

Leadership Practices Inventory® 360

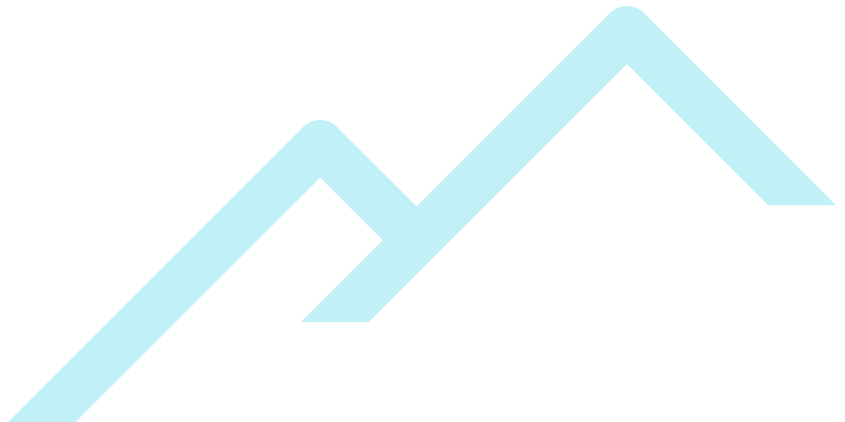
By James M. Kouzes and Barry Z. Posner

Individual Feedback Report

Prepared for

Amanda Lopez

Monday, June 02, 2025



Contents

The Five Practices of Exemplary Leadership®	1
The Five Practices Data Summary	2
The Five Practices Bar Graphs	3
Leadership Behaviors Ranking.	4
Model the Way Data Summary	6
Model the Way Bar Graphs	7
Inspire a Shared Vision Data Summary.	8
Inspire a Shared Vision Bar Graphs.	9
Challenge the Process Data Summary	10
Challenge the Process Bar Graphs	11
Enable Others to Act Data Summary.	12
Enable Others to Act Bar Graphs.	13
Encourage the Heart Data Summary	14
Encourage the Heart Bar Graphs.	15
Percentile Ranking.	16
Responses to Essay Questions.	17

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, reviewing thousands of case studies, and analyzing more than two million survey questionnaires to understand those times when leaders performed at their personal best, there emerged five practices common to making extraordinary things happen. The Five Practices are:



The Leadership Practices Inventory (LPI) 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, which research has demonstrated, year after year, make for more effective leaders.

About your LPI Report

The LPI measures the frequency of 30 specific leadership behaviors on a 10-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-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
M- Manager D- Direct Report C- Co-Worker O- Other S- Self AVG- Average of all Observer Responses					

In the following report pages, you'll see your LPI Self (S) responses and your observer responses, which are categorized into Manager (M), Direct Report (D), Co-Worker (C), and Other (O). Observer responses are categorized as "Other" when there are not enough responses in the Direct Report or Coworker categories to preserve observer anonymity. The average observer rating (AVG) is an average of all LPI observer responses including Manager.



Rater Abbreviations:

M- Manager	D- Direct Report	C- Co-Worker	O- Other	S- Self	AVG- Average of all Observer Responses
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You requested a total of 11 observers to rate you; of these, 9 have submitted an Observer survey as of this report date and are included in your report results.

