

LPI<sup>®</sup>: LEADERSHIP PRACTICES INVENTORY<sup>®</sup>

# The Value of 360-Degree Feedback

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# The Value of 360-Degree Feedback

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Ever wonder what makes people succeed in their roles? Here's the answer to what very well could be a million-dollar question: relationships—not quantity, but quality, and particularly with their direct reports. Just as the best companies are concerned about the quality of their relationships with their customers, the best leaders seek feedback—both positive and negative—about how they're doing in their relationships with their many constituents. Research shows that by collecting feedback from a variety of perspectives, especially peers and direct reports, individuals can understand how they're seen from all points of view. They can then use this knowledge to assess the extent to which they actually exhibit exemplary leadership behaviors.

## Why Leadership Is a Really Big Deal


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Evidence clearly suggests that leadership is everyone's business and that what people do matters. No matter their title, ethnicity, gender, age, height, and so on, as individuals engage more in The Five Practices, they:

- Create higher-performing teams
- Generate increased sales and customer satisfaction levels
- Foster renewed loyalty and greater organizational commitment
- Enhance motivation and the willingness to work hard
- More successfully represent their units to upper management
- Facilitate high patient-satisfaction scores and more effectively meet family member needs
- Promote high degrees of involvement in schools
- Enlarge the size of their religious congregations
- Increase fundraising results and expand gift-giving levels
- Extend the range of their agency's services
- Reduce absenteeism, turnover, and dropout rates
- Positively influence recruitment rates.

Our extensive research—which began in 1981 and led to the development of The Five Practices model and the LPI that have been in use for over 25 years—shows that people working with individuals who use The Five Practices are significantly more satisfied with those leaders' actions and strategies. They also feel more committed, excited, energized, influential, and powerful. In other words, the more people engage in The Five Practices, the more they're likely to have a positive influence on others.

There's no hard evidence to support the assertion that leadership is imprinted in the DNA of only some individuals. Leadership is not a gene, and it's not a trait—it's a set of skills, and anyone can learn new skills. It can be learned through active experimentation, observation of others, study in the classroom or reading books, reflection on one's own and others' experiences, and practice (therein lies the key!).



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## The Five Practices of Exemplary Leadership®

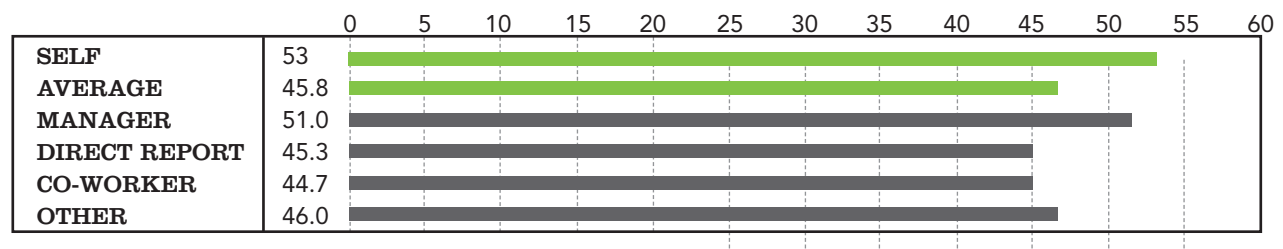
Studies have found that when leaders are at their personal best, they:

- **Model the Way:** Leaders clarify values by finding their voice and affirming shared values, and they set the example by aligning their actions with the shared values.
- **Inspire a Shared Vision:** Leaders envision the future by imagining exciting and ennobling possibilities, and they enlist others in a common vision by appealing to shared aspirations.
- **Challenge the Process:** Leaders search for opportunities by seizing the initiative and by looking outward for innovative ways to improve, and they experiment and take risks by constantly generating small wins and learning from experience.
- **Enable Others to Act:** Leaders foster collaboration by building trust and facilitating relationships, and they strengthen others by increasing self-determination and developing competence.
- **Encourage the Heart:** Leaders recognize contributions by showing appreciation for individual excellence, and they celebrate values and victories by creating a spirit of community.

As a 360-degree assessment, the *LPI®:Leadership Practices Inventory®* captures a more complete portrait of leaders, packaging it into an easy-to-navigate Individual Feedback Report. This report allows individuals to see where there's consistency and inconsistency, agreement and disagreement, about their strengths and areas for improvement—and then determine what and how to improve.



### Model the Way



Graphic representation of the numerical data recorded on The Five Practices Data Summary page. 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 statement related to that practice.

## What's In the Individual Feedback Report

- Description of The Five Practices of Exemplary Leadership® model
- Summary of the LPI results in both table and bar graph forms
- Ranking of demonstrated leadership behaviors, created by averaging all responses to the individual's LPI, arranged from most frequent to least frequent
- Tables of data showing responses to each of the 30 leadership behaviors, organized by The Five Practices
- Bar graphs showing the tabular data in visual form, organized by The Five Practices
- Percentile ranking that compares the individual's self and observers' responses to over 2 million observer responses for other leaders who've taken the LPI
- Summaries of observer comments in response to open-ended essay questions

## What Individual Feedback Reports Enable You to Do

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In the ideal scenario, the self and observer scores would be exactly alike; in the real world, though, that's unlikely to happen. Research indicates that some people see themselves *more* positively than others see them, while others see themselves less positively than others do. The Individual Feedback Report provides a solid glimpse of these different perspectives, enabling individuals to:

- *Explore consistency in the ratings.* A high level of agreement means that different people have a similar perception of how frequently an individual engages in a particular behavior or practice. The level of agreement is important because consistency is one of the elements that build trust.
- *Identify patterns and messages in the feedback.* Those patterns and messages will help individuals focus their developmental efforts.

What's important is for individuals to understand and create a plan to address opportunities for growth, so they can more effectively forge identities as people who follow through on their commitments. The Reports provide the necessary material for this reflection.

## You Can Even Assess a Whole Team Collectively

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The ability to look at the scores across a group of leaders or even an entire organization can also be helpful, and the LPI Group Summary Report allows this perspective. This report provides a snapshot of multiple leaders' data, organized by leadership practice and behavior, so that the group or organization as a whole can see their strengths and areas for improvement and consider how they might move forward on team-wide or organization-wide initiatives.




### Model the Way

	AVG	STD DEV
Self	46.2	5.3
Manager	43.0	8.1
Direct Report	43.1	9.2
Co-Worker	43.6	10.3
Other	46.4	9.1
All Observers	44.1	9.6

Average Self and Observer responses for all individuals participating in the group. 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.

## Use It Again and Again—The LPI Assesses Change

Many users have told us that the LPI is even more beneficial the second and third time they use it. They use the first administration as a “benchmark,” and then they take it again—often several times—to view their progress compared to their goals and to the benchmark. To facilitate these comparisons, the LPI Online includes an option to gather data for multiple administrations and generate a reassessment report that compares your most recent scores with the scores from your previous LPI. We recommend six to twelve months as the ideal time frame between LPI administrations.

	CHANGE	FEB 2012	AUG 2010
<b>RESPONDED/INVITED</b>		<b>7/7</b>	<b>7/7</b>
	Self	6.0	52
	Average	3.0	50.1
	Manager	2.0	50
	Direct Report	-3.5	44
	Co-Worker	9.4	54.7
	Other	-2.0	49



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