

**FINE POINTS.**  
PROFESSIONALS Ltd.  
*Distinctive Client Care*

Custom  
Reports

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## **WE ARE PLEASED TO PRESENT OUR SERVICES TO YOU**

Fine Points Professionals, Ltd. was founded by Amy Savage, Carol Wolper, and Cheryl Boys in November 2004. Collectively we have 38 years of experience working with the Leadership Practices Inventory® (LPI) and The Leadership Challenge® Workshop. As The Leadership Challenge® Authorized Service Center, our forte is offering stress-free LPI administration to clients worldwide.

### **LPI ADMINISTRATION**

Our LPI administration work is noteworthy for:

- guiding the client and LPI participants through the LPI process and its details
- immediate availability to leaders and observers for LPI troubleshooting assistance
- weekly LPI tallies to the client and weekly reminders to the individual leaders during the LPI process
- producing confidential LPI reports in hard copy or PDF format

*"I have worked with many suppliers over the years and FPP is one of the most customer-oriented companies I have ever worked with! It does not matter the circumstances, the time sensitivity, the personalized needs, you guys come through every time. I feel like we are your only customers...the service is that good!!! I know that Intel can be very challenging to work with and that you work with many different folks all over the world, but like clockwork, it all comes together so seamlessly that I have never heard a complaint on anything, only praise for your flexibility, accuracy, and ease to work with. Thank you for supporting me and our efforts to have the LPI be our 360 of choice, and that dream has become a reality because of you!"*

*David Richards, Intel Corporation  
Leadership and Executive Development Program Manager*

### **THE LEADERSHIP CHALLENGE® WORKSHOP SERVICES**

Our workshop administration includes ordering the TLC workshop materials for you, shipping the materials to your designated location, tracking the materials to ensure timely delivery, and guaranteeing the accuracy and quality of the shipment when delivered.

### **CUSTOM REPORTS**

Currently there are 7 Custom Report Options, which are created to meet your company's unique needs. These reports are designed to display and analyze your LPI data in ways that will facilitate the training process and highlight the lessons that can be learned from the LPI results. Tools used to visually depict the LPI data are Excel spreadsheets, Bar and Line graphs, the LPI Percentile Ranking Graph, PowerPoint, and the Leadership Behaviors Ranking Graph.

Samples of our current reports may be found on the following pages and on our website at [www.finepointsprofessionals.com](http://www.finepointsprofessionals.com).

*"Fine Points Professionals provided our program a vital service that allowed us to quickly analyze and provide feedback on over 300 individuals regarding their 360° results from the LPI. The format provided made it easy for us to compare and link the LPI data to other data sources from our program."*

*Dr. Stephanie Solansky, University of Houston Victoria  
(Option 7 LPI Data Download Spreadsheet)*

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## LPI CUSTOM REPORTS AND SERVICES

Pricing available upon request

### **Option 1: Group Percentile Ranking Graph**

This custom graph represents the percentile rankings of a group of leaders compared to several thousand people who have taken the LPI. Some facilitators prefer this as a more useful visual than the standard group summary.

### **Option 2: The Five Practices® Comparative Data Graph**

This versatile custom graph (either line graph or bar graph) compares The Five Practices® Average Scores.

**The comparison may represent any of the following:**

- **Leader or Group:** over multiple LPI administrations
- **One group to another group:** within an organization

### **Option 3: The Five Practices® Comparative Data Report**

This report compares your most recent scores with your scores from previous LPIs, organized by Practice and by Leadership Behavior.

### **Option 4: Group Leadership Behaviors Ranking Report**

This 2 page custom data report identifies the ranking of the 30 behaviors for both the average Self scores and the average Observers' scores in a group of any size. It may include all the individuals in a single workshop or selected individuals from multiple workshops across an organization.

### **Option 5: The Five Practices® Percentile Ranking Comparative Graph**

This custom report plots average Five Practices scores on the Percentile Ranking Graph and allows for various comparisons of Self, Manager, Direct Report, Coworker, and Other data for:

- **Single Group**
- **Multiple Groups** across an organization
- **Single or Multiple Groups** over several LPI administrations

## ***NEW REPORT!!!***

### **Option 6: Comparative Observer Leadership Behaviors Ranking Report**

This is a comparison of 2 Leadership Behaviors Ranking reports.

Ranking is based on average Observers' scores.

#### **This report can be used to show:**

- Change in a group's average Observer LPI scores by Leadership Behavior
- One group compared to an All Company LBR report
- One group's average Observer LPI scores compared to their average **Self scores** by Leadership Behavior

### **Option 7: LPI Data Download Spreadsheet**

The LPI Data is downloaded from either the LPI Online or LPI Scoring Software and imported into a spreadsheet where it may be manipulated and analyzed by the client as desired.

The client report consists of a spreadsheet (.xlsx format) which shows the Observer averages and the standard deviation for each of the Five Practices.

Further customization is available.

**Please let us know if you would like to see your data displayed differently than any of the above. If you have a reporting need that is not addressed by one of the above reports, we would be happy to give you pricing for development of a report that will meet your company's needs.**