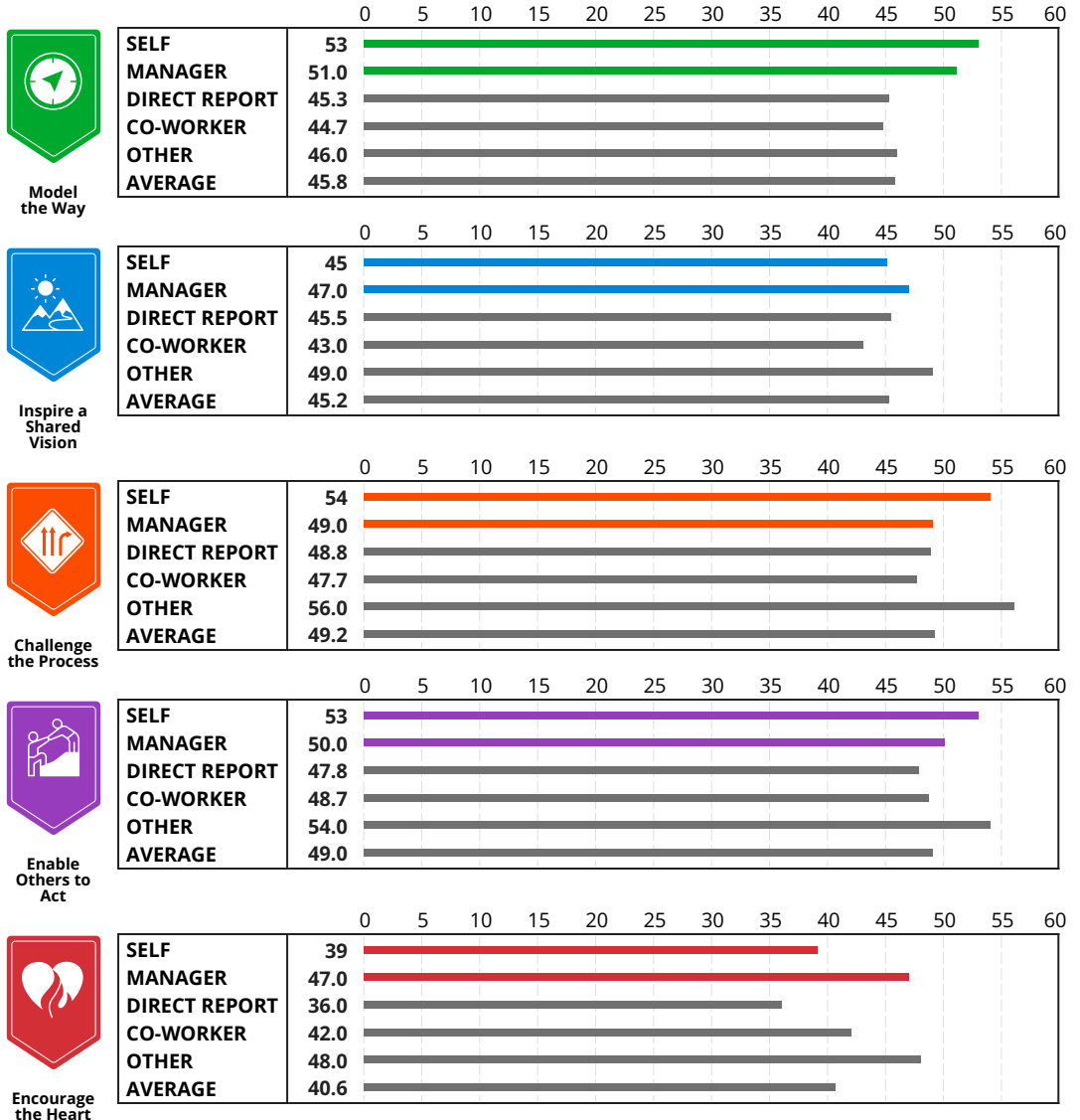
The Five Practices Data Summary

This page summarizes your LPI responses for each leadership Practice. The Self column shows the total of your own responses to the six behavioral statements about each Practice. The Individual Observers columns show the total of each Observer's six responses for the Practice. The AVG column shows the average of all your Observers' total responses. Total responses for each Practice can range from 6 to 60; which represents adding up the response score (ranging from 1-Almost Never to 10-Almost Always) for each of the six behavioral statements related to that practice.

PRACTICE	SELF	AVG	INDIVIDUAL OBSERVERS								
			M1	D1	D2	D3	D4	C1	C2	C3	O1
 Model the Way	53	45.8	51	51	55	50	25	47	42	45	46
 Inspire a Shared Vision	45	45.2	47	49	48	54	31	45	42	42	49
 Challenge the Process	54	49.2	49	54	58	54	29	48	51	44	56
 Enable Others to Act	53	49.0	50	49	56	54	32	48	47	51	54
 Encourage the Heart	39	40.6	47	36	35	47	26	49	38	39	48
M- Manager	D- Direct Report	C- Co-Worker	O- Other	S- Self	AVG- Average of all Observer Responses						

