

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®. 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 quality, 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.

"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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CUSTOM REPORTS AND SERVICES

NOTE: Unless otherwise noted, all prices include one high quality color copy of the report or PDF.
 Air or ground shipping charges for hard copy reports are additional.
 Samples of these reports are available at www.finepointsprofessionals.com.

Option 1: Group Assessment Report

This group report includes the **Group Summary, Group Percentile Ranking Graph and Leadership Behaviors Ranking Report**
 \$1 per leader, Minimum \$25
 (This pricing applies to multiple combined groups.)

The **Group Summary** displays the average Self and Observer responses for all individuals participating in this group. The AVG column shows the averages of each type of Observer responses for each of The Five Practices.

The **Group Percentile Ranking Graph** represents the percentile rankings of a group of leaders compared to several thousand people who have taken the LPI.

The **Leadership Behaviors Ranking 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.

Option 2: The Five Practices® Comparative Data Graph \$40 per report

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 2 may require Group Summary – Option 1 to be created first.)

Option 3: The Five Practices® Comparative Data Report \$20 per Leader

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

This report can be used to compare scores for up to three LPI administrations per Leader.

Option 4: Group Leadership Behaviors Ranking Report
\$3 per leader or \$75 Minimum

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.

- The Option 4 is required to prepare the Option 6 report.
- Leaders may be added to existing reports as additional workshops take place. Minimum \$75 will be charged for each additional workshop.

Option 5: The Five Practices® Percentile Ranking Comparative Graph
Price begins at \$150 (may vary based upon customization required)

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

(Option 5 may require Group Summary – Option 1 to be created first.)

Option 6: Comparative Observer Leadership Behaviors Ranking Report

Option 6 requires first that the Option 4 LBR be created for each of the groups or organizations that are to be compared. Prices apply as listed above for Option 4.

In addition to the charges for Option 4, fees for Option 6 are as follows:

- Observer to Observer side-by-side Comparison – **Additional \$50**

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

Option 7: LPI Data Download Spreadsheet
\$3 per Leader or minimum of \$75

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.

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Group Assessment Report

Option 1

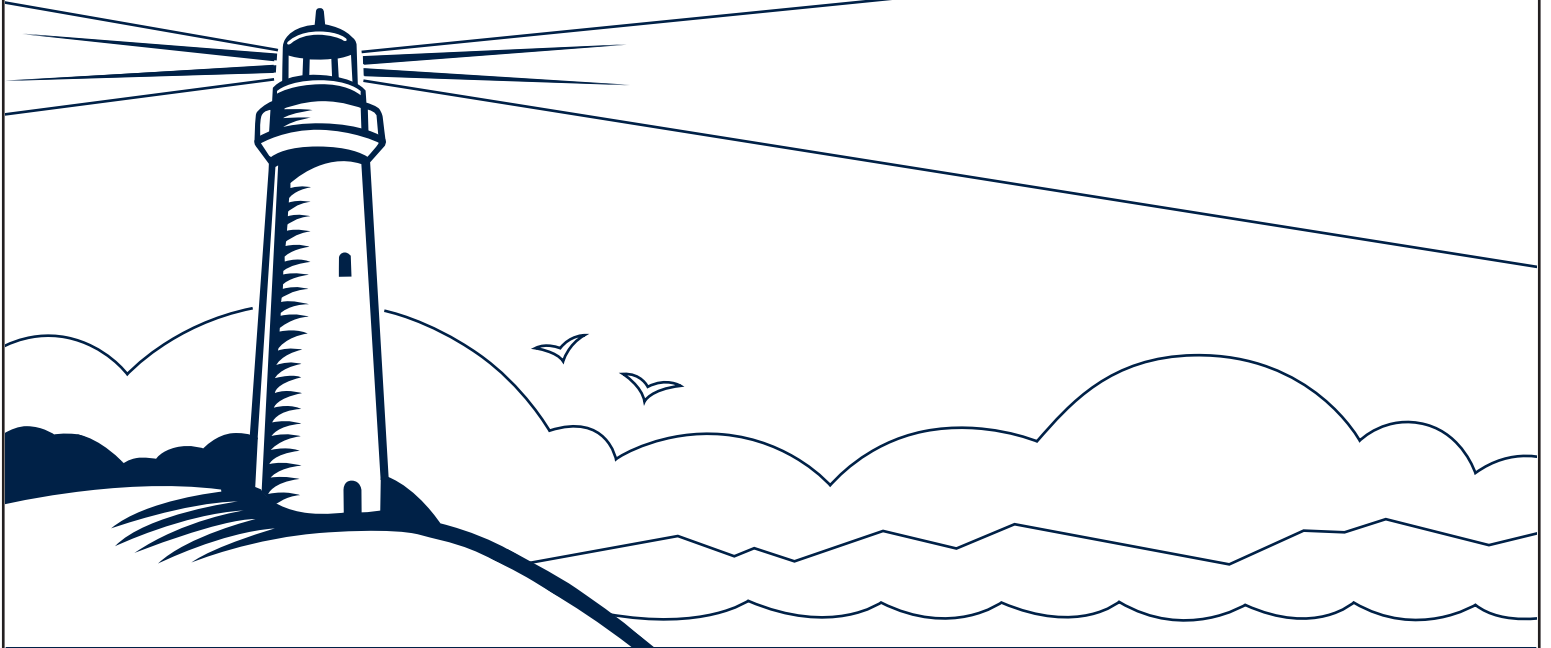
This group report includes the **Group Summary**,
Group Percentile Ranking Graph and
Leadership Behaviors Ranking Report.

Leadership Practices Inventory: LPI

JAMES M. KOUZES & BARRY Z. POSNER

Group Assessment Report

Prepared for Sample Company | 1/24/2013



Group Summary by Leadership Practice

This page displays the average Self and Observer responses for all individuals participating in this group. The AVG column shows the averages of each type of Observer responses for each of The Five Practices. Responses can range from 6 to 60. The STD DEV measures the distribution of scores around the mean (average score) and as the number increases from zero it means that the distribution of scores is increasingly widespread.