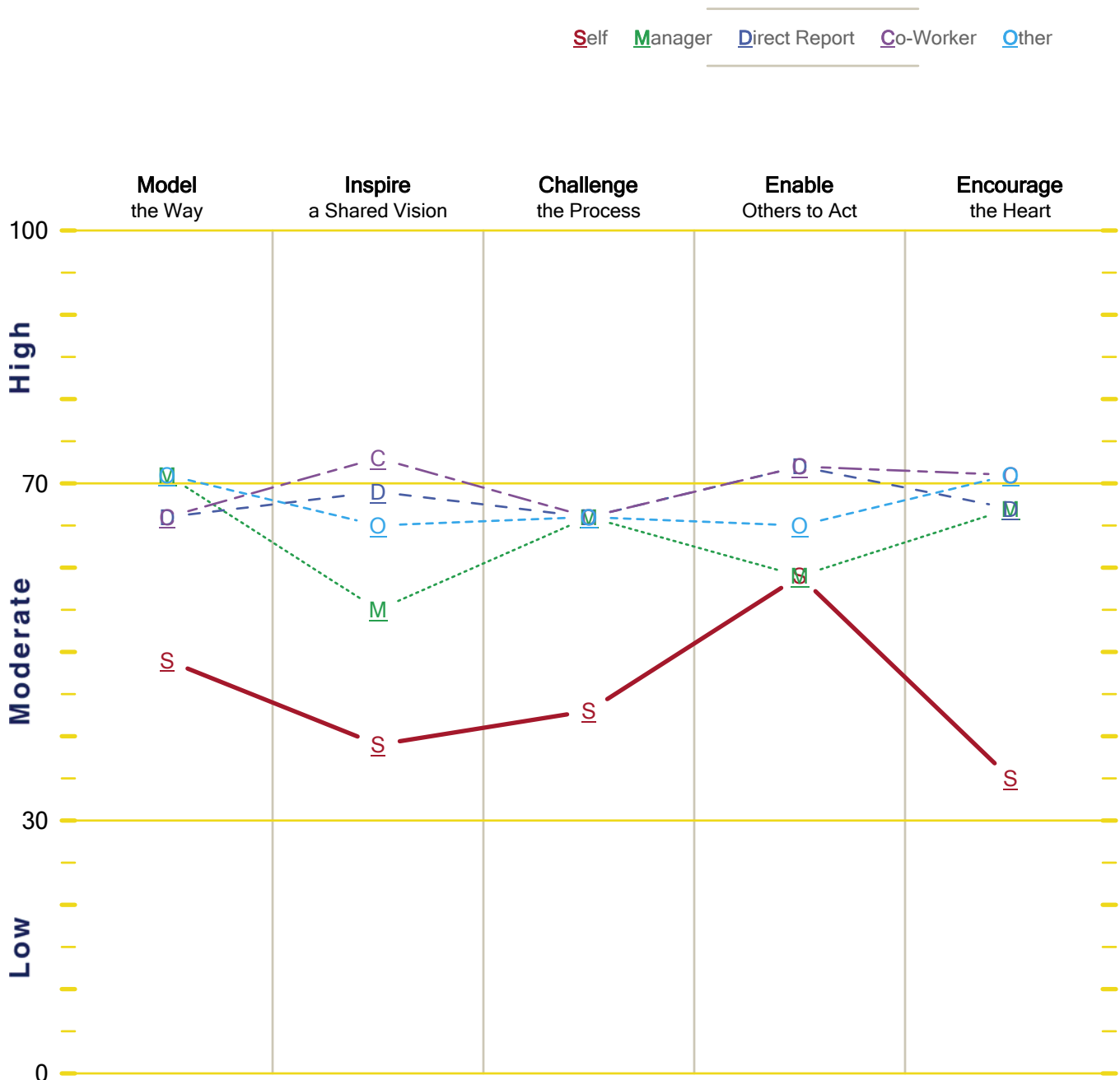
## Group Percentile Ranking Graph

### **Option 1**

This custom graph represents the percentile rankings of a group of leaders compared to several thousand people who have taken the LPI. Some facilitators prefer this as a more useful visual than the standard group summary.

## Percentile Ranking

This page compares (Company Name) Self and Observer Scores 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.



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## The Five Practices<sup>®</sup> Comparative Data Graph

### **Option 2**

This versatile custom graph (either line or bar graph) compares The Five Practices<sup>®</sup> Average Scores.

The comparison may represent any of the following:

