



LEADERSHIP PRACTICES INVENTORY (LPI) SELF ASSESSMENT

Begin with Part I: Rating and proceed sequentially through each of the other parts.

Part I: Rating. On the next two pages are thirty statements describing various leadership behaviours. Please read each carefully. Then look at the rating scale and decide *how frequently others would say you engage in the behaviour described*.

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

In selecting each response, please **be realistic about the extent to which you actually engage in the behaviour**. Do not answer in terms of how you would like to see yourself or in terms of what you should be doing. Answer in terms of how others would say you typically behave – on most days, on most projects, and with most people.

1.	I seek out challenging opportunities that test my own skills and abilities.	
2.	I talk about future trends that will influence how our work gets done.	
3.	I develop cooperative relationships among the people I work with.	
4.	I set a personal example of what I expect from others.	
5.	I praise people for a job well done.	
6.	I challenge people to try out new and innovative approaches to their work.	
7.	I describe a compelling image of what our future could be like.	
8.	I actively listen to diverse points of view.	
9.	I spend time and energy on making certain that the people I work with adhere to the principles and standards that we have agreed on.	
10.	I make it a point to let people know about my confidence in their abilities.	
11.	I search outside the formal boundaries of my organization for innovative ways to improve what we do.	
12.	I appeal to others to share an exciting dream of the future.	
13.	I treat others with dignity and respect.	
14.	I follow through on the promise and commitments that I make.	
15.	I make sure that people are creatively rewarded for their contributions to the success of our projects.	
16.	I ask, "What can we learn?" when things do not go as expected.	

17.	I show others how their long-term interests can be realized by enlisting in a common vision.	
18.	I support the decisions that people make on their own.	
19.	I am clear about my philosophy of leadership.	
20.	I publicly recognize people who exemplify commitment to shared values.	
21.	I experiment and take risks even when there is a chance of failure.	
22.	I am contagiously enthusiastic and positive about future possibilities.	
23.	I give people a great deal of freedom and choice in deciding how to do their work.	
24.	I make certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on.	
25.	I find ways to celebrate accomplishments.	
26.	I take the initiative to overcome obstacles even when outcomes are uncertain.	
27.	I speak with genuine conviction about the higher meaning and purpose of work.	
28.	I ensure that people grow in their jobs by learning new skills and developing themselves.	
29.	I make progress toward goals one step at a time.	
30.	I give the members of the team lots of appreciation and support for their contributions.	

Part II. Scoring. Add your scores for the various leadership behaviours according to the instructions below.

Leadership Practices	Item Numbers	Your Score
Model the Way	Items: 4 + 9 + 14 + 19 + 24 + 29	
Inspiring a Shared Vision	Items: 2 + 7 + 12 + 17 + 22 + 27	
Challenging the Process	Items: 1 + 6 + 11 + 16 + 21 + 26	
Enabling Others to Act	Items: 3 + 8 + 13 + 18 + 23 + 28	
Encouraging the Heart	Items: 5 + 10 + 15 + 20 + 25 + 30	

Adapted from: Kouzes, J.M & Posner, B.Z (2001) *Leadership Practices Inventory (LPI) Facilitator's Guide*. San Francisco, CA: Jossey-Bass/Pfeiffe