		AVG	STD DEV	
	Model the Way	Self	48.1	4.1
		Manager	49.8	4.4
		Direct Report	49.4	7.1
		Co-Worker	48.4	6.0
		Other	50.5	5.9
		All Observers	49.2	6.3
	Inspire a Shared Vision	Self	46.2	6.8
		Manager	45.8	7.7
		Direct Report	48.0	8.0
		Co-Worker	45.8	8.2
		Other	47.6	9.0
		All Observers	46.9	8.2
	Challenge the Process	Self	46.7	6.7
		Manager	46.4	8.8
		Direct Report	48.8	6.6
		Co-Worker	47.3	6.6
		Other	49.9	6.4
		All Observers	48.2	6.8
	Enable Others to Act	Self	49.5	5.4
		Manager	50.2	5.4
		Direct Report	51.3	7.2
		Co-Worker	49.9	6.1
		Other	49.8	8.7
		All Observers	50.4	6.8
	Encourage the Heart	Self	43.9	7.8
		Manager	49.1	4.4
		Direct Report	46.5	9.6
		Co-Worker	46.7	7.6
		Other	47.4	10.0
		All Observers	46.9	8.6

ALL OBSERVER SURVEYS TALLIED: 205

Self Surveys Tallied: 17
Manager Surveys Tallied: 13

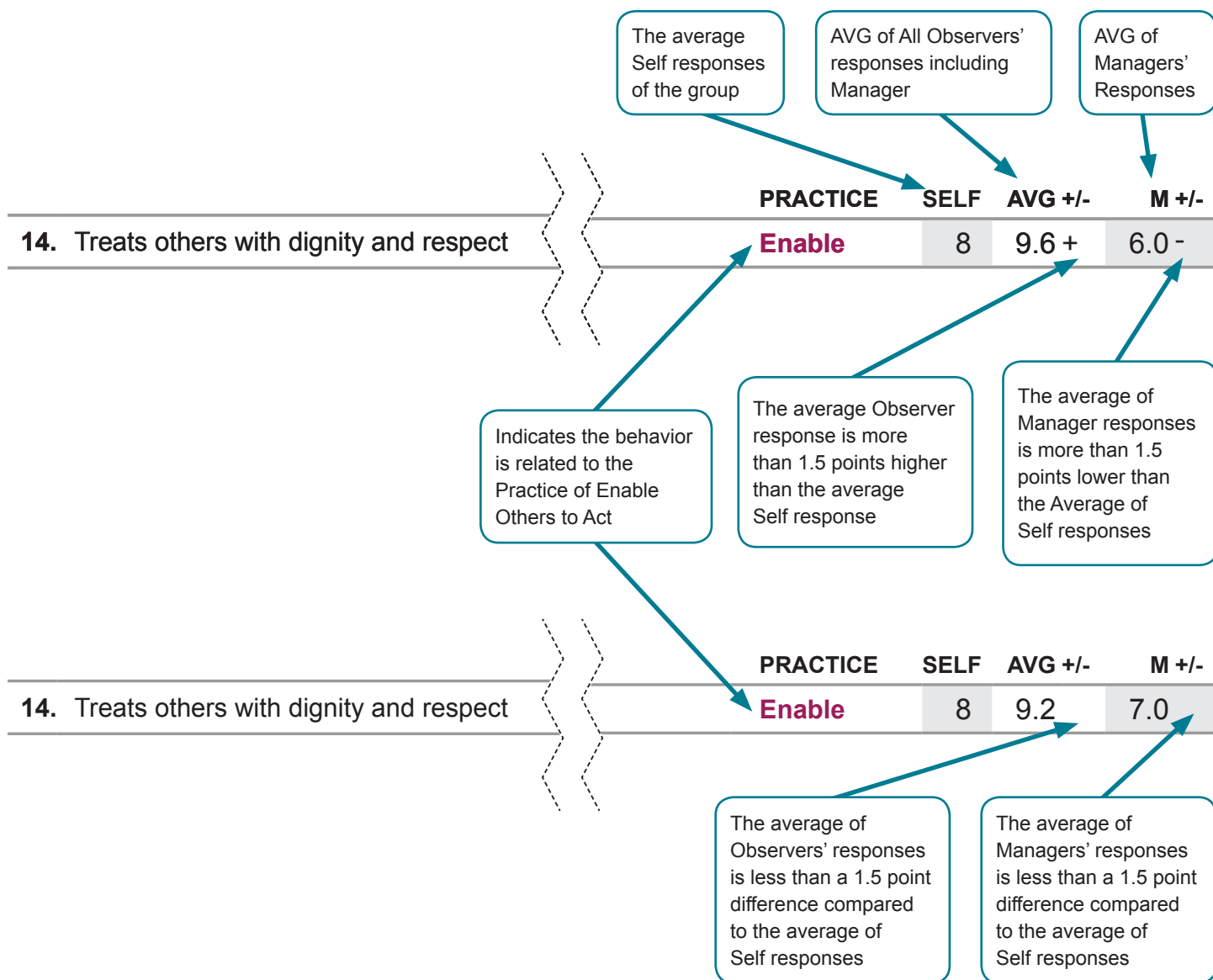
Direct Report Surveys Tallied: 81
Co-Worker Surveys Tallied: 84

Other Surveys Tallied: 27

AVG—Average of all Observer Responses in each category STD DEV—Standard Deviation

Group 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 the group's observer responses. The average (AVG) includes the Managers' responses, which are also shown separately. Horizontal lines separate the 10 most and the 10 least frequent behaviors from the middle 10. A plus sign (+) next to the AVG or Manager (M) responses indicates that the responses are more than 1.5 points higher than the Self responses; a minus sign (-) indicates that the responses are more than 1.5 points lower than the Self responses. Since 1.5 is approximately the average difference between self and observer scores, any difference greater than that merits attention. When the +/- column is blank in a given row, this indicates a reasonable degree of agreement between the SELF and AVG or SELF and MANAGER scores. The response scale runs from 1–Almost Never to 10–Almost Always.



