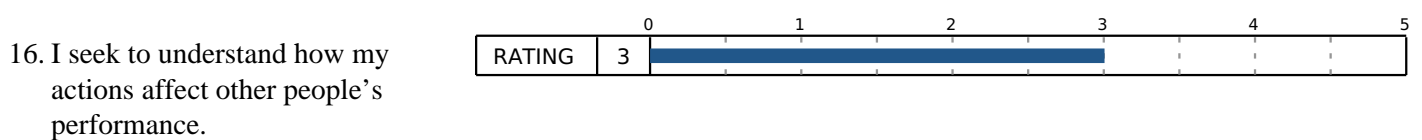
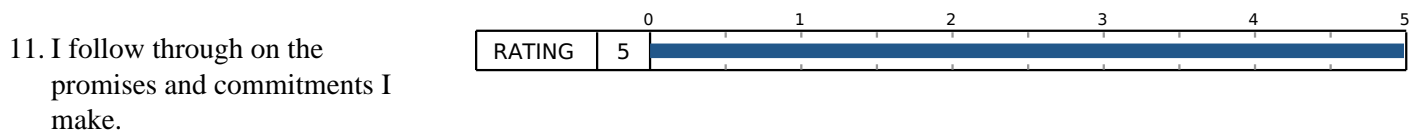
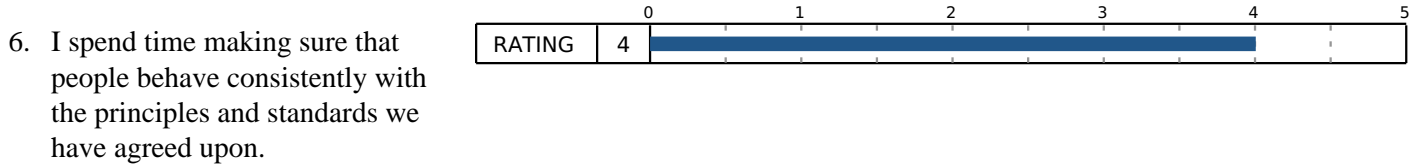
## LEAST FREQUENT



## 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 leadership Practice provides a graphic representation of your responses for each behavior. Responses can range from 1-Rarely or Seldom to 5-Very Frequently.



<b>RESPONSE SCALE</b>	1-Rarely or Seldom	2-Once in a While	3-Sometimes	4-Often	5-Very Frequently
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# Reflections:

**What is your immediate reaction to viewing your Model the Way ratings? Why?**

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**Please describe anything in your Model the Way rating that is confusing or contradictory:**  
(Remember to review your Leadership Behaviors Ranking page to consider the individual behaviors that relate to this Practice.)

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**What is one behavior you want to work toward doing more frequently and what is one thing you can do now to exhibit this behavior more frequently as a leader?**

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## Suggestions for Becoming a Better Leader