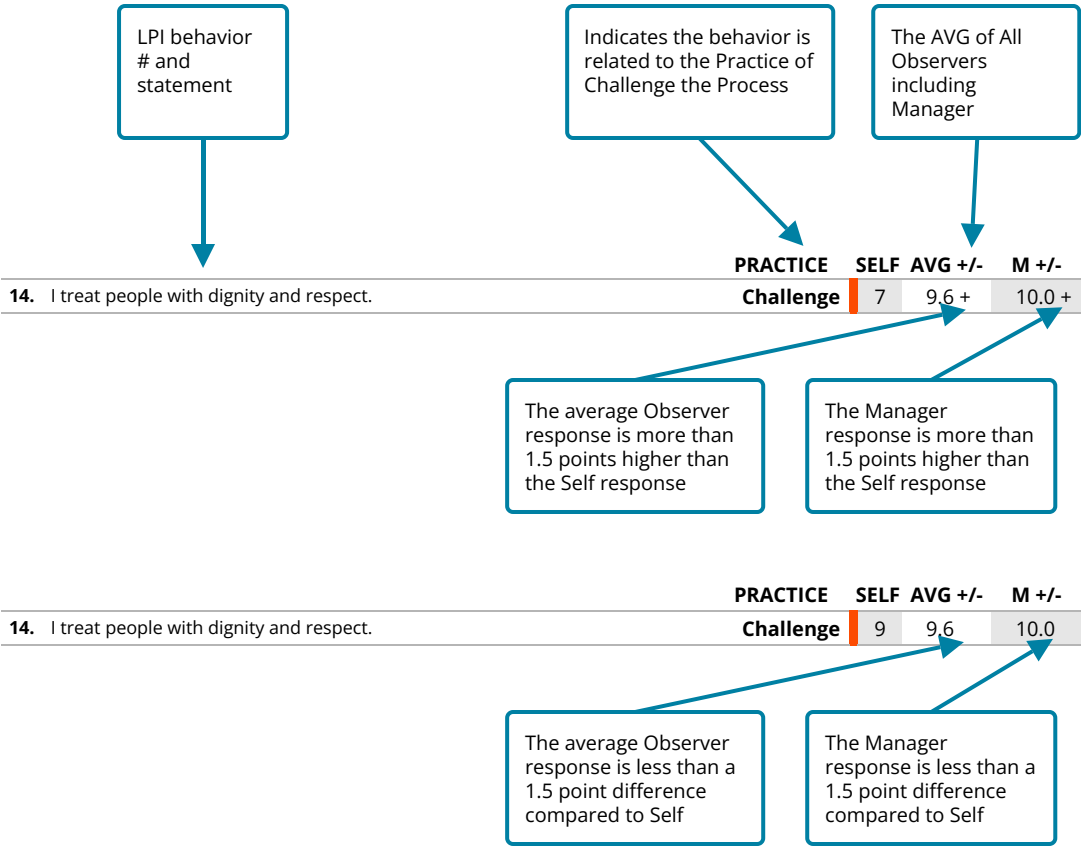
The Five Practices Bar Graphs

These bar graphs, one set for each leadership Practice, provide a graphic representation of the numerical data recorded on The Five Practices Data Summary page. By Practice, it shows the total response for Self and the average total for each category of Observer. Average refers to the average for all categories of Observers (including Manager). Total responses can range from 6 to 60; which represents adding up the response score (ranging from 1-Almost Never to 10-Almost Always) for each of the six behavioral statements related to that practice.



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 your Observers' responses. The average (AVG) includes the Manager response, which is 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) response indicates that the response is more than 1.5 points higher than your Self response; a minus sign (-) indicates that the response is more than 1.5 points lower than your Self response. 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.



MOST FREQUENT

LEADERSHIP BEHAVIOR	PRACTICE	SELF	AVG +/-	M +/-
14. I treat people with dignity and respect.	Enable	10	9.6	10.0
11. I follow through on the promises and commitments that I make.	Model	10	9.0	10.0
3. I seek out challenging opportunities that test my own skills and abilities.	Challenge	10	8.9	9.0
1. I set a personal example of what I expect of others.	Model	10	8.7	10.0
2. I talk about future trends that will influence how our work gets done.	Inspire	10	8.6	10.0
23. I identify measurable milestones that keep projects moving forward.	Challenge	10	8.4 -	7.0 -
28. I take initiative in anticipating and responding to change.	Challenge	9	8.4	9.0
4. I develop cooperative relationships among the people I work with.	Enable	8	8.4	8.0
9. I actively listen to diverse points of view.	Enable	9	8.2	9.0
13. I actively search for innovative ways to improve what is being done.	Challenge	8	8.2	8.0
24. I give people a great deal of freedom and choice in deciding how to do their work.	Enable	10	8.1 -	9.0
6. I make certain that people adhere to the principles and standards that have been agreed upon.	Model	9	8.1	8.0
8. I challenge people to try out new and innovative ways to do their work.	Challenge	9	7.9	8.0
19. I involve people in the decisions that directly impact their job performance.	Enable	8	7.9	8.0
22. I paint a "big picture" about what shared aspirations will look like in the future.	Inspire	6	7.9 +	8.0 +
7. I describe a compelling image of what our future could be like.	Inspire	7	7.8	8.0
26. I am clear about my philosophy of leadership.	Model	8	7.6	8.0
21. I build consensus around a common set of values for running our organization.	Model	9	7.4 -	8.0
30. I get personally involved in recognizing people and celebrating accomplishments.	Encourage	8	7.4	8.0
18. I ask, "What can be learned?" when things do not go as expected.	Challenge	8	7.3	8.0
17. I show others how their long-term interests can be realized by enlisting in a common vision.	Inspire	7	7.3	8.0
27. I speak with genuine conviction about the higher meaning and purpose of our work.	Inspire	6	7.2	7.0
5. I praise people for a job well done.	Encourage	6	7.1	8.0 +
15. I make sure that people are creatively recognized for their contributions to the success of our projects.	Encourage	5	7.1 +	8.0 +
10. I make it a point to let people know about my confidence in their abilities.	Encourage	9	7.0 -	7.0 -
29. I ensure that people grow in their jobs by learning new skills and developing themselves.	Enable	8	6.8	6.0 -
12. I appeal to others to share an exciting dream of the future.	Inspire	9	6.4 -	6.0 -
20. I publicly recognize people who exemplify commitment to shared values.	Encourage	5	6.0	8.0 +
25. I tell stories of encouragement about the good work of others.	Encourage	6	5.9	8.0 +
16. I ask for feedback on how my actions affect other people's performance.	Model	7	5.0 -	7.0

LEAST FREQUENT



Model the Way Data Summary

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

This page shows the responses for each of the six leadership behaviors related to this Practice. The Self column shows the responses you gave yourself for each behavior. The AVG column shows the averages of the Observers responses. The Individual Observers columns show each Observer's response for each behavioral item. Responses can range from 1-Almost Never to 10-Almost Always.