RESPONSE SCALE	1–Almost Never	3–Seldom	5–Occasionally	7–Fairly Often	9–Very Frequently
	2–Rarely	4–Once in a While	6–Sometimes	8–Usually	10–Almost Always

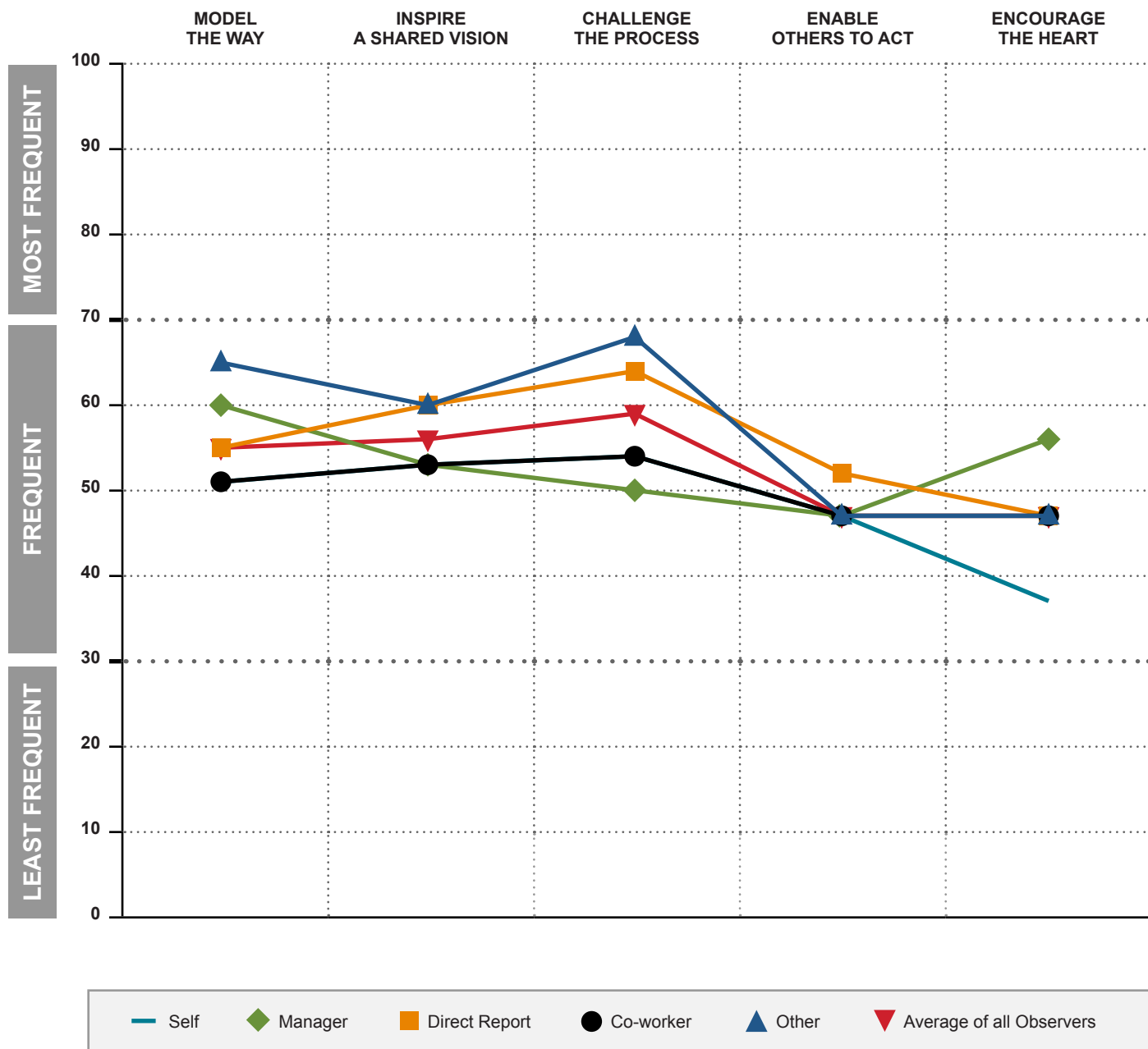
MOST FREQUENT

	PRACTICE	SELF	AVG +/-	M +/-
14. Treats others with dignity and respect	Enable	8.9	9.0	9.2
11. Follows through on promises and commitments he/she makes	Model	9.1	8.9	9.0
1. Sets a personal example of what he/she expects of others	Model	8.8	8.7	8.5
4. Develops cooperative relationships among the people he/she works with	Enable	8.2	8.5	8.8
6. Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on	Model	7.9	8.5	9.0
23. Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs we work on	Challenge	7.9	8.5	8.5
9. Actively listens to diverse points of view	Enable	8.2	8.4	8.2
18. Asks "What can we learn?" when things don't go as expected	Challenge	7.6	8.3	7.6
19. Supports the decisions that people make on their own	Enable	8.3	8.3	8.1
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	7.9	8.3	8.2
21. Builds consensus around a common set of values for running our organization	Model	7.8	8.2	8.4
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	8.4	8.1	7.8
5. Praises people for a job well done	Encourage	7.4	8.1	8.4
22. Paints the "big picture" of what we aspire to accomplish	Inspire	7.8	8.1	7.6
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	8.0	8.1	7.8
2. Talks about future trends that will influence how our work gets done	Inspire	8.2	8.0	7.8
8. Challenges people to try out new and innovative ways to do their work	Challenge	8.0	8.0	7.8
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	8.0	8.0	7.9
26. Is clear about his/her philosophy of leadership	Model	7.7	7.9	7.5
30. Gives the members of the team lots of appreciation and support for their contributions	Encourage	7.4	7.9	8.4
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	7.6	7.8	8.2
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	7.4	7.8	8.0
7. Describes a compelling image of what our future could be like	Inspire	7.7	7.7	7.3
13. Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do	Challenge	7.4	7.7	7.4
15. Makes sure that people are creatively rewarded for their contributions to the success of projects	Encourage	7.0	7.7	8.1
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	7.3	7.5	7.9
25. Finds ways to celebrate accomplishments	Encourage	7.1	7.5	8.0
28. Experiments and takes risks, even when there is a chance of failure	Challenge	7.4	7.5	7.2
12. Appeals to others to share an exciting dream of the future	Inspire	7.1	7.4	7.3
16. Asks for feedback on how his/her actions affect other people's performance	Model	6.8	7.0	7.3