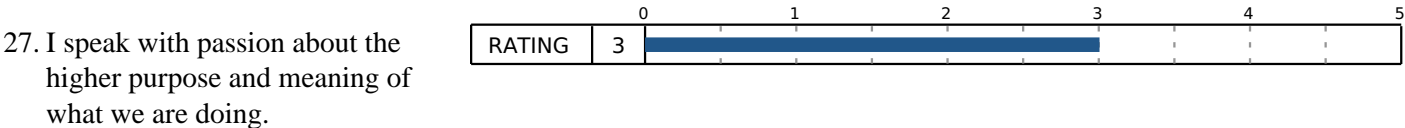
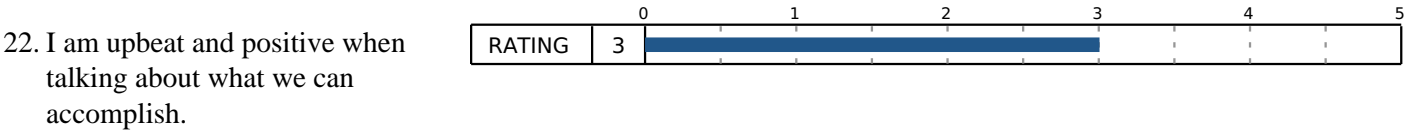
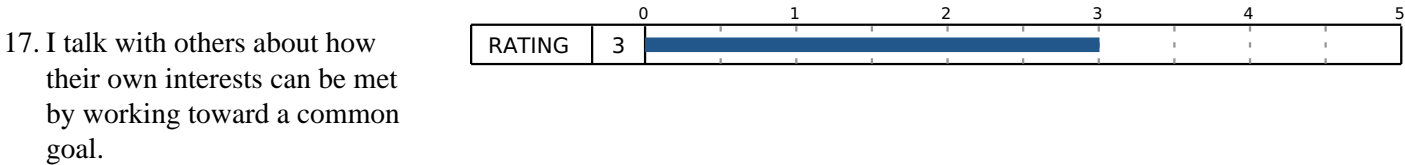
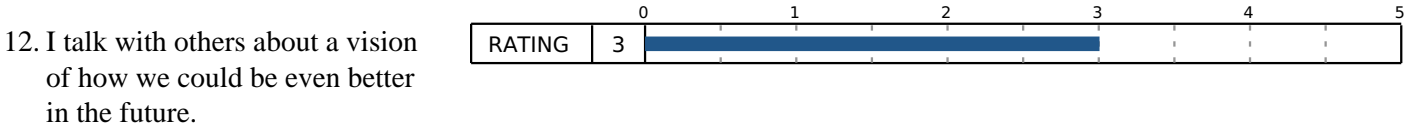
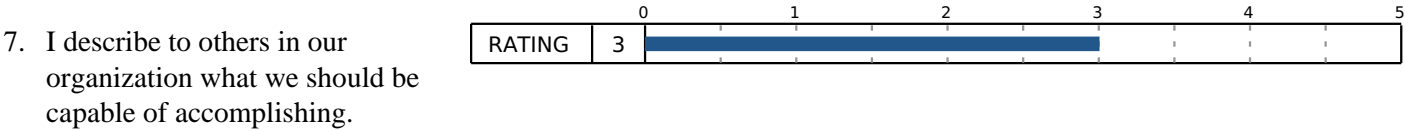
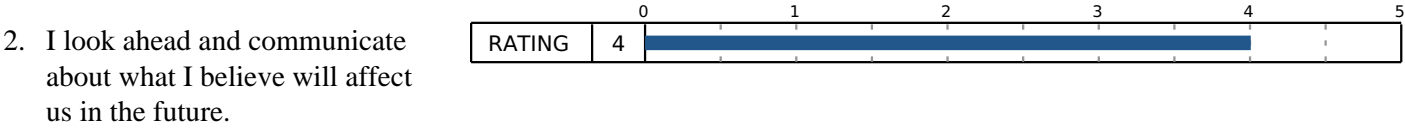
1. At the end of every day, ask yourself, "What have I done today that demonstrated one of my key values? What have I done today that might have sent the signal that I wasn't committed to a key value? What can I do tomorrow to live out a key value?"
2. Find occasions to talk with others about how your actions are linked with your values and principles.
3. Do something others can see that shows your commitment to one of your group's values. For example, if teamwork is a value, find a resource at your school or in your community (such as someone who can facilitate some team-building exercises once per semester) that will help you develop a greater sense of teamwork with your group.



# 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 leadership Practice provides a graphic representation of your responses for each behavior. Responses can range from 1-Rarely or Seldom to 5-Very Frequently.



<b>RESPONSE SCALE</b>	1-Rarely or Seldom	2-Once in a While	3-Sometimes	4-Often	5-Very Frequently
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## Reflections:

**What is your immediate reaction to viewing your Inspire a Shared Vision ratings? Why?**

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**Please describe anything in your Inspire a Shared Vision rating that is confusing or contradictory:**

(Remember to review your Leadership Behaviors Ranking page to consider the individual behaviors that relate to this Practice.)

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**What is one behavior you want to work toward doing more frequently and what is one thing you can do now to exhibit this behavior more frequently as a leader?**

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## Suggestions for Becoming a Better Leader

1. Look for others who you think are great leaders either at your school or organization and study them. Ask to sit in on a group they are leading and observe what they are doing. Set up time to talk about how they get people excited about working together.
2. Every week, think of something you can do to help the people you are working with envision how things could be better in the future.
3. Find out from others in your group why they are there and what they hope to see the group accomplish. For example, how do they see the group making a difference in the lives of its members, your school or institution, or the local community? Use what you learn to see how others' aspirations can contribute to the group's vision.

