

FIVE PRACTICES OF COMMUNITY LEADERSHIP



- Challenging the process
 - Search for opportunities/change
 - Try new approaches

- Inspiring a shared vision
 - Envision the future
 - Enlist others

- Enabling others to act
 - Foster collaboration
 - Strengthen one another

- Modeling the way
 - Live the vision
 - Commit to shared values

- Encouraging the heart
 - Recognize individual contributions
 - Celebrate accomplishments

From Kouzes, J.M. & Posner (1995). *The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations*. San Francisco: Jossey-Bass.

Kouzes and Posner LPI

FIVE PRACTICES OF EXEMPLARY LEADERSHIP

1. Challenging the Process
 - Work is change
 - Seek opportunities by seeking new and innovative ways to grow, change, improve
 - Experiment
 - Take risks
 - Poco-a-poco (a little at a time)

2. Enabling Others to Act (EOA)
 - Leaders foster collaboration by promoting cooperative goals and building trust.
 - Mutual respect
 - Strengthen others by power-sharing instilling competence and confidence

3. Encouraging the Heart
 - Keeping hope and determination alive
 - Recognize contributions of others
 - Genuine acts of caring to uplift and strengthen others
 - Celebrating the values and victories

4. Inspiring a Shared Vision
 - Envision the future by imagining exciting possibilities
 - Enlisting others' shared dreams and aspirations

5. Modeling The Way
 - Clarifying personal values
 - Expressing those values in their own style
 - Build consensus/common principles so others willingly follow the example

INSTRUCTIONS

Write your name in the space provided at the top of the next page. Below your name, you will find thirty statements describing various leadership behaviors. Please read each statement carefully, and using the rating scale below, ask yourself:

“How frequently do I engage in the behavior described?”

- Be realistic about the extent to which you actually engage in the behavior.
- Be as honest and accurate as you can be.
- DO NOT answer in terms of how you would like to behave or in terms of how you think you should behave.
- DO answer in terms of how you typically behave on most days, on most projects, and with most people.
- Be thoughtful about your responses. For example, giving yourself 10s on all items is most likely not an accurate description of your behavior. Similarly, giving yourself all 1s or all 5s is most likely not an accurate description either. Most people will do some things more or less often than they do other things.
- If you feel that a statement does not apply to you, it's probably because you don't frequently engage in the behavior. In that case, assign a rating of 3 or lower.

For each statement, decide on a response and then record the corresponding number in the box to the right of the statement. After you have responded to all thirty statements, go back through the LPI one more time to make sure you have responded to each statement. *Every* statement *must* have a rating.

The Rating Scale runs from 1 to 10. Choose the number that best applies to each statement.

RATING 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

When you have completed the LPI-Self, please return it to:

Thank you.

Your name: _____

To what extent do you engage in the following behaviors? Choose the response number that best applies to each statement and record it in the box to the right of that statement.

1. I set a personal example of what I expect of others.	<input type="text"/>
2. I talk about future trends that will influence how our work gets done.	<input type="text"/>
3. I seek out challenging opportunities that test my own skills and abilities.	<input type="text"/>
4. I develop cooperative relationships among the people I work with.	<input type="text"/>
5. I praise people for a job well done.	<input type="text"/>
6. I spend time and energy making certain that the people I work with adhere to the principles and standards we have agreed on.	<input type="text"/>
7. I describe a compelling image of what our future could be like.	<input type="text"/>
8. I challenge people to try out new and innovative ways to do their work.	<input type="text"/>
9. I actively listen to diverse points of view.	<input type="text"/>
10. I make it a point to let people know about my confidence in their abilities.	<input type="text"/>
11. I follow through on the promises and commitments that I make.	<input type="text"/>
12. I appeal to others to share an exciting dream of the future.	<input type="text"/>
13. I search outside the formal boundaries of my organization for innovative ways to improve what we do.	<input type="text"/>
14. I treat others with dignity and respect.	<input type="text"/>
15. I make sure that people are creatively rewarded for their contributions to the success of our projects.	<input type="text"/>
16. I ask for feedback on how my actions affect other people's performance.	<input type="text"/>
17. I show others how their long-term interests can be realized by enlisting in a common vision.	<input type="text"/>
18. I ask "What can we learn?" when things don't go as expected.	<input type="text"/>
19. I support the decisions that people make on their own.	<input type="text"/>
20. I publicly recognize people who exemplify commitment to shared values.	<input type="text"/>
21. I build consensus around a common set of values for running our organization.	<input type="text"/>
22. I paint the "big picture" of what we aspire to accomplish.	<input type="text"/>
23. I make certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on.	<input type="text"/>
24. I give people a great deal of freedom and choice in deciding how to do their work.	<input type="text"/>
25. I find ways to celebrate accomplishments.	<input type="text"/>
26. I am clear about my philosophy of leadership.	<input type="text"/>
27. I speak with genuine conviction about the higher meaning and purpose of our work.	<input type="text"/>
28. I experiment and take risks, even when there is a chance of failure.	<input type="text"/>
29. I ensure that people grow in their jobs by learning new skills and developing themselves.	<input type="text"/>
30. I give the members of the team lots of appreciation and support for their contributions.	<input type="text"/>

LEADERSHIP PRACTICES INVENTORY [LPI]

SELF Response Sheet

Third Edition

INSTRUCTIONS

1. Transfer your ratings from the statements on the questionnaire to the blanks below. Please notice that the numbers of the statements are listed from left to right. Make certain that the number you assigned to each statement is transferred to the appropriate blank.
2. Add the columns (down) and fill in the totals.

1.	2.	3.	4.	5.
6.	7.	8.	9.	10.
11.	12.	13.	14.	15.
16.	17.	18.	19.	20.
21.	22.	23.	24.	25.
26.	27.	28.	29.	30.
<p>TOTALS > _____</p>				

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