LEAST FREQUENT

Group Percentile Ranking

The Leaders and Observers who make up the LPI database include a mix of males and females at all levels, from all types of organizations, and from all over the world. This page compares your group's average Self response and the average of the group's observers' responses to over one million Observer responses for other leaders who have taken the LPI. The horizontal lines at the 30th and 70th percentiles divide the graph into three segments, roughly approximating a normal distribution of scores. Each line on the graph shows what percentile the group's average Self or Observer category responses fall into for each Practice. For example, if the group's average Self score for Model the Way is at the 50th percentile, half of the leaders in the database were rated higher by the Observers on the Practice, and half were rated lower.



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The Five Practices[®] Comparative Data Graph

Option 2

This versatile custom graph (either line or bar graph) compares The Five Practices[®] Average Scores. The comparison may represent any of the following:

Single leader or Single group:

over multiple LPI administrations

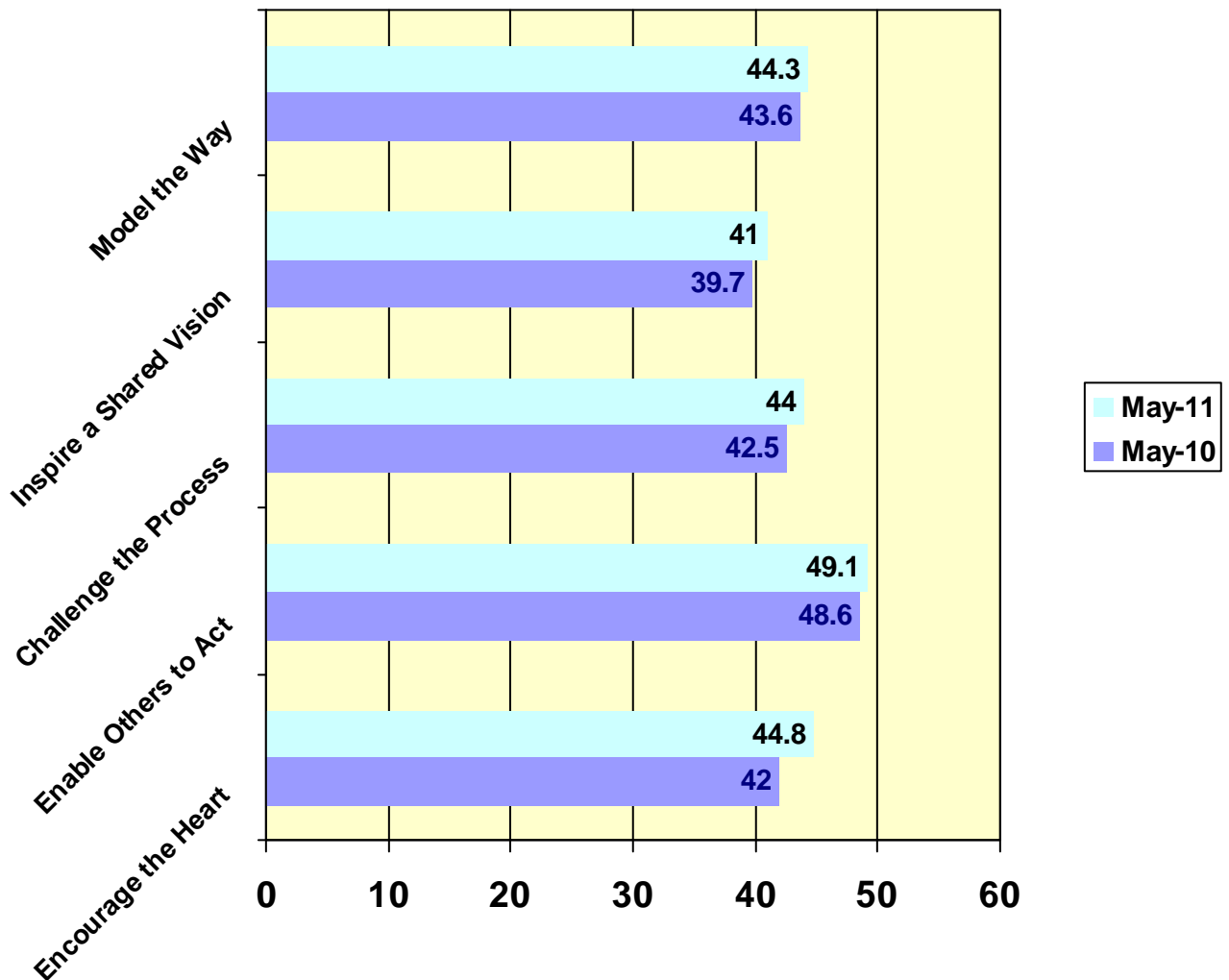
One group to another group: within an organization