**LEADER or GROUP:**

over multiple LPI administrations

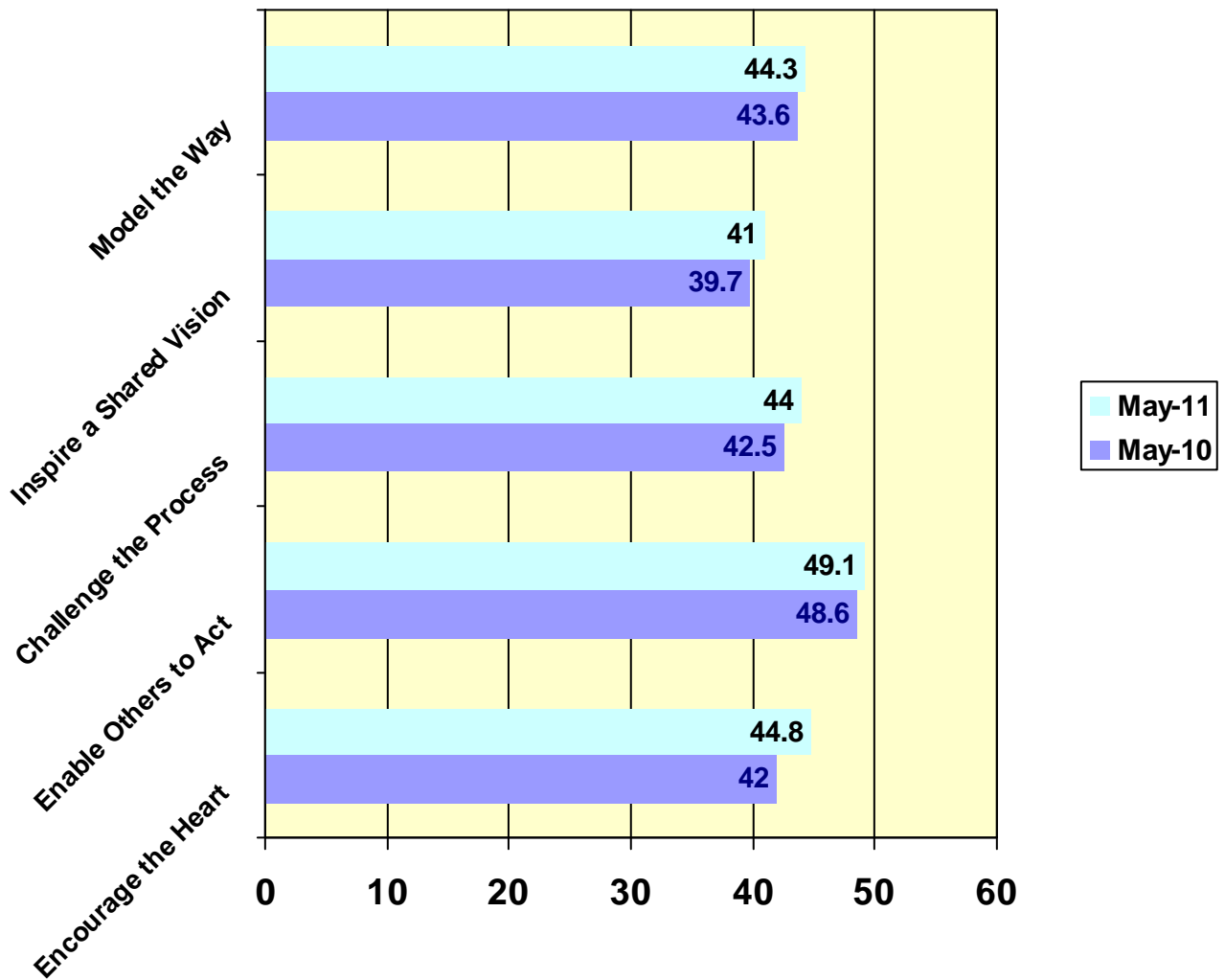
**ONE GROUP TO ANOTHER GROUP:**

within an organization

Option 2

## The Five Practices® Comparative Data (Bar) Graph

(Company Name)  
(Date)  
Observer Averages



Option 2

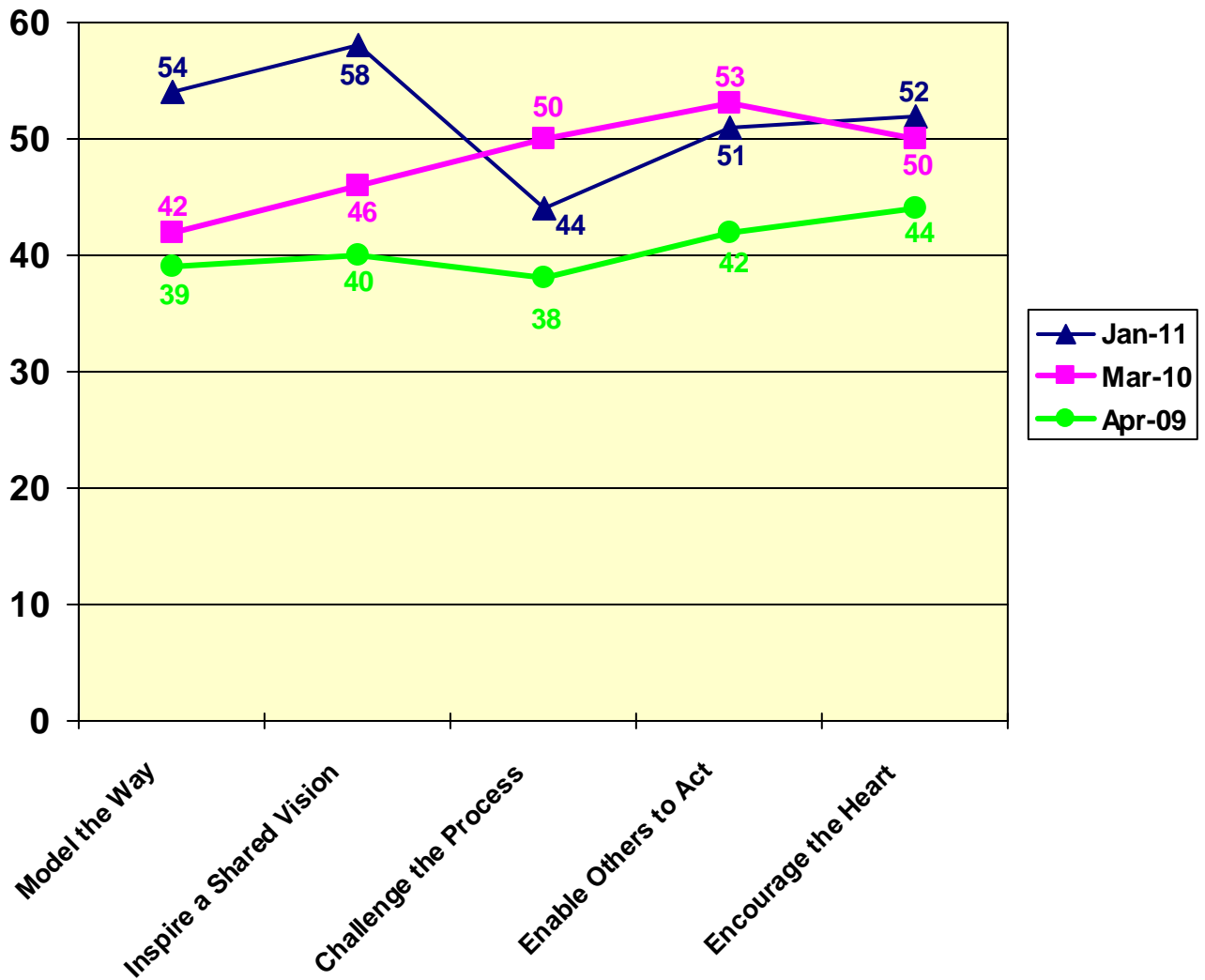


## The Five Practices® Comparative Data (Line) Graph

(Company Name)

(Date)

Observer Averages



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## The Five Practices<sup>®</sup> Comparative Data Report

### **Option 3**

This report compares your most recent scores with your scores from previous LPIs, organized by Practice and by Leadership Behavior.

## Comparative Data by Practice

This page compares your most recent scores with the scores from your previous LPI, organized by Practice. The Change column shows the numerical change in Self scores and Observers' scores for each Practice.

