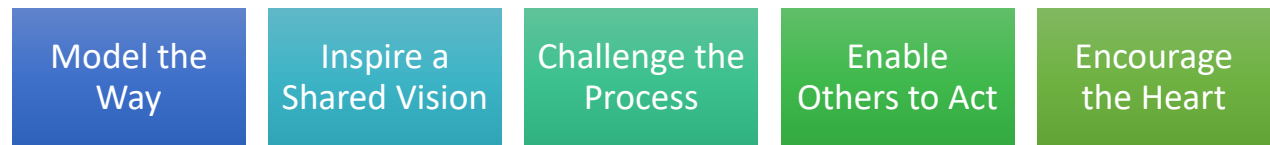


Leadership Practices Inventory® Purpose & Process

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, their emerged five practices common to making extraordinary things happen. The Five Practices are:



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The Leadership Practices Inventory 360 is a development tool for Leaders to grow themselves as a they lead others. In addition to the Leader completing a self-assessment, a list of Observers is also asked to provide their confidential and anonymous feedback, insights and perspective on the Leader.

Up to 25 Observers may share their feedback, however 10-15 Observers is recommended. Observers include the Supervisor/Manager of the Leader, the Leader's Direct Reports, their Peers and Other Team Members who may influence or interact with the Leader on a regular basis.

The assessment and results are typically debriefed with the Leader in two parts. The first debrief is a 1-1 between the Leader and Consultant. During this meeting, feedback is evaluated and strengths, challenges and opportunities for growth are identified in addition to assessing any gaps between the Leader's perspective and the Observer's perspectives.

The second debrief is typically held between the Leader, their Supervisor and the Consultant. Through this meeting the feedback is reviewed once more and possible next steps, action items and a development plan are identified.

Throughout this process, it is crucial to communicate with the Leaders and Observers each step of the way by:

1. Introducing the Purpose & Process with all Stakeholders (Leader & Observers)
2. Sharing Instructions & Level of Engagement
3. Following Up with Gratitude for Observer's Feedback and Participation

See Consultant for additional process, tools, templates and sample information.

Step #1

- Share the Process & Why with Leaders & Observers
- Identify Observers
- Identify the Timeline

Step #2

- Administer Instructions
- Gather Confidential & Anonymous Feedback
- Compile Feedback

Step #3

- Share Feedback with Leader
- Follow Up with Observers and Share Possible Next Steps / Thanks for Feedback