

LPI ONLINE Normative Database

Observers Only
Through 2011

The database used to produce the normative information in the LPI Feedback Report's Percentile Graph includes responses **from over 1.4 million observers**. This data was collected from the online version of the LPI from 2005 through the end of 2011. These respondents can be described in the following ways:

- In terms of their **gender**, 46% are female, and 54% are male.
- By **educational level**, approximately 7% are high school graduates, 19% indicate they completed some college work, 40% hold college degrees, 29% have a masters' degree, and 5% have earned a doctoral degree.
- In terms of their **age**, about 2% are between 18-23 years old, 17% are between the ages of 24-32, 24% are between the ages of 33-40, 29% are between 41-49 years of age, 23% are 50-59 years olds, and 5% are 60 years of age or older.
- The **ethnicity** of respondents *from the United States* mostly Caucasian (77%). Asian Americans/Pacific Islanders and African Americans each comprise approximately 7% of the sample, Hispanic/Latinos 5%, Mixed Race 4% and Native Americans less than 1%.
- The **country of origin** for most respondents is the United States (77%), with remainder of the respondents (23) spread across the world in over 100 different countries. The 12 largest samples from countries outside the U.S. comprise about 17% of the sample and are from Canada, the Caribbean, Australia, United Kingdom, Vietnam, Switzerland, Singapore, Germany, Slovenia, Saudi Arabia, New Zealand, and India.
- In terms of their **relationship** to the "leader" approximately 39% indicate that they are a peer or co-worker, 31% are a direct report, 15% are their manager and 15% are in some "other" relationship.
- In terms of their **hierarchical positions**, 25% indicate that they are at an executive level, 25% are in middle management, 22% are supervisors, and 28% indicate that they are individual contributors.
- In terms of their **tenure** (or time employed with their current organization), 9% indicate less than one year, 17% indicate 1-3 years, 14% indicate 3-5 years, 22% indicate 5-10 years, and 38% indicate 10 or more years.
- By **functional area**, the two most reported areas are Management (18%) and Operations (12%). These areas are followed by IT/MIS (7%), Finance/Treasury (7%),

Sales (7%), Engineering (7%), Human Resources (5%), Construction/Real Estate (3%), Marketing (3%), Manufacturing (3%), and R&D (2%). The remainder (26%) are spread across a variety of other functions.

- In terms of **industries** represented, the three most frequent are Government/Military (13%), Banking/Financial Services (12%), and Medical/Health Care (12%). These are followed by Education (9%), Computers (5%), Aerospace/Airlines (4%), Social Services (3%), Telecommunications (3%), Retailing (3%), Pharmaceuticals (2%), Transportation (2%), Petroleum (2%), Automotive (2%), Hospitality (1%), Real Estate (1%), and Publishing (1%). The remaining 25% are spread across a variety of other industries.

- The **size of the organizations** represented in the sample, as measured by number of employees, is as follows: Less than 50 people (17%), 50-99 people (8%), 100-499 people (21%), 500-999 people (9%), 1,000-4,999 people (17%), 5,000-9,999 people (9%), and 10,000 or more people (19%).

More information about the LPI can be found on the website (www.theleadershipchallenge.com/research), including descriptive and statistical analyses based upon various individual factors and organizational and individual dimensions. While statistically significant differences between these variables are sometimes found, they generally do not have much 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 presumably be directional aspiration of respondents.

For similar reasons Self respondents are excluded from the normative database. The average difference on The Five Practices between Self and Observers ranges between 0.05 for Enable on the low side to 0.86 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, data is provided only from Observers for comparative purposes in order to minimize any biases which might be associated with self-reported information.

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