LEADERSHIP BEHAVIOR	SELF	AVG	INDIVIDUAL OBSERVERS								
			M1	D1	D2	D3	D4	C1	C2	C3	O1
1. I set a personal example of what I expect of others.	10	8.7	10	10	10	9	5	8	8	8	10
6. I make certain that people adhere to the principles and standards that have been agreed upon.	9	8.1	8	9	10	8	4	9	8	8	9
11. I follow through on the promises and commitments that I make.	10	9.0	10	9	10	10	6	8	8	10	10
16. I ask for feedback on how my actions affect other people's performance.	7	5.0	7	6	7	6	1	5	5	5	3
21. I build consensus around a common set of values for running our organization.	9	7.4	8	8	9	9	5	9	6	7	6
26. I am clear about my philosophy of leadership.	8	7.6	8	9	9	8	4	8	7	7	8
RESPONSE SCALE			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				
			M- Manager	D- Direct Report	C- Co-Worker	O- Other	S- Self	AVG- Average of all Observer Responses			

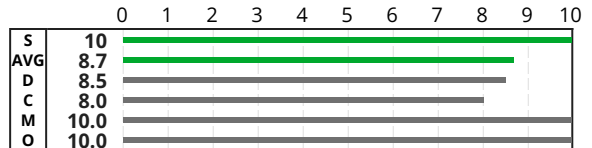


Model the Way Bar Graphs

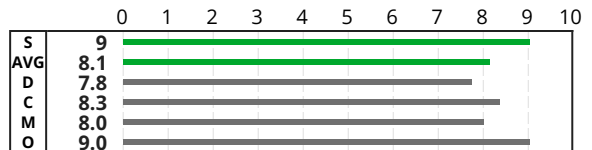
- Clarify values by finding your voice and affirming shared values
- Set the example by aligning actions with shared values

The set of bar graphs for each of the six leadership behaviors related to this Practice provides a graphic representation of your and your Observers' average responses for that behavior. By behavior, it shows the response for Self and the average response for each category of Observer. Average refers to the average response for all categories of Observers (including Manager). Responses can range from 1-Almost Never to 10-Almost Always.

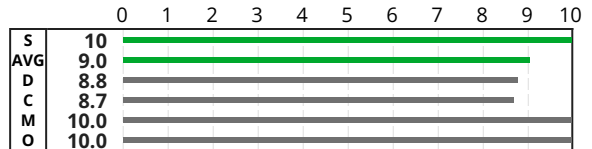
1. I set a personal example of what I expect of others.



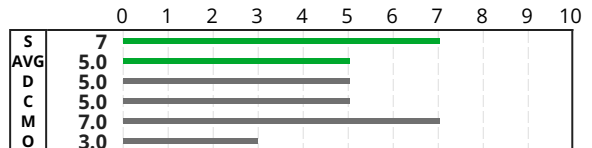
6. I make certain that people adhere to the principles and standards that have been agreed upon.



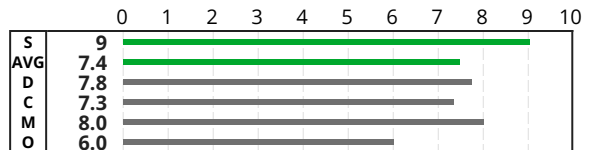
11. I follow through on the promises and commitments that I make.



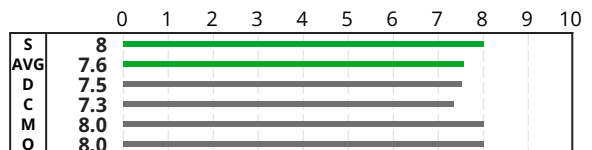
16. I ask for feedback on how my actions affect other people's performance.



21. I build consensus around a common set of values for running our organization.



26. I am clear about my philosophy of leadership.



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

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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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LEADERSHIP BEHAVIOR	SELF	AVG	INDIVIDUAL OBSERVERS								
			M1	D1	D2	D3	D4	C1	C2	C3	O1
2. I talk about future trends that will influence how our work gets done.	10	8.6	10	9	9	10	6	8	8	8	9
7. I describe a compelling image of what our future could be like.	7	7.8	8	9	8	9	5	8	8	7	8
12. I appeal to others to share an exciting dream of the future.	9	6.4	6	6	7	7	4	7	7	7	7
17. I show others how their long-term interests can be realized by enlisting in a common vision.	7	7.3	8	7	7	9	5	8	7	6	9
22. I paint a "big picture" about what shared aspirations will look like in the future.	6	7.9	8	9	8	9	5	8	6	9	9
27. I speak with genuine conviction about the higher meaning and purpose of our work.	6	7.2	7	9	9	10	6	6	6	5	7