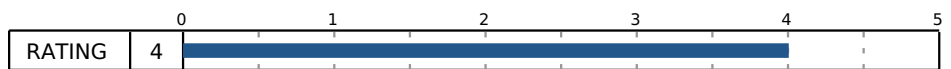


## Challenge the Process Bar Graphs

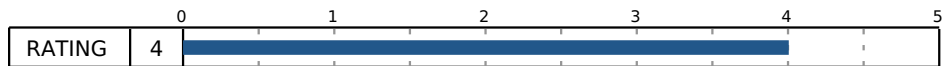
- Search for opportunities by seizing the initiative and looking outward for innovative ways to improve
- Experiment and take risks by constantly generating small wins and learning from experience

The set of bar graphs for each of the six leadership behaviors related to this leadership Practice provides a graphic representation of your responses for each behavior. Responses can range from 1-Rarely or Seldom to 5-Very Frequently.

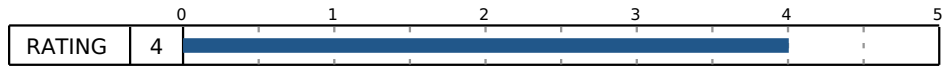
3. I look for ways to develop and challenge my skills and abilities.



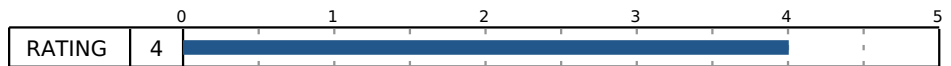
8. I look for ways that others can try out new ideas and methods.



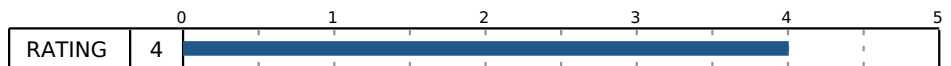
13. I search for innovative ways to improve what we are doing.



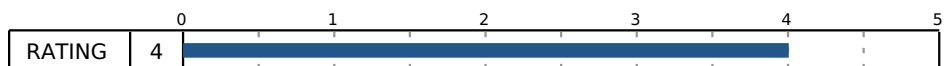
18. When things do not go as we expected, I ask, "What can we learn from this experience?"



23. I make sure that big projects we undertake are broken down into smaller and do-able parts.



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



<b>RESPONSE SCALE</b>	1-Rarely or Seldom	2-Once in a While	3-Sometimes	4-Often	5-Very Frequently
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## Reflections:

**What is your immediate reaction to viewing your Challenge the Process ratings? Why?**

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**Please describe anything in your Challenge the Process rating that is confusing or contradictory:**

(Remember to review your Leadership Behaviors Ranking page to consider the individual behaviors that relate to this Practice.)

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**What is one behavior you want to work toward doing more frequently and what is one thing you can do now to exhibit this behavior more frequently as a leader?**

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## Suggestions for Becoming a Better Leader