		Change	Current 06/10/2011	Past 12/13/2010
 <b>Model the Way</b>	<b>Self</b>	11.0	58	47
	<b>Observers</b>	2.9	52.9	50
 <b>Inspire a Shared Vision</b>	<b>Self</b>	9.0	54	45
	<b>Observers</b>	6.8	47.8	41
 <b>Challenge the Process</b>	<b>Self</b>	16.0	53	37
	<b>Observers</b>	4.9	47	42.1
 <b>Enable Others to Act</b>	<b>Self</b>	7.0	56	49
	<b>Observers</b>	3.3	55.7	52.4
 <b>Encourage the Heart</b>	<b>Self</b>	4.0	59	55
	<b>Observers</b>	3.6	50.4	46.8

### Comparative Data by Leadership Behavior

This page compares your most recent scores with the scores from your previous LPI, organized by leadership behavior. The Change column shows the numerical change in Self scores and Observers' scores for each behavioral item.

		Change	Current 06/10/2011	Past 12/13/2010
28. Experiments and takes risks	<b>Self</b>	6.0	9.0	3.0
	<b>Observers</b>	0.0	6.3	6.3
17. Shows others how their interests can be realized	<b>Self</b>	3.0	8.0	5.0
	<b>Observers</b>	0.8	7.4	6.6
7. Describes a compelling image of the future	<b>Self</b>	-1.0	8.0	9.0
	<b>Observers</b>	1.0	7.6	6.6
8. Challenges people to try new approaches	<b>Self</b>	-1.0	8.0	9.0
	<b>Observers</b>	1.0	7.7	6.7
25. Finds ways to celebrate accomplishments	<b>Self</b>	0.0	10.0	10.0
	<b>Observers</b>	0.4	7.8	7.4
16. Asks for feedback on how his/her actions affect people's performance	<b>Self</b>	1.0	10.0	9.0
	<b>Observers</b>	0.9	7.9	7.0
15. Creatively rewards people for their contributions	<b>Self</b>	1.0	9.0	8.0
	<b>Observers</b>	1.2	7.9	6.7
13. Searches outside organization for innovative ways to improve	<b>Self</b>	4.0	9.0	5.0
	<b>Observers</b>	1.4	8.0	6.6
12. Appeals to others to share dream of the future	<b>Self</b>	0.0	9.0	9.0
	<b>Observers</b>	1.9	8.0	6.1
2. Talks about future trends influencing our work	<b>Self</b>	5.0	9.0	4.0
	<b>Observers</b>	1.8	8.0	6.2
23. Makes certain that goals, plans, and milestones are set	<b>Self</b>	2.0	9.0	7.0
	<b>Observers</b>	1.1	8.0	6.9
22. Paints "big picture" of group aspirations	<b>Self</b>	1.0	10.0	9.0
	<b>Observers</b>	0.9	8.0	7.1
10. Expresses confidence in people's abilities	<b>Self</b>	1.0	10.0	9.0
	<b>Observers</b>	-0.2	8.2	8.4
3. Seeks challenging opportunities to test skills	<b>Self</b>	3.0	8.0	5.0
	<b>Observers</b>	0.6	8.3	7.7
20. Recognizes people for commitment to shared values	<b>Self</b>	1.0	10.0	9.0
	<b>Observers</b>	0.7	8.4	7.7

**Comparative Data by Leadership Behavior***(continued...)*

		<b>Change</b>	<b>Current</b> 06/10/2011	<b>Past</b> 12/13/2010
21. Builds consensus around organization's values	<b>Self</b>	0.0	9.0	9.0
	<b>Observers</b>	1.3	8.6	7.3
6. Makes certain that people adhere to agreed-on standards	<b>Self</b>	2.0	9.0	7.0
	<b>Observers</b>	0.1	8.7	8.6
29. Ensures that people grow in their jobs	<b>Self</b>	2.0	9.0	7.0
	<b>Observers</b>	1.1	8.7	7.6
27. Speaks with conviction about meaning of work	<b>Self</b>	1.0	10.0	9.0
	<b>Observers</b>	0.4	8.8	8.4
19. Supports decisions other people make	<b>Self</b>	0.0	9.0	9.0
	<b>Observers</b>	0.5	8.8	8.3
18. Asks "What can we learn?"	<b>Self</b>	2.0	10.0	8.0
	<b>Observers</b>	0.8	8.8	8.0
5. Praises people for a job well done	<b>Self</b>	1.0	10.0	9.0
	<b>Observers</b>	0.8	9.0	8.2
26. Is clear about his/her philosophy of leadership	<b>Self</b>	2.0	10.0	8.0
	<b>Observers</b>	0.1	9.0	8.9
24. Gives people choice about how to do their work	<b>Self</b>	2.0	8.0	6.0
	<b>Observers</b>	0.3	9.0	8.7
30. Gives team members appreciation and support	<b>Self</b>	0.0	10.0	10.0
	<b>Observers</b>	0.8	9.1	8.3
11. Follows through on promises and commitments	<b>Self</b>	3.0	10.0	7.0
	<b>Observers</b>	-0.1	9.3	9.4
9. Actively listens to diverse points of view	<b>Self</b>	3.0	10.0	7.0
	<b>Observers</b>	0.1	9.4	9.3
1. Sets a personal example of what is expected	<b>Self</b>	3.0	10.0	7.0
	<b>Observers</b>	0.6	9.4	8.8
4. Develops cooperative relationships	<b>Self</b>	0.0	10.0	10.0
	<b>Observers</b>	1.0	9.8	8.8
14. Treats people with dignity and respect	<b>Self</b>	0.0	10.0	10.0
	<b>Observers</b>	0.1	9.9	9.8

**Group Leadership  
Behaviors Ranking  
Report**

**Option 4**

This 2 page custom data report identifies the ranking of the 30 behaviors for both the average Self scores and the average Observers' scores in a group of any size. It may include all the individuals in a single workshop, or it may include selected individuals from multiple workshops across an organization.