RESPONSE SCALE

1-Almost Never
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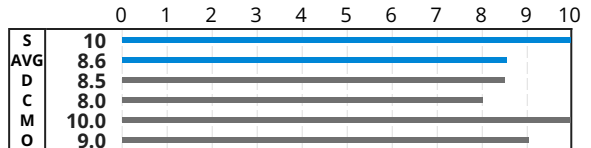


Inspire a Shared Vision Bar Graphs

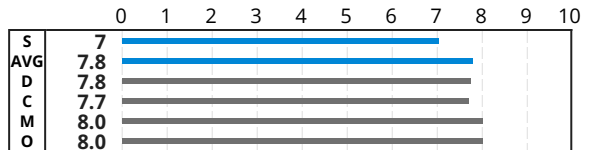
- **Envision the future by imagining exciting and ennobling possibilities**
- **Enlist others in a common vision by appealing to shared aspirations**

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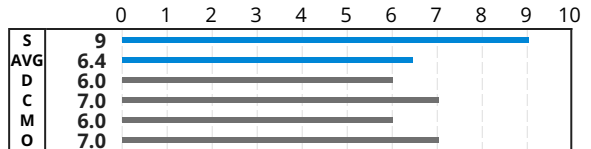
2. I talk about future trends that will influence how our work gets done.



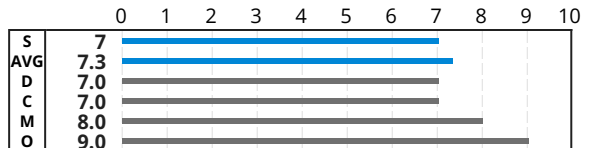
7. I describe a compelling image of what our future could be like.



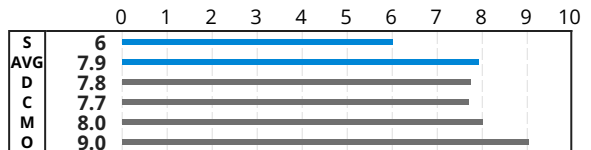
12. I appeal to others to share an exciting dream of the future.



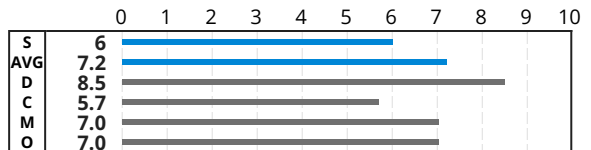
17. I show others how their long-term interests can be realized by enlisting in a common vision.



22. I paint a "big picture" about what shared aspirations will look like in the future.



27. I speak with genuine conviction about the higher meaning and purpose of our work.



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M- Manager

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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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			M1	D1	D2	D3	D4	C1	C2	C3	O1
3. I seek out challenging opportunities that test my own skills and abilities.	10	8.9	9	10	10	9	5	9	9	9	10
8. I challenge people to try out new and innovative ways to do their work.	9	7.9	8	10	10	8	3	6	9	7	10
13. I actively search for innovative ways to improve what is being done.	8	8.2	8	10	10	9	5	9	9	5	9
18. I ask, "What can be learned?" when things do not go as expected.	8	7.3	8	6	8	8	4	8	7	7	10
23. I identify measurable milestones that keep projects moving forward.	10	8.4	7	8	10	10	6	9	8	10	8
28. I take initiative in anticipating and responding to change.	9	8.4	9	10	10	10	6	7	9	6	9
RESPONSE SCALE			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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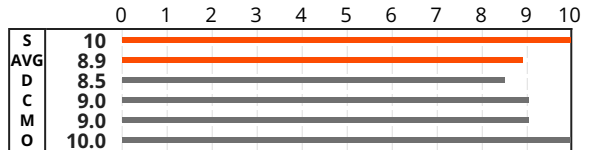


Challenge the Process Bar Graphs

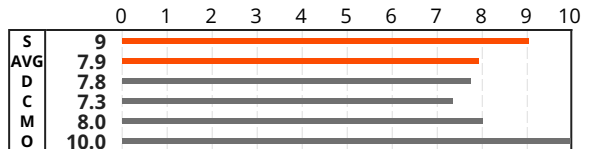
- **Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve**
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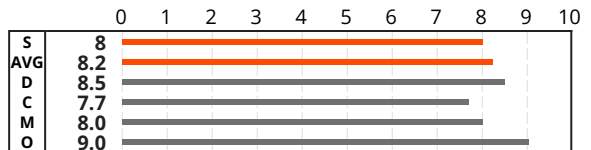
3. I seek out challenging opportunities that test my own skills and abilities.



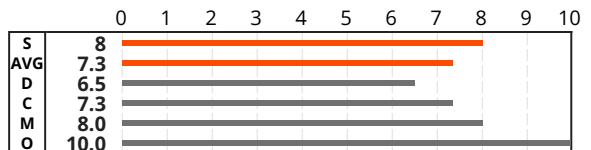
8. I challenge people to try out new and innovative ways to do their work.