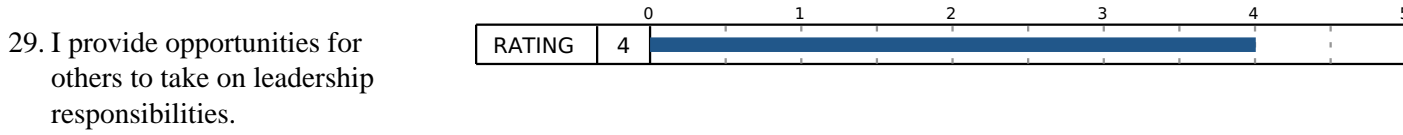
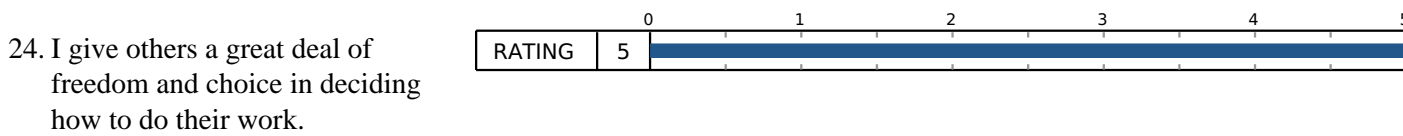
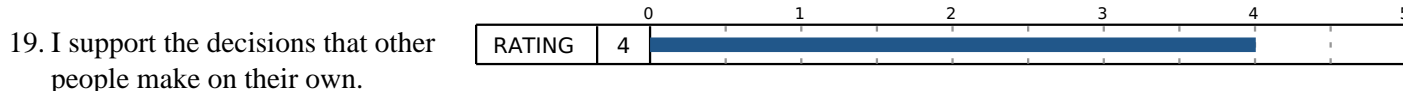
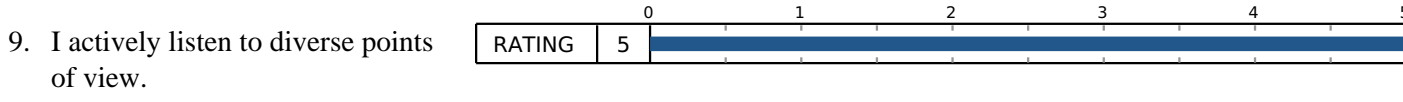
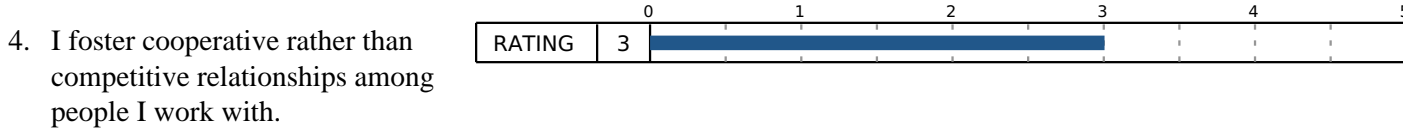
1. What can you do to improve your skills and abilities? If there are people you admire and could learn from, then seek them out and ask for their advice and help.
2. Devote a portion of a group meeting to discussing what frustrates people most about the way the group functions. Then spend the next portion of the meeting talking about what the group and individual members of the group can do to address those frustrations. Create a specific list of things you can work on together over the next few months to make change happen.
3. Identify an upcoming project or activity that your group is working on that is something they have done before. Think of one to three things about the event that you think the group could improve on from the last time. Bring those up to the group and ask their ideas on improving those this time around.



## 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 leadership Practice provides a graphic representation of your responses for each behavior. Responses can 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
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## Reflections:

**What is your immediate reaction to viewing your Enable Others to Act ratings? Why?**

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**Please describe anything in your Enable Others to Act rating that is confusing or contradictory:**

(Remember to review your Leadership Behaviors Ranking page to consider the individual behaviors that relate to this Practice.)

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**What is one behavior you want to work toward doing more frequently and what is one thing you can do now to exhibit this behavior more frequently as a leader?**

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## Suggestions for Becoming a Better Leader

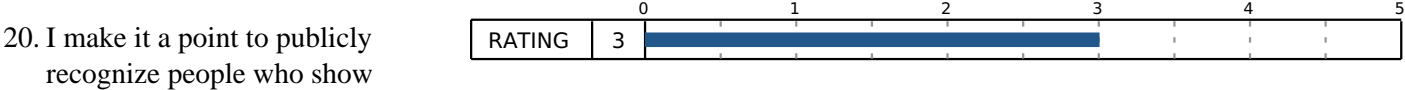
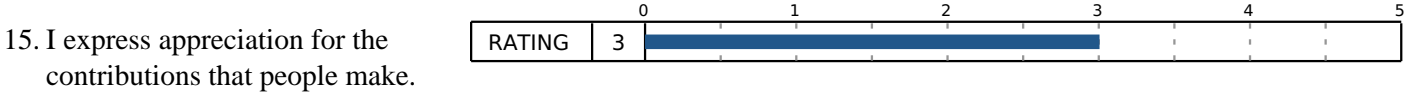
1. Find one other person in a group you're in or someone you know who wants to become a better leader. Talk to that person, offering to share your leadership experiences in terms of what you have learned and how you have grown. Offer to meet with them occasionally to talk about how they are or could be growing as a leader.
2. Find someone in your group who doesn't appear to be very engaged or seems disconnected. Ask that person to work with you on something you're doing or invite them to take on an assignment or task that the group needs done. Search for something that you think would be of interest to that person as opposed to just a task. Ask about what their strengths are and find something that suits them well.
3. Think of another leader you can spend some time with, and ask about the things they do to try to help others become leaders. Use what you learn from them to find individuals in your group that you can do similar things with.



# 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 leadership Practice provides a graphic representation of your responses for each behavior. Responses can range from 1-Rarely or Seldom to 5-Very Frequently.