Option 2



The Five Practices® Comparative Data (Bar) Graph

(Company Name)
(Date)
Observer Averages



Option 2

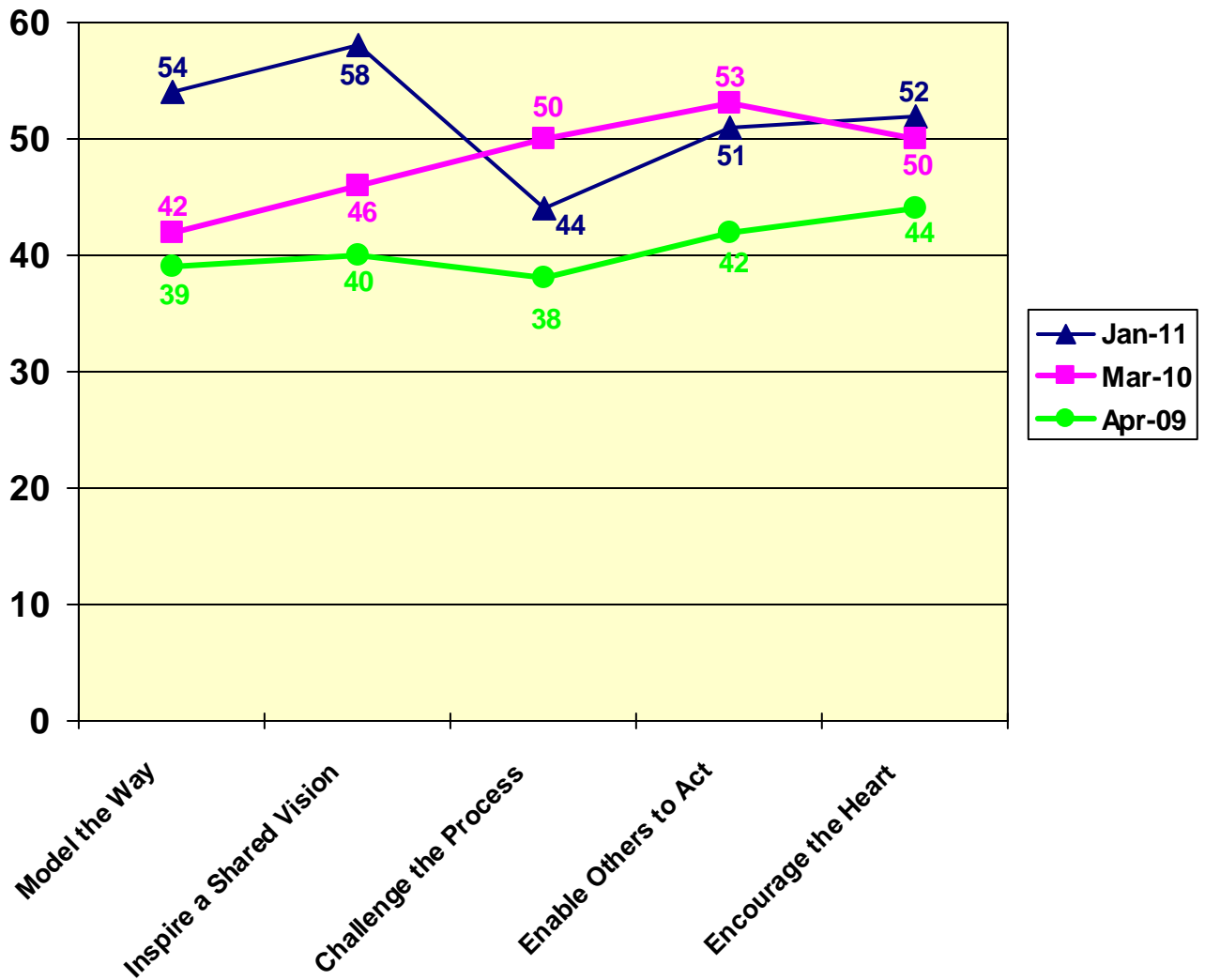


The Five Practices® Comparative Data (Line) Graph

(Company Name)

(Date)

Observer Averages



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The Five Practices[®] Reassessment Report

Option 3

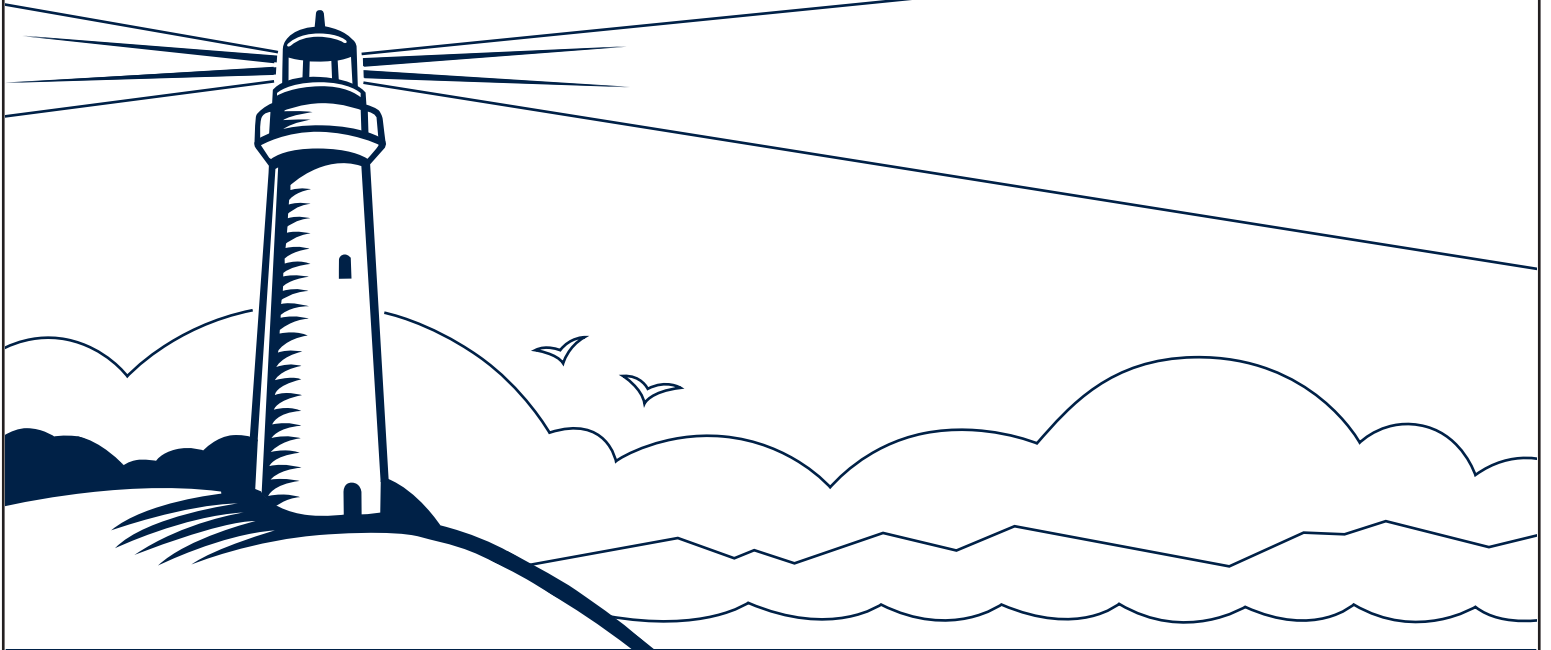
This report compares your most recent scores with your scores from previous LPs organized by Practice.