Option 4

**SAMPLE CORPORATION**  
**Leadership Behaviors Ranking - Self**

This report shows the composite ranking of the 30 leadership behaviors based on the SELF scores in the groups that are identified. These behaviors (taken from the Leadership Practices Inventory) are ranked from most frequent (green background) to least frequent (red background).

- Report Date: **6/30/2011**
- Number of Leaders: **34**
- Workshops included: **1**

This data was extracted from the Leadership Practices Inventory (LPI) by James M. Kouzes and Barry Z. Posner.

High	Practice	Self
14	Treats people with dignity and respect	Enable 8.8
11	Follows through on promises and commitments	Model 8.4
24	Gives people choice about how to do their work	Enable 8.1
4	Develops cooperative relationships	Enable 8.1
19	Supports decisions other people make	Enable 8.1
1	Sets a personal example of what is expected	Model 7.9
2	Talks about future trends influencing our work	Inspire 7.8
9	Actively listens to diverse points of view	Enable 7.7
29	Ensures that people grow in their jobs	Enable 7.7
22	Paints "big picture" of group aspirations	Inspire 7.6
26	Is clear about his/her philosophy of leadership	Model 7.6
6	Makes certain that people adhere to agreed-on standards	Model 7.5
27	Speaks with conviction about meaning of work	Inspire 7.5
23	Makes certain that goals, plans, and milestones are set	Challenge 7.4
3	Seeks challenging opportunities to test skills	Challenge 7.4
8	Challenges people to try new approaches	Challenge 7.4
21	Builds consensus around organization's values	Model 7.4
28	Experiments and takes risks	Challenge 7.3
7	Describes a compelling image of the future	Inspire 7.2
18	Asks "What can we learn?"	Challenge 7.2
10	Expresses confidence in people's abilities	Encourage 7.2
13	Searches outside organization for innovative ways to improve	Challenge 7.0
30	Gives team members appreciation and support	Encourage 7.0
20	Recognizes people for commitment to shared values	Encourage 6.8
5	Praises people for a job well done	Encourage 6.7
17	Shows others how their interests can be realized	Inspire 6.7
15	Creatively rewards people for their contributions	Encourage 6.6
12	Appeals to others to share dream of the future	Inspire 6.1
25	Finds ways to celebrate accomplishments	Encourage 5.9
16	Asks for feedback on how his/her actions affect people's performance	Model 5.7
Low		

**The rating scale runs from 1 to 10**

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

## Option 4

### SAMPLE CORPORATION

#### Leadership Behaviors Ranking - Observers

This report shows the composite ranking of the 30 leadership behaviors based on the average Observers' scores in the groups that are identified. These behaviors (taken from the Leadership Practices Inventory) are ranked from most frequent (green background) to least frequent (red background).

- Report Date: **6/30/2011**
- Number of Leaders: **34**
- Workshops included: **1**

This data was extracted from the Leadership Practices Inventory (LPI) by James M. Kouzes and Barry Z. Posner.

High	Practice	Observers
14	Treats people with dignity and respect	Enable 8.9
11	Follows through on promises and commitments	Model 8.6
24	Gives people choice about how to do their work	Enable 8.3
23	Makes certain that goals, plans, and milestones are set	Challenge 8.2
4	Develops cooperative relationships	Enable 8.1
19	Supports decisions other people make	Enable 8.0
9	Actively listens to diverse points of view	Enable 8.0
1	Sets a personal example of what is expected	Model 8.0
5	Praises people for a job well done	Encourage 8.0
29	Ensures that people grow in their jobs	Enable 8.0
21	Builds consensus around organization's values	Model 7.9
30	Gives team members appreciation and support	Encourage 7.9
2	Talks about future trends influencing our work	Inspire 7.9
6	Makes certain that people adhere to agreed-on standards	Model 7.9
3	Seeks challenging opportunities to test skills	Challenge 7.9
20	Recognizes people for commitment to shared values	Encourage 7.7
26	Is clear about his/her philosophy of leadership	Model 7.7
27	Speaks with conviction about meaning of work	Inspire 7.7
28	Experiments and takes risks	Challenge 7.7
22	Paints "big picture" of group aspirations	Inspire 7.7
15	Creatively rewards people for their contributions	Encourage 7.6
8	Challenges people to try new approaches	Challenge 7.6
10	Expresses confidence in people's abilities	Encourage 7.6
13	Searches outside organization for innovative ways to improve	Challenge 7.6
25	Finds ways to celebrate accomplishments	Encourage 7.4
18	Asks "What can we learn?"	Challenge 7.4
7	Describes a compelling image of the future	Inspire 7.4
17	Shows others how their interests can be realized	Inspire 7.1
12	Appeals to others to share dream of the future	Inspire 7.0
16	Asks for feedback on how his/her actions affect people's performance	Model 6.4
Low		

The rating scale runs from 1 to 10

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

# FINE POINTS.

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## The Five Practices® Percentile Ranking Comparative Graph

### **Option 5**

This custom report plots average Five Practices® scores on the Percentile Ranking Graph and allows for various comparisons of Self, Manager, Direct Report, Coworker, and Other data for:

#### **Single Group**

**Multiple Groups** across an organization

**Single or Multiple Groups** over several LPI administrations

# Percentile Ranking

## Sample Company - Self Scores

Percentile	Model the Way	Inspire a Shared Vision	Challenge the Process	Enable Others to Act	Encourage the Heart
100	60	60	60	60	60
.	59	59	59	59	
.	58		58		
.		58			59
.		57	57	58	
.	57		56		58
.		56		57	
.	56	55	55		57
.		55			
90	55	54	54	56	56
.		54			
.	54		53		55
.		53		55	
.	53	52	52		54
.		51		54	
80	52		51		53
.		50		53	
.	51		50		52
70		49			
.	50	48	49	52	51
.		48			50
.	49	47	48	51	49
.		46	47	50	
60	48	45	46		48
.		44	46		47
.	47	43	45		46
.		42	44		45
50	46	41	43		44
.		40	42		43
.	45	39	41		42
.		38	40		41
40	44	37	39		40
.		36	38		39
.	43	35	37		38
.		34	36		37
30		33	35		36
.	43	32	34		35
.		31	33		34
.	42	30	32		33
.		29	31		32
20	41	28	30		31
.		27	29		30
.	40	26	28		29
.		25	27		28
.	39	24	26		27
.		23	25		26
10	38	22	24		25
.		21	23		24
.	37	20	22		23
.		19	21		22
.	36	18	20		21
.		17	19		20
.	35	16	18		19
.		15	17		18
.	34	14	16		17
.		13	15		16
.	33	12	14		15
.		11	13		14
.	32	10	12		13
.		9	11		12
.	31	8	10		11
.		7	9		10
.	30	6	8		9
.		5	7		8
.	29	4	6		7
.		3	5		6
.	28	2	4		5
.		1	3		4
1	27		2		3