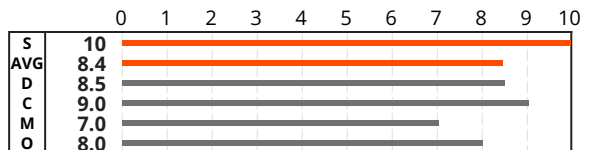
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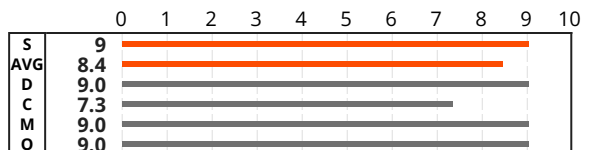
18. I ask, "What can be learned?" when things do not go as expected.



23. I identify measurable milestones that keep projects moving forward.



28. I take initiative in anticipating and responding to change.



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M- Manager **D-** Direct Report **C-** Co-Worker **O-** Other **S-** Self **AVG-** Average of all Observer Responses



Enable Others to Act Data Summary

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

This page shows the responses for each of the six leadership behaviors related to this Practice. The Self column shows the responses you gave yourself for each behavior. The AVG column shows the averages of the Observers responses. The Individual Observers columns show each Observers response for each behavioral item. Responses can range from 1-Almost Never to 10-Almost Always.

LEADERSHIP BEHAVIOR	SELF	AVG	INDIVIDUAL OBSERVERS								
			M1	D1	D2	D3	D4	C1	C2	C3	O1
4. I develop cooperative relationships among the people I work with.	8	8.4	8	9	10	10	6	8	8	9	8
9. I actively listen to diverse points of view.	9	8.2	9	8	10	9	5	8	7	9	9
14. I treat people with dignity and respect.	10	9.6	10	9	10	10	7	10	10	10	10
19. I involve people in the decisions that directly impact their job performance.	8	7.9	8	9	10	8	5	8	7	7	9
24. I give people a great deal of freedom and choice in deciding how to do their work.	10	8.1	9	9	9	9	5	6	8	9	9
29. I ensure that people grow in their jobs by learning new skills and developing themselves.	8	6.8	6	5	7	8	4	8	7	7	9

RESPONSE SCALE

1-Almost Never
2-Rarely

3-Seldom
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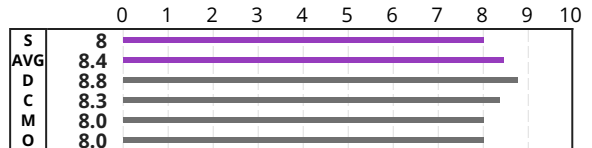


Enable Others to Act Bar Graphs

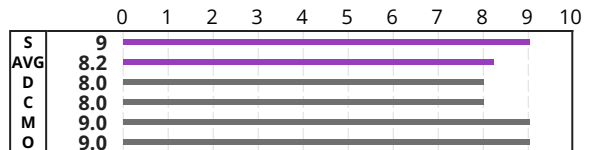
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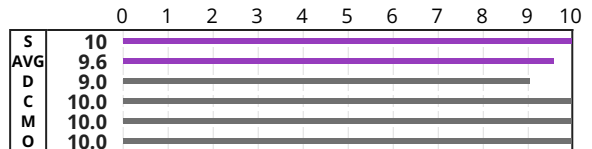
4. I develop cooperative relationships among the people I work with.



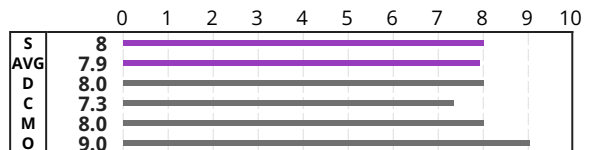
9. I actively listen to diverse points of view.



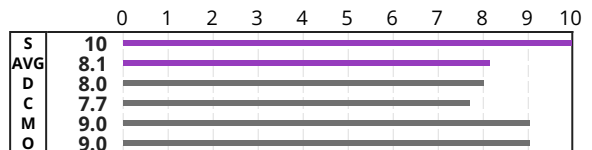
14. I treat people with dignity and respect.



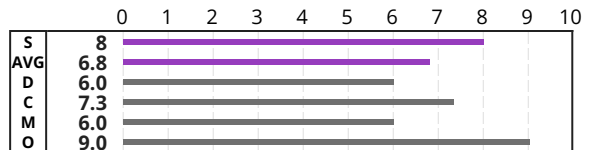
19. I involve people in the decisions that directly impact their job performance.



24. I give people a great deal of freedom and choice in deciding how to do their work.



29. I ensure that people grow in their jobs by learning new skills and developing themselves.



RESPONSE SCALE

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M- Manager **D-** Direct Report **C-** Co-Worker **O-** Other **S-** Self **AVG-** Average of all Observer Responses



Encourage the Heart Data Summary

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

This page shows the responses for each of the six leadership behaviors related to this Practice. The Self column shows the responses you gave yourself for each behavior. The AVG column shows the averages of the Observers responses. The Individual Observers columns show each Observers response for each behavioral item. Responses can range from 1-Almost Never to 10-Almost Always.