<b>RESPONSE SCALE</b>	1-Rarely or Seldom	2-Once in a While	3-Sometimes	4-Often	5-Very Frequently
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# Reflections:

**What is your immediate reaction to viewing your Encourage the Heart ratings? Why?**

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**Please describe anything in your Encourage the Heart rating that is confusing or contradictory:**  
(Remember to review your Leadership Behaviors Ranking page to consider the individual behaviors that relate to this Practice.)

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**What is one behavior you want to work toward doing more frequently and what is one thing you can do now to exhibit this behavior more frequently as a leader?**

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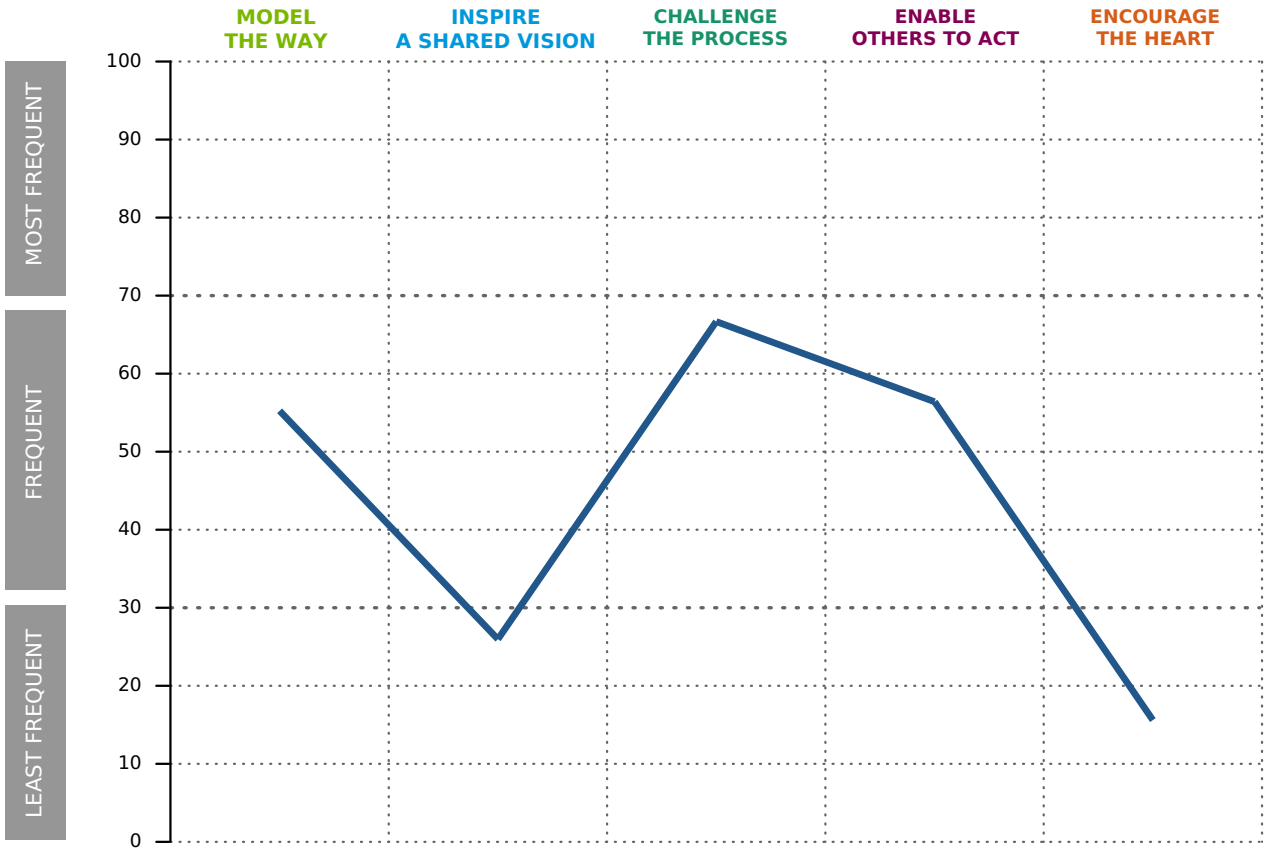
## Suggestions for Becoming a Better Leader

1. For the next project you lead, think of five to ten small ways in which you can acknowledge and reward people who have done something especially well. It doesn't have to be elaborate.
2. In the three weeks after receiving your Student LPI Self data, write a note to two different people each week (total of six different people) telling them how you appreciate something they did that made a difference. Be specific about their actions and tie it back to the group's values.
3. Find a time (occasion) when everyone in the group is together and publicly recognize someone who has contributed to the team's success. Express your personal appreciation.