February 2011

January 2010

# Percentile Ranking

## Sample Company – Manager Scores

Percentile	Model the Way	Inspire a Shared Vision	Challenge the Process	Enable Others to Act	Encourage the Heart
100	60	60	60	60	60
.	59	59	59	59	
.	58		58		59
.		58		58	
.	57	57	57	58	58
.		56	56		
.	56		55	57	57
.		55			
90	55	54	54	56	56
.		54			55
.	54		53	55	
.		53			54
.	53		52	54	
.		52			53
80	52	51	51	53	52
.		50			
.	51		50		
70					
.		49			51
.	50		49	52	50
.		48			
.		47	48	51	49
60	49	46	47	50	48
.		45			
.	48	44	46	49	47
.		43	45		46
.	47		44	48	45
.		42	44	47	
50	46	41	43	47	44
.		40			
.	45	40	42	46	43
.		39	41		
40	44	39	40		
.		38	39	45	42
.	43	37	41		41
.		36	40	44	40
.	42	35	38	43	39
.		34	37	42	38
20	41	33	36	41	37
.		32	35		36
.	40	31	34	40	35
.		30	33	39	
.	39	29	32	38	33 34
.		28	31	37	32
.	38	27	30	36	31
.		26	29	35	30
10	37	25	28	34	27 28 29
.		24	27	33	25 26
.	36	23	26	32	
.		22	25	31	
.	35	21	24	30	
.	34			29	
.	33			28	
.	31 32			27	
.	28 29 30			26	
1	22 23 24 25 26	18 19 20 21	24 25 26 27	24 25 26 27 28 29	22 23 24
	27			30	

February 2011

January 2010

# Percentile Ranking

## Sample Company - Direct Report Scores

Percentile	Model the Way	Inspire a Shared Vision	Challenge the Process	Enable Others to Act	Encourage the Heart
100	60	60	60	60	60
.	59	59	59	59	
.	58		58		
.		58			59
.		57	57	58	
.	57		56		
.		56		57	58
.		55	55		
.	56				57
.		55			
90	55		54	56	
.		54			56
.	54				
.		53	53	55	55
.		52			
.	53				54
.		51	52	54	
80	52				53
.		51	51		
.		50		53	
.	51				52
70			50		
.		49			
.	50		49		51
.		48		52	
.		47	48		50
60	49	47	47	51	49
.		46	46	50	
.	48	45	45	49	47
.		44		48	46
.	47	43	44	47	
.		42	43		45
.	46	41			44
.		40	42		
.	45		41		43
.		39	42		
40	44		41		42
.		38	40		41
.	43	37	39		40
.		36	38		39
.	42	35	37		38
.		34	36		37
.	41	33	35		36
.		32	34		35
.	40	31	33		34
.		30	32		33
.	39	29	31		32
.		28	30		31
.	38	27	29		30
.		26	28		29
.	37	25	27		28
.		24	26		27
.	36	23	25		26
.		22	24		25
.	35	21	23		24
.		20	22		23
.	34	19	21		22
.		18	20		21
.	33				20
.					19
.	32				18
.					17
.	31				16
.					15
.	30				14
.					13
.	29				12
.					11
.	28				10
.					9
.	27				8
.					7
.	26				6
.					5
.	25				4
.					3
.	24				2
.					1
1	22 23 24 25 26 27	18 19 20 21	24 25 26 27	24 25 26 27 28 29 30	22 23 24

February 2011

January 2010

# Percentile Ranking

## Sample Company – Coworker Scores

Percentile	Model the Way	Inspire a Shared Vision	Challenge the Process	Enable Others to Act	Encourage the Heart
100	60	60	60	60	60
.	59	59	59	59	
.	58		58		59
.		58		58	
.		57	57	58	
.	57		56		58
.		56		57	
.	56		55		57
.		55		56	
90	55		54		56
.		54		55	
.	54		53		55
.		53		54	
.	53		52		54
.		52		53	
80	52		51		53
.		51		52	
.	51		50		52
.		49		51	
.	50		49		50
.		48		52	
.	49		48		49
.		47		51	
.	48		47		48
.		46		50	
.	47		46		47
50	46		45		46
.		44		49	
.	45		44		45
.		43		48	
.	44		43		44
.		42		47	
.	43		42		43
.		41		46	
.	44		41		42
.		40		45	
.	43		40		41
.		39		44	
.	42		39		39
.		38		43	
.	41		38		38
.		37		42	
.	40		37		37
.		36		41	
.	39		36		36
.		35		40	
.	38		35		35
.		34		39	
.	37		34		33 34
.		33		38	
.	36		33		32
.		32		37	
.	35		32		31
.		31		36 37	
.	34		31 32		30
.		30		34 35	
.	33		30		27 28 29
.		29		31 32 33	
.	31 32		28 29		25 26
.	28 29 30		24 25 26 27		22 23 24
1	22 23 24 25 26	18 19 20 21	24 25 26 27	24 25 26 27 28 29	22 23 24

February 2011

January 2010



# FINE POINTS.

PROFESSIONALS Ltd.

