

LPI ONLINE Normative Database December 2011

The database use to produce the normative information in the LPI Feedback Report's Percentile Graph includes responses from approximately 1.1 million observers. These respondents can be described in the following ways:

- In terms of their gender, 45% are female, and 55% are male.
- By educational level, approximately 6% are high school graduates, 19% indicate they completed some college work, 41% hold college degrees, 29% have a masters' degree, and 5% have earned a doctoral degree.
- In terms of their age, about 1% are between 18-23 years old, 17% are between the ages of 24-32, 25% are between the ages of 33-40, 30% are between 41-49 years of age, 22% are 50-59 years olds, and 5% are 60 years of age or older.
- The ethnicity of respondents, from the United States, is mostly Caucasian (78%). African Americans comprise approximately 7% of the sample, Asian Americans/Pacific Islanders another 6%, Hispanic/Latinos 5%, Mixed Race 4% and Native Americans somewhat less than 1%.
- The country of origin for most respondents is the United States (79%), with remainder of the respondents (21%) spread across the world in over 100 different countries. The ten largest samples outside the U.S. are Canada, Caribbean, Australia, Vietnam, Switzerland, United Kingdom, Slovenia, Germany, Indonesia, and New Zealand.
- In terms of their relationship to the "leader" approximately 39% are their peer or co-worker, 31% are their direct report, 15% are their manager and 15% are in some "other" relationship.
- In terms of their hierarchical positions, 26% indicate that they are at an executive level, 22% are in middle management, 26% are supervisors, and 26% indicate that they are individual contributors.
- By functional area, the two most reported areas are Management (18%) and Operations (12%). These categories are followed by IT/MIS (8%), Sales (7%), Finance/Treasury (7%), Engineering (7%), Human Resources (5%), Manufacturing (3%), Marketing (3%), Construction/Real Estate (3%), and R&D (2%). The remainder is spread across a variety of functions.
- In terms of industries represented, the most frequent is Banking/Financial Services (14%), Government/Military (13%), and Medical/Health Care

(11%). These categories are followed by Education (9%), Computers (5%), Aerospace/Airlines (4%), Telecommunications (3%), Social Services (3%), Retailing (3%), Pharmaceuticals (2%), Transportation (2%), Automotive (2%), Hospitality (1%), Petroleum (1%), Real Estate (1%), and Publishing (1%). The remainder is spread across a variety of industries.

- The size of the organizations represented in the sample, as measured by number of employees, is as follows: Less than 50 people (15%), 50-99 people (8%), 100-499 people (20%), 500-999 people (9%), 1,000-4,999 people (18%), 5,000-9,999 people (9%), and 10,000 or more people (21%).

More information about the LPI can be found on the website, including descriptive and statistical analyses segmented by various organizational and individual dimensions. While statistically significant differences between these various categories are sometimes found, they do not generally have any practical value. That is, with such a large sample size it is possible to find empirical differences at less than absolute values of 1.0, which when translated into behavior have little meaningful significance. Yes, it is possible to empirically engage more or less in a behavior at a response of “fairly often.” However, this difference is not as meaningful as the difference between “fairly often” (7) and “usually” (8) which would be directional aspiration of respondents.

We excluded the data from Self respondents in this normative database for similar reasons. The average difference on The Five Practices between Self and Observers ranges between 0.1 for Enable on the low side to 0.6 for Inspire on the high side; although statistically these differences are beyond chance, they do not have much practical difference in terms of behavioral differences. Furthermore, we provide data only from Observers for comparative purposes in order to minimize any biases which might be associated with self-reported information.

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