Leadership Practices Inventory: LPI

JAMES M. KOUZES & BARRY Z. POSNER






Reassessment Report

Prepared for Sample Leader | 1/24/2013



Reassessment Data by Leadership Practice

This page compares your most recent scores with the scores from your previous LPI, grouped by Observer type. The Change column shows the difference in Self responses and Observers' responses for each Practice between your most recent and second most recent completed assessments.

		CHANGE	JAN 2013	SEP 2011
		RESPONDED	14	15
 Model the Way	Self	2.0	50.0	48.0
	Average	0.2	50.1	49.9
	Manager	22.0	53.0	31.0
	Direct Report	-2.9	50.5	53.4
	Co-Worker	0.7	49.3	48.6
	Other			50.0
 Inspire a Shared Vision	Self	4.0	48.0	44.0
	Average	-0.1	46.3	46.4
	Manager	27.0	51.0	24.0
	Direct Report	-4.0	45.7	49.7
	Co-Worker	2.1	46.1	44.0
	Other			52.0
 Challenge the Process	Self	3.0	53.0	50.0
	Average	1.1	50.6	49.5
	Manager	19.0	53.0	34.0
	Direct Report	-1.9	50.0	51.9
	Co-Worker	1.9	50.7	48.8
	Other			50.5
 Enable Others to Act	Self	1.0	55.0	54.0
	Average	0.4	51.1	50.7
	Manager	20.0	48.0	28.0
	Direct Report	-1.5	52.5	54.0
	Co-Worker	0.6	50.4	49.8
	Other			53.0
 Encourage the Heart	Self	0.0	48.0	48.0
	Average	1.6	49.9	48.3
	Manager	15.0	49.0	34.0
	Direct Report	0.6	51.0	50.4
	Co-Worker	3.1	49.1	46.0
	Other			53.5

RESPONDED—Number of observers responded

AVERAGE—Average of all Observer Responses

Reassessment Data by Leadership Behavior

This page compares your most recent responses with the responses from your previous LPIs, **sorted from most frequent to least frequent by the most recent average Observer responses**. The Change column shows the difference in Self Responses and Observers' average responses for each behavior between your most recent and second most recent completed assessments.

		CHG	JAN 2013	SEP 2011
1. Sets a personal example of what he/she expects of others	S	1.0	9.0	8.0
	AVG	-0.1	8.9	9.0
	M	2.0	9.0	7.0
6. Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on	S	0.0	8.0	8.0
	AVG	0.6	8.9	8.3
	M	3.0	9.0	6.0
11. Follows through on promises and commitments he/she makes	S	1.0	10.0	9.0
	AVG	-0.3	8.9	9.2
	M	2.0	9.0	7.0
24. Gives people a great deal of freedom and choice in deciding how to do their work	S	1.0	10.0	9.0
	AVG	0.6	8.9	8.3
	M	8.0	9.0	1.0
23. Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on	S	1.0	9.0	8.0
	AVG	0.4	8.8	8.4
	M	2.0	9.0	7.0
14. Treats others with dignity and respect	S	0.0	10.0	10.0
	AVG	0.0	8.7	8.7
	M	1.0	7.0	6.0
18. Asks "What can we learn?" when things don't go as expected	S	1.0	9.0	8.0
	AVG	0.2	8.7	8.5
	M	1.0	8.0	7.0
3. Seeks out challenging opportunities that test his/her own skills and abilities	S	0.0	9.0	9.0
	AVG	0.1	8.6	8.5
	M	4.0	9.0	5.0
4. Develops cooperative relationships among the people he/she works with	S	-1.0	9.0	10.0
	AVG	0.1	8.6	8.5
	M	2.0	7.0	5.0
19. Supports the decisions that people make on their own	S	1.0	10.0	9.0
	AVG	-0.3	8.6	8.9
	M	3.0	9.0	6.0
21. Builds consensus around a common set of values for running our organization	S	0.0	8.0	8.0
	AVG	0.3	8.6	8.3
	M	4.0	9.0	5.0
25. Finds ways to celebrate accomplishments	S	1.0	7.0	6.0
	AVG	0.5	8.6	8.1
	M	2.0	8.0	6.0
29. Ensures that people grow in their jobs by learning new skills and developing themselves	S	-1.0	8.0	9.0
	AVG	0.5	8.5	8.0
	M	3.0	9.0	6.0
20. Publicly recognizes people who exemplify commitment to shared values	S	-1.0	8.0	9.0
	AVG	0.8	8.4	7.6
	M	3.0	8.0	5.0

S--Self M--Manager AVG-- Average of all Observer Responses CHG--Change

Reassessment Data by Leadership Behavior (cont.)