*Distinctive Client Care*

## Comparative Observer Leadership Behaviors Ranking Report

### **Option 6**

This is a comparison of 2 Leadership Behaviors Ranking Reports. Ranking is based on average Observers' scores.

This report can be used to show:

**CHANGE** in a group's average Observer LPI scores by  
Leadership Behavior

**ONE GROUP** compared to an All Company LBR report  
**ONE GROUP'S** average Observer LPI scores compared to  
their average **Self scores** by Leadership Behavior.

**(Company Name)****(Department Name)****(Report Date)**

## Comparative Observer Leadership Behaviors Ranking

This is a comparison of two administrations of LPI scores ranked by Leadership Behavior. The Change columns show both numeric and percentage changes in the average Observers' scores for each Practice.

Q#	Question	Practice	Change		2011	2009
			Numeric	%		
14	Treats people with dignity and respect	Enable	-0.03	-0.34%	9.27	9.30
4	Develops cooperative relationships	Enable	0.20	2.23%	8.96	8.77
11	Follows through on promises and commitments	Model	0.12	1.37%	8.92	8.80
1	Sets a personal example of what is expected	Model	0.21	2.41%	8.74	8.54
5	Praises people for a job well done	Encourage	0.22	2.62%	8.62	8.40
9	Actively listens to diverse points of view	Enable	0.25	2.95%	8.60	8.35
24	Gives people choice about how to do their work	Enable	0.21	2.54%	8.54	8.33
6	Makes certain that people adhere to agreed-on standards	Model	0.29	3.56%	8.30	8.02
30	Gives team members appreciation and support	Encourage	0.15	1.79%	8.30	8.16
27	Speaks with conviction about meaning of work	Inspire	0.14	1.76%	8.23	8.09
19	Supports decisions other people make	Enable	0.18	2.22%	8.14	7.96
23	Makes certain that goals, plans, and milestones are set	Challenge	0.17	2.09%	8.13	7.96
10	Expresses confidence in people's abilities	Encourage	0.28	3.59%	8.11	7.83
21	Builds consensus around organization's values	Model	0.24	3.11%	8.11	7.86
2	Talks about future trends influencing our work	Inspire	0.41	5.33%	8.09	7.68
22	Paints "big picture" of group aspirations	Inspire	0.11	1.37%	8.05	7.94
26	Is clear about his/her philosophy of leadership	Model	0.52	6.91%	8.04	7.52
20	Recognizes people for commitment to shared values	Encourage	0.15	1.92%	8.03	7.88
3	Seeks challenging opportunities to test skills	Challenge	0.19	2.42%	8.01	7.82
29	Ensures that people grow in their jobs	Enable	0.15	1.89%	7.95	7.80
25	Finds ways to celebrate accomplishments	Encourage	0.43	5.71%	7.90	7.47
18	Asks "What can we learn?"	Challenge	0.40	5.42%	7.84	7.43
8	Challenges people to try new approaches	Challenge	0.50	6.96%	7.69	7.19
15	Creatively rewards people for their contributions	Encourage	0.23	3.10%	7.69	7.45
7	Describes a compelling image of the future	Inspire	0.52	7.29%	7.60	7.08
13	Searches outside organization for innovative ways to improve	Challenge	0.23	3.12%	7.51	7.29
12	Appeals to others to share dream of the future	Inspire	0.44	6.37%	7.34	6.90
17	Shows others how their interests can be realized	Inspire	0.48	7.23%	7.18	6.70
28	Experiments and takes risks	Challenge	0.17	2.56%	6.99	6.82
16	Asks for feedback on how his/her actions affect people's performance	Model	0.50	7.89%	6.80	6.30

**(Company Name)**  
**(Department Name)**  
**(Report Date)**

## Comparative Self and Observer Leadership Behaviors Ranking

This is a comparison of Self and Observer scores ranked by Leadership Behavior. The Change columns show both numeric and percentage changes in Self and Observers' average scores for each Practice. Ranking is by Observers' scores.

Q#	Question	Practice	Difference		Observer	Self
			Numeric	%		
14	Treats people with dignity and respect	Enable	-0.03	-0.34%	9.27	9.30
4	Develops cooperative relationships	Enable	0.20	2.23%	8.96	8.77
11	Follows through on promises and commitments	Model	0.12	1.37%	8.92	8.80
1	Sets a personal example of what is expected	Model	0.21	2.41%	8.74	8.54
5	Praises people for a job well done	Encourage	0.22	2.62%	8.62	8.40
9	Actively listens to diverse points of view	Enable	0.25	2.95%	8.60	8.35
24	Gives people choice about how to do their work	Enable	0.21	2.54%	8.54	8.33
6	Makes certain that people adhere to agreed-on standards	Model	0.29	3.56%	8.30	8.02
30	Gives team members appreciation and support	Encourage	0.15	1.79%	8.30	8.16
27	Speaks with conviction about meaning of work	Inspire	0.14	1.76%	8.23	8.09
19	Supports decisions other people make	Enable	0.18	2.22%	8.14	7.96
23	Makes certain that goals, plans, and milestones are set	Challenge	0.17	2.09%	8.13	7.96
10	Expresses confidence in people's abilities	Encourage	0.28	3.59%	8.11	7.83
21	Builds consensus around organization's values	Model	0.24	3.11%	8.11	7.86
2	Talks about future trends influencing our work	Inspire	0.41	5.33%	8.09	7.68
22	Paints "big picture" of group aspirations	Inspire	0.11	1.37%	8.05	7.94
26	Is clear about his/her philosophy of leadership	Model	0.52	6.91%	8.04	7.52
20	Recognizes people for commitment to shared values	Encourage	0.15	1.92%	8.03	7.88
3	Seeks challenging opportunities to test skills	Challenge	0.19	2.42%	8.01	7.82
29	Ensures that people grow in their jobs	Enable	0.15	1.89%	7.95	7.80
25	Finds ways to celebrate accomplishments	Encourage	0.43	5.71%	7.90	7.47
18	Asks "What can we learn?"	Challenge	0.40	5.42%	7.84	7.43
8	Challenges people to try new approaches	Challenge	0.50	6.96%	7.69	7.19
15	Creatively rewards people for their contributions	Encourage	0.23	3.10%	7.69	7.45
7	Describes a compelling image of the future	Inspire	0.52	7.29%	7.60	7.08
13	Searches outside organization for innovative ways to improve	Challenge	0.23	3.12%	7.51	7.29
12	Appeals to others to share dream of the future	Inspire	0.44	6.37%	7.34	6.90
17	Shows others how their interests can be realized	Inspire	0.48	7.23%	7.18	6.70
28	Experiments and takes risks	Challenge	0.17	2.56%	6.99	6.82
16	Asks for feedback on how his/her actions affect people's performance	Model	0.50	7.89%	6.80	6.30