LEADERSHIP BEHAVIOR	SELF	AVG	INDIVIDUAL OBSERVERS								
			M1	D1	D2	D3	D4	C1	C2	C3	O1
5. I praise people for a job well done.	6	7.1	8	7	6	7	5	9	6	8	8
10. I make it a point to let people know about my confidence in their abilities.	9	7.0	7	6	7	8	6	7	6	7	9
15. I make sure that people are creatively recognized for their contributions to the success of our projects.	5	7.1	8	5	5	10	4	10	10	5	7
20. I publicly recognize people who exemplify commitment to shared values.	5	6.0	8	6	5	6	3	9	4	5	8
25. I tell stories of encouragement about the good work of others.	6	5.9	8	6	6	7	3	5	6	5	7
30. I get personally involved in recognizing people and celebrating accomplishments.	8	7.4	8	6	6	9	5	9	6	9	9
RESPONSE SCALE			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				
			M- Manager	D- Direct Report	C- Co-Worker	O- Other	S- Self	AVG- Average of all Observer Responses			

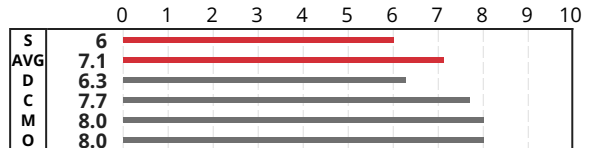


Encourage the Heart Bar Graphs

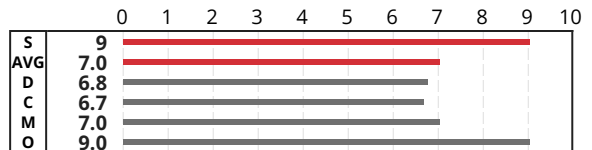
- Recognize contributions by showing appreciation for individual excellence
- Celebrate the values and victories by creating a spirit of community

The set of bar graphs for each of the six leadership behaviors related to this Practice provides a graphic representation of your and your Observers' average responses for that behavior. By behavior, it shows the response for Self and the average response for each category of Observer. Average refers to the average response for all categories of Observers (including Manager). Responses can range from 1-Almost Never to 10-Almost Always.

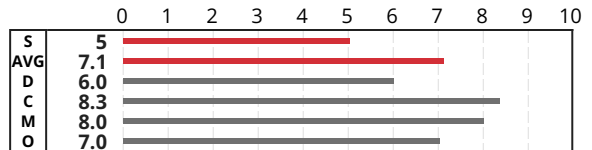
5. I praise people for a job well done.



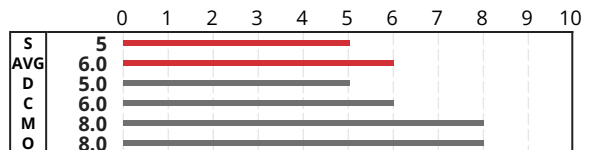
10. I make it a point to let people know about my confidence in their abilities.



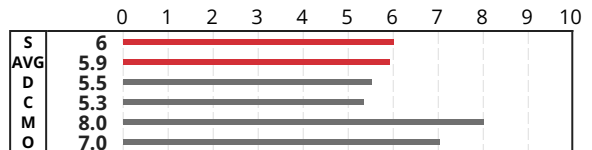
15. I make sure that people are creatively recognized for their contributions to the success of our projects.



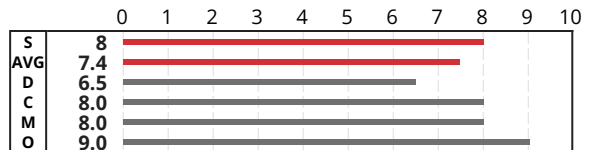
20. I publicly recognize people who exemplify commitment to shared values.