		CHG	JAN 2013	SEP 2011
	S	0.0	8.0	8.0
27. Speaks with genuine conviction about the higher meaning and purpose of our work	AVG	0.0	8.3	8.3
	M	4.0	9.0	5.0
	S	0.0	9.0	9.0
28. Experiments and take risks, even when there is a chance of failure	AVG	0.1	8.3	8.2
	M	4.0	9.0	5.0
	S	0.0	8.0	8.0
30. Gives the members of the team lots of appreciation and support for their contributions	AVG	0.6	8.3	7.7
	M	3.0	8.0	5.0
	S	0.0	8.0	8.0
5. Praises people for a job well done	AVG	-0.1	8.2	8.3
	M	2.0	8.0	6.0
	S	1.0	9.0	8.0
8. Challenges people to try out new and innovative ways to do their work	AVG	-0.3	8.2	8.5
	M	4.0	9.0	5.0
	S	0.0	9.0	9.0
10. Makes it a point to let people know about his/her confidence in their abilities	AVG	-0.3	8.2	8.5
	M	3.0	9.0	6.0
	S	0.0	8.0	8.0
15. Makes sure that people are creatively rewarded for their contributions to the success of projects	AVG	0.2	8.2	8.0
	M	2.0	8.0	6.0
	S	0.0	9.0	9.0
26. Is clear about his/her philosophy of leadership	AVG	-0.5	8.2	8.7
	M	4.0	9.0	5.0
	S	2.0	9.0	7.0
22. Paints the “big picture” of what we aspire to accomplish	AVG	-0.1	8.0	8.1
	M	4.0	8.0	4.0
	S	-1.0	8.0	9.0
2. Talks about future trends that will influence how our work gets done	AVG	-0.2	7.9	8.1
	M	4.0	8.0	4.0
	S	1.0	8.0	7.0
9. Actively listens to diverse points of view	AVG	-0.5	7.9	8.4
	M	3.0	7.0	4.0
	S	0.0	8.0	8.0
13. Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do	AVG	0.4	7.9	7.5
	M	4.0	9.0	5.0
	S	1.0	7.0	6.0
17. Shows others how their long-term interests can be realized by enlisting in a common vision	AVG	0.5	7.7	7.2
	M	5.0	9.0	4.0
	S	1.0	8.0	7.0
7. Describes a compelling image of what our future could be like	AVG	-0.3	7.2	7.5
	M	6.0	9.0	3.0
	S	1.0	8.0	7.0
12. Appeals to others to share an exciting dream of the future	AVG	-0.2	7.1	7.3
	M	4.0	8.0	4.0
	S	0.0	6.0	6.0
16. Asks for feedback on how his/her actions affect other people’s performance	AVG	0.1	6.6	6.5
	M	7.0	8.0	1.0

S–Self M–Manager AVG– Average of all Observer Responses CHG–Change

**Group Leadership
Behaviors Ranking
Report**

Option 4

This two page custom data report identifies the ranking of the 30 behaviors based on the average Self and Observers' scores in a group of any size. 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**

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High	Practice	Self
14	Treats people with dignity and respect	Enable 8.8
11	Follows through on promises and commitments	Model 8.5
24	Gives people choice about how to do their work	Enable 8.4
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 7.7
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 7.3
26	Is clear about his/her philosophy of leadership	Model 7.4
6	Makes certain that people adhere to agreed-on standards	Model 7.4
27	Speaks with conviction about meaning of work	Inspire 7.1
23	Makes certain that goals, plans, and milestones are set	Challenge 7.3
3	Seeks challenging opportunities to test skills	Challenge 7.8
8	Challenges people to try new approaches	Challenge 7.3
21	Builds consensus around organization's values	Model 7.3
28	Experiments and takes risks	Challenge 7.3
7	Describes a compelling image of the future	Inspire 6.9
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 6.8
30	Gives team members appreciation and support	Encourage 7.2
20	Recognizes people for commitment to shared values	Encourage 6.6
5	Praises people for a job well done	Encourage 6.9
17	Shows others how their interests can be realized	Inspire 6.4
15	Creatively rewards people for their contributions	Encourage 6.5
12	Appeals to others to share dream of the future	Inspire 6.0
25	Finds ways to celebrate accomplishments	Encourage 5.9
16	Asks for feedback on how his/her actions affect people's performance	Model 5.5
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

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

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**

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High	Practice	Observers
14	Treats people with dignity and respect	Enable 8.8
11	Follows through on promises and commitments	Model 8.6
24	Gives people choice about how to do their work	Enable 8.4
23	Makes certain that goals, plans, and milestones are set	Challenge 8.2
4	Develops cooperative relationships	Enable 8.2
19	Supports decisions other people make	Enable 8.1
9	Actively listens to diverse points of view	Enable 8.1
1	Sets a personal example of what is expected	Model 8.1
5	Praises people for a job well done	Encourage 8.1
29	Ensures that people grow in their jobs	Enable 8.0
21	Builds consensus around organization's values	Model 8.0
30	Gives team members appreciation and support	Encourage 8.0
2	Talks about future trends influencing our work	Inspire 7.8
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 7.8
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 7.6
15	Creatively rewards people for their contributions	Encourage 7.8
8	Challenges people to try new approaches	Challenge 7.6
10	Expresses confidence in people's abilities	Encourage 7.7
13	Searches outside organization for innovative ways to improve	Challenge 7.5
25	Finds ways to celebrate accomplishments	Encourage 7.5
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 7.2
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 6.5
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 |