## LPI Data Download Spreadsheet

### **Option 7**

The LPI Data is downloaded from either the LPI Online or LPI Scoring Software and imported into a spreadsheet where it may be manipulated and analyzed by the client as desired. The client report consists of spreadsheet (.xlsx format) which shows the Observers averages and standard deviations for each of The Five Practices®.

Further customization is available.

OPTION 7			Model the Way			Inspire a Shared Vision			Challenge the Process			Enable Others to Act			Encourage the Heart		
#	Last Name	First Name	Self Score	Ave. Observer Score	Observer Standard Deviation	Self Score	Ave. Observer Score	Observer Standard Deviation	Self Score	Ave. Observer Score	Observer Standard Deviation	Self Score	Ave. Observer Score	Observer Standard Deviation	Self Score	Ave. Observer Score	Observer Standard Deviation
1	Burden	Ann	7.7	8.1	1.1	6.8	7.2	2.9	6.3	6.4	2.9	7.8	8.7	0.4	7.2	7.8	1.8
2	Simpson	Randy	8.3	8.8	0.7	6.8	8.7	1.3	6.5	8.8	1.3	8.7	8.8	0.5	9.7	9.2	0.7
3	Creamer	Matthew	5.8	6.6	2.2	4.7	6.5	2.3	4.8	6.7	2.3	8.2	8.1	1.2	5.7	6.6	2.9
4	Cane	Caleb	5.8	7.9	1.1	7.2	8.1	1.3	7.2	8.1	1.3	7.8	8.7	1.1	7.5	8.8	1.1
5	Verbarg	Virginia	8.2	9.9	0.1	8.2	9.8	0.2	7.8	9.1	0.2	8.2	9.5	0.2	9.3	9.8	0.1
6	Klinkenbeard	Bob	9.0	9.2	0.8	8.8	9.4	0.3	8.0	9.2	0.3	7.7	9.5	0.3	7.3	8.9	1.0
7	Smith	Jenny	9.0	5.6	2.3	8.5	6.7	2.3	8.8	5.8	2.3	9.5	7.4	1.2	9.5	5.8	2.9
8	Stoops	Paul	8.5	8.5	1.6	9.2	8.6	1.4	7.2	8.6	1.4	8.2	8.8	1.3	7.3	9.2	1.0
9	McCall	Joyce	9.0	8.3	0.2	7.8	8.3	1.1	7.7	7.8	1.1	9.2	9.8	0.2	8.3	8.6	0.5
10	Mitchum	Jean	7.8	9.2	1.2	6.2	9.1	1.4	6.3	9.0	1.4	7.3	9.2	0.9	7.7	9.0	1.3
11	Shover	Connie	8.2	9.6	0.3	7.3	9.9	0.2	6.5	9.6	0.2	8.2	9.6	0.4	8.7	9.5	0.3
12	Streep	Jim	9.5	8.1	1.2	8.3	8.9	1.0	8.7	7.7	1.0	8.5	8.4	0.9	9.2	8.4	0.9
13	Lower	Susan	7.8	8.9	0.9	8.0	9.2	0.8	6.3	8.6	0.8	5.7	8.5	1.4	5.2	8.9	1.3
14	Sherman	James	9.3	No Observer Responses		9.7	No Observer Responses		8.3	No Observer Responses		7.7	No Observer Responses		9.7	No Observer Responses	
15	Bilco	Steven	9.5	9.4	0.5	9.3	9.4	0.8	7.3	9.1	0.8	9.2	9.6	0.6	9.8	9.8	0.5
16	Stephens	George	7.3	8.1	1.1	7.5	8.6	1.1	6.8	8.5	1.1	7.7	8.5	0.8	6.7	8.4	1.0
17	Schoonover	Joan	8.8	9.2	0.9	9.2	9.1	0.9	7.5	9.0	0.9	9.2	9.3	0.9	8.0	9.0	1.0
18	Steele	Julie	8.8	9.5	0.6	9.2	9.1	1.1	9.8	9.1	1.1	8.8	9.4	0.6	9.3	9.4	0.7
19	Russell	Emily	7.8	9.4	1.0	7.2	9.7	0.4	7.8	9.2	0.4	7.8	9.5	0.8	7.7	9.4	1.0
20	Daniels	Sarah	7.7	8.4	0.8	7.7	8.7	1.2	7.3	8.5	1.2	8.8	9.0	0.8	9.2	8.7	0.8
21	Tell	William	8.0	9.1	1.1	8.0	9.3	0.6	7.5	8.8	0.6	8.5	9.1	1.3	8.7	9.5	0.8
22	Trump	Victoria	9.0	5.4	2.2	8.7	5.7	2.9	8.3	4.6	2.9	9.0	6.8	1.6	9.5	5.3	2.6
23	Frank	Heather	8.7	8.0	1.5	9.2	7.2	2.4	9.3	7.0	2.4	8.8	7.8	0.9	9.7	7.3	1.5
24	Gates	Jon	9.5	9.2	0.4	9.7	9.1	0.3	9.5	8.9	0.3	9.5	9.1	0.6	9.8	9.6	0.3
25	Adams	Samuel	9.5	9.1	0.7	9.0	8.9	1.2	8.8	8.6	1.2	9.2	9.0	0.7	9.7	9.2	0.8