# Percentile Ranking Graph

The more than 110,000 students who make up the Student LPI 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 Self responses to theirs on the Student LPI.

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 Practice lines up with the percentiles on the vertical axis gives you an approximation for how frequently you engage in each leadership Practice in relationship to other students who have completed the Student LPI. For example, if your score for Model the Way is at the 55th percentile, this means that 45% of the students who have completed the Student LPI have rated themselves as responding more frequently than you have on this Practice, and 55% rated themselves lower.

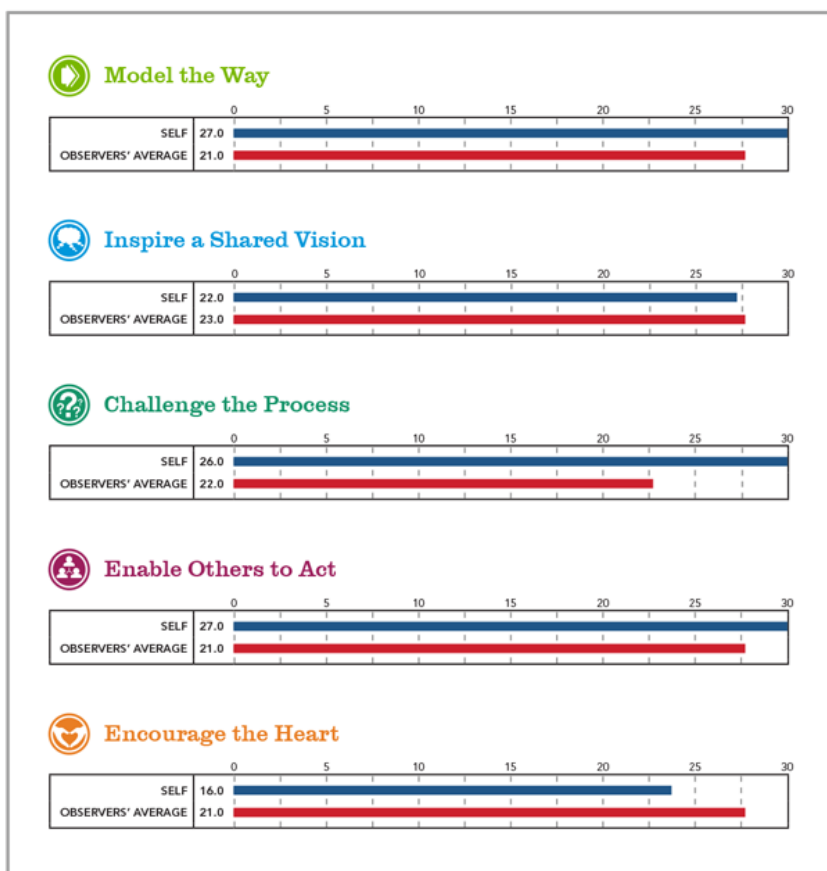




# The Student Leadership Practices Inventory 360: Discover the Gift and Power of Feedback

We're pleased you've taken this first step on your journey to becoming a better leader and making extraordinary things happen in your group, school, institution, or community; however, it doesn't end here. Our research shows that of all 30 leadership behaviors, number 16, "Seeks feedback about impact of actions," is one that most leaders practice the least frequently. But we believe there is deep value in feedback. If others' perceptions of you is their reality, it is important for you to understand how others see you as a leader and this can possibly help you identify your blind spots and where to focus on improving. This form of feedback is powerful and a true gift.

The Student LPI 360 is designed to help you do that. By using the Student LPI 360, you can rate yourself again, and ask your peers, instructors, coaches, and anyone else who has seen you in a leadership capacity to offer their feedback on how frequently they see you engaging in the 30 leadership behaviors and The Five Practices of Exemplary Leadership. The Student LPI 360 Online system allows for quick, easy, and completely anonymous feedback from the Observers who choose to respond to your request. The data collection behind the Student LPI 360 allows you to track your progress over time. You have to work and practice at becoming an effective leader. It is no different than anything else at which you want to improve. The Student LPI 360 will help you see where you can improve and strengthen your leadership skills.



For more information on the Student LPI 360, please visit [www.studentleadershipchallenge.com](http://www.studentleadershipchallenge.com) and read about it under the Assessments tab.