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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 – 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	
.		56	56		58
.	56		55	57	
.		55			57
90	55	54	54	56	56
.		54			55
.	54		53	55	
.		53			54
.	53	52	52	54	
80		51	51		53
.	52			53	
.		50			52
.	51		50		
70					
.		49			51
.	50		49	52	
.		48			50
.			48	51	
60	49	47	47		49
.		46			48
.	48	45	46	50	
.		44	45		47
.	47	43	44	49	
.		42	43	48	46
50	46	41	44		45
.		40	43	47	
.	45	39	42	46	44
.					43
40	44				
.		38	41		42
.	43	37	40	45	
.		36	39	44	41
.	42	35	38	43	
.		34	37	42	40
20	41	33	36	41	
.		32	35		39
.	40	31	34	40	38
.		30	33	39	37
.	39	29	32	38	
.		28	31	37	36
.	38	27	30	36	35
10		26	29	41	
.	37	25	28	40	33
.		24	27	39	34
.	36	23	26	38	32
.		22	25	37	31
.	35	21	24	36	30
.				35	27
.	34			34	28
.				33	29
.	33			32	25
.				31	26
.	32			30	
.				29	
1	31 32	22 23 24	28 29	31 32 33	27 28 29
	28 29 30	18 19 20 21	24 25 26 27	24 25 26 27 28 29	22 23 24
	22 23 24 25 26			30	
	27				

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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		
.	52			54	
.		51	51		53
.		50			
.	51			53	
70			50		52
.		49			
.	50		49		51
.		48		52	
.		47	48		50
60		46	47	51	
.	49		46		49
.		45	47	50	
.	48		46		48
.		44	45	49	
.	47		44		47
.		43	45	48	46
.	46		44		
.		42	44	47	
.	45		43		45
.		41			44
.	44				
.		40			43
30			42		
.	43	39		46	
.		38	41		42
.	42		40	45	
.		37			41
.	41	36	39	44	40
.		35	38		
.	40		37	43	39
.		34	36	42	
.	39	33	35	41	38
.		32			37
.	38	31	34	40	36
.		30	33	39	35
.	37	29	32	38	
.		28	31	37	33 34
.	36	27	30	36 37	32
.		26	29	34 35	31
.	35	25	28	33	30
.		24	27	32 33	27 28 29
.	34	23	26	31	25 26
.		22	25	30	
.	33	21	24	29	22 23 24
.		20	23	28	
.	32	19	22	27	
.		18	21	26	
.	31		20	25	
.			19	24	
.	30		18	23	
.			17	22	
.	29		16	21	
.			15	20	
.	28		14	19	
.			13	18	
.	27		12	17	
.			11	16	
.	26		10	15	
.			9	14	
.	25		8	13	
.			7	12	
.	24		6	11	
.			5	10	
.	23		4	9	
.			3	8	
.	22		2	7	
.			1	6	
1				5	

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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		
.		58			59
.		57		58	
.	57		57		
.		56		57	
.		56			58
.	56		55		
.		55			57
90	55		54		
.		54		56	
.	54				56
.		53		55	
.		53			55
.	53		53		
.		52			54
80		52		54	
.		51			53
.	52		51		
.		50		53	
.		50			52
70	51		50		
.		49			51
.	50		49		
.		48		52	
.		48			50
.	49		48		
.		47		51	
.		47			49
.	48		47		
.		46		50	
.		46			48
.	47		46		
50		44		49	
.		43			46
.	46		45		
.		42		48	
.		42			45
.	45		44		
.		41		47	
.		41			44
.	44		43		
.		40			43
30		39		42	
.	43		41		42
.		38		45	
.	42		40		41
.		37		44	
.	41		39		40
20		36		43	
.	40		38		39
.		35		42	
.	39		37		38
.		34		41	
.	38		36		37
.		33		40	
.	37		35		36
.		31		38	
.	36		34		35
.		30		36	
.	35		33		34
.		29		34	
.	34		31		33
.		28		32	
.	33		31		30
.		26		33	
.	31		30		31
.		25		36	
.	32		29		30
.		23		34	
.	28		28		27
.		22		31	
.	29		29		28
.		23		32	
.	30		26		29
.		24		33	
.	27		27		26
1	22		24		22
	23		25		23
	24		26		24
	25		27		
	26				
	27				

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Percentile Ranking

Sample Company - Other 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	52		
.		51		54	54
.	52		51		
.		50		53	53
.			50		
70	51				52
.		49			
.			49		51
.	50	48			
.			48		50
.		47		52	
.			47		49
.	49	46		51	
.			46		48
.		45		50	
.			45		47
.	48	44		49	
.			44		46
.		43		48	
.			43		45
.	47	42		47	
.			42		44
.		41		46	
.			41		43
.	46	40		45	
.			40		42
.		39		44	
.			39		41
.	45	38		43	
.			38		40
.		37		42	
.			37		39
.	44	36		41	
.			36		38
.		35		40	
.			35		37
.	43	34		39	
.			34		36
.		33		38	
.			33		35
.	42	32		41	
.			32		33
.		31		40	
.			31		32
.		30		39	33 34
.			30		32
.	36	29		38	
.			29		31
.		28		37	
.			28		30
.		27		36	
.			27		27 28 29
.		26		35	
.			26		25 26
.	31 32	25		34 35	
.			25		24 25
.	28 29 30	24		31 32 33	
.			24		23 24
.	22 23 24 25 26	22 23 24		24 25 26 27 28 29	
.			24 25 26 27		22 23 24
1		18 19 20 21		24 25 26 27	
				24 25 26 27 28 29	
				30	

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Comparative Observer Leadership Behaviors Ranking Report

Option 6

This custom report is a comparison of two 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

(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

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 (.xls 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