

Student Leadership

Practices Inventory® 360 BY JAMES M. KOUZES & BARRY Z. POSNER

Individual Feedback Report

**Prepared for barry nugent | October 24, 2016**

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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:

**MODEL THE WAY**

**INSPIRE A SHARED VISION**

**CALLANGE THE PROCESS**

**ENABLE OTHERS TO ACT**

**ENCOURAGE THE HEART**

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 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.

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.

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|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **SELF OBSERVERS' AVERAGE INDIVIDUAL OBSERVERS** | | | | | | | | | |
|  |  |  | **O1** | **O2** | **O3** | **O4** | **O5** | **O6** | **O7** |
| Model the Way | 25 | **27.3** | 26 | 29 | 27 | 28 | 25 | 27 | 29 |
| Inspire a Shared Vision | 22 | **27.0** | 22 | 30 | 29 | 25 | 25 | 28 | 30 |
| Challenge the Process | 20 | **23.9** | 21 | 29 | 28 | 18 | 20 | 26 | 25 |
| Enable Others to Act | 26 | **25.7** | 25 | 28 | 27 | 25 | 23 | 26 | 26 |
| Encourage the Heart | 23 | **28.1** | 26 | 29 | 29 | 28 | 28 | 30 | 27 |

With a total possible score of 30 in each category I was able to see how my personal rating compared with other observes about the identified 5 specific leadership behaviors. Below is the Data Summary of each of the components.

My top leadership behaviors, as observed by other, were **Encourage the Heart, Model the Way, and Inspire a Shared Vision.**

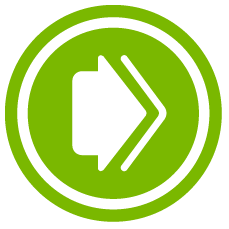
**This is an important artifact conveying and symbolizing leadership competencies that speak directly to relationship. Relationship allows for influence as a leader.**



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Model the Way Data Summary



* ◾ **Clarify values by finding your voice and affirming shared values**
* ◾ **Set the example by aligning actions with shared values**



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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**



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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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Enable Others to Act Data Summary



* ◾ **Foster collaboration by building trust and facilitating relationships**
* ◾ **Strengthen others by increasing self-determination and developing competence**



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Encourage the Heart Data Summary



* ◾ **Recognize contributions by showing appreciation for individual excellence**
* ◾ **Celebrate the values and victories by creating a spirit of community**