25. I tell stories of encouragement about the good work of others.



30. I get personally involved in recognizing people and celebrating accomplishments.



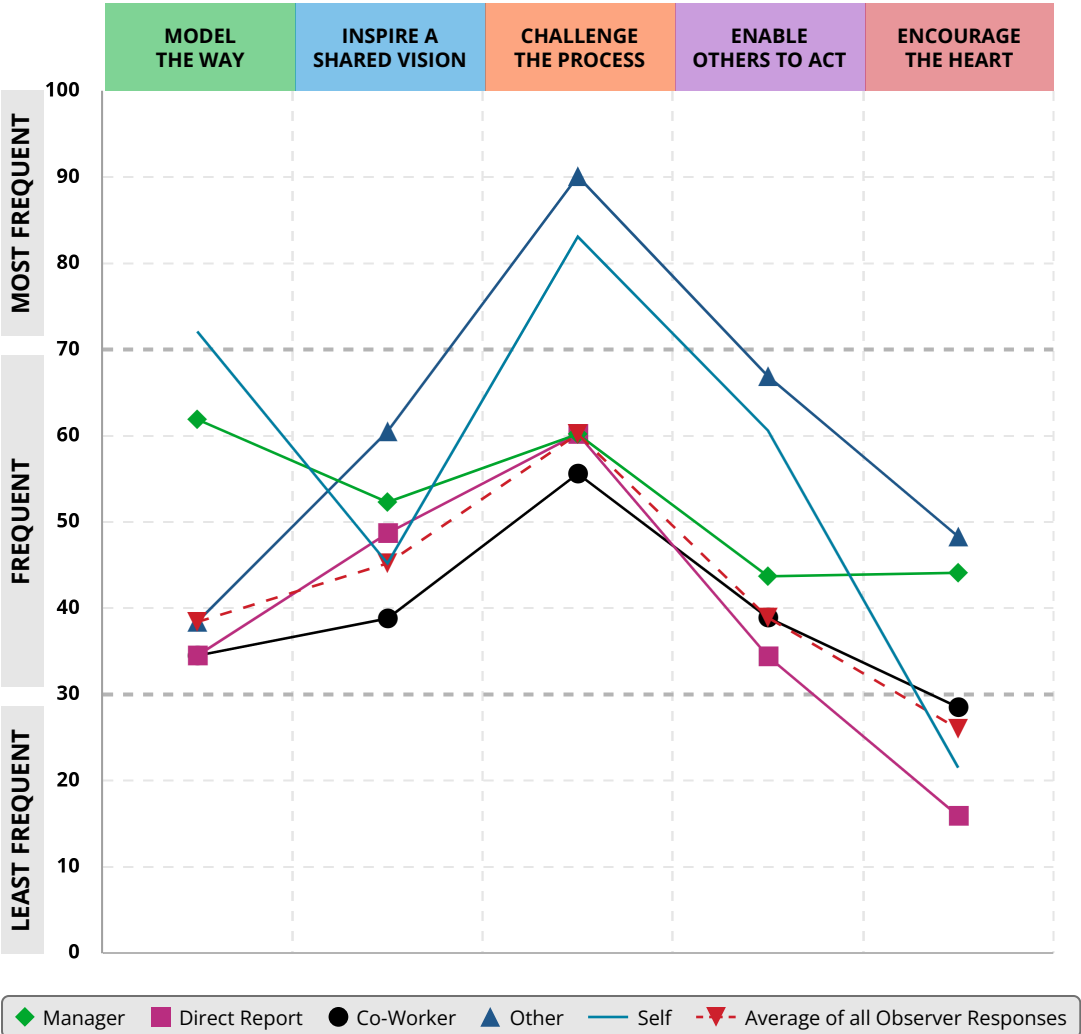
RESPONSE SCALE

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

M- Manager **D-** Direct Report **C-** Co-Worker **O-** Other **S-** Self **AVG-** Average of all Observer Responses

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 Self responses and those of your Observers to all 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 your Self or an Observer category response falls into for each Practice. For example, if your Self score for Model the Way is at the 50th percentile, half of the leaders in the database were rated higher by their Observers on the Practice, and half were rated lower.



Responses to Essay Questions

This page contains Observer responses to the open-ended essay questions presented with the Leadership Practices Inventory. Since answering these questions is optional, each question may not have the same number of answers per question. If no Observer chose to answer a particular question, the response "No one answered this feedback question" will appear in the answer field.

Q: What is the one thing you most want this person to be aware of in the way they lead?

A: Sometimes your fast pace leaves others behind—pausing to check in more could go a long way.

A: I admire how focused you are, Amanda, but sometimes it feels like you miss how others are feeling. Being more tuned into team morale could really strengthen your impact

A: Amanda, your confidence sets a strong tone, but at times it can come off as intimidating. Being more approachable would go a long way with some teammates

Q: Of all the things this leader does, what do you want this leader to continue doing and make sure not to change?

A: Keep giving timely, honest feedback—it helps us grow.

A: I really appreciate how you stay calm when things get messy. It gives the team a sense of stability and direction that we count on

A: You always take the time to give constructive feedback. It's helped me grow more than you probably realize, please keep that going!

Responses to Essay Questions (cont.)

Q: What would you like to see this person start doing or do more of in order to become a better leader?

A: Make more time for one-on-ones; we value personal connection.

A: I'd love to see you give more public recognition for team wins. A little more celebration would help boost morale and show that you see our efforts.

A: You're great at directing us, Amanda, but I think inviting more open dialogue in planning could lead to even better ideas and stronger buy-in.

Q: In order for this person to become a better leader, what would you like to see them do less of or stop doing altogether?

A: Avoid jumping to solutions, let the team problem-solve more.

A: I think if you could avoid reacting so quickly to issues before hearing the full story, it would prevent some misunderstandings and build more trust.

A: It would help if you could ease up on the back-to-back meetings. A little more breathing room would go a long way for the team's energy.

Q: What three adjectives best describe this person's leadership?

A: Strategic, driven, inspiring

Responses to Essay Questions (cont.)

Q: What three adjectives best describe this person's leadership? (cont.)

A: Driven, thoughtful, transparent

A: Strategic, inspiring, resilient