

LPI[®]: Leadership Practices Inventory[®]

JAMES M. KOUZES & BARRY Z. POSNER

Individual Feedback Report

Prepared for Chris Sample | May 1, 2017



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
Essay Question Responses	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 thirty 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

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 Co-Worker 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 17 observers to rate you; of these, 12 have submitted an Observer survey as of 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.

	SELF AVG		INDIVIDUAL OBSERVERS											
			M1	D1	D2	D3	C1	C2	C3	C4	O1	O2	O3	O4
 Model the Way	47	46.5	49	53	46	33	40	41	40	50	58	41	51	55
 Inspire a Shared Vision	42	42.3	48	39	44	25	34	40	39	45	57	30	51	56
 Challenge the Process	45	45.9	50	56	43	26	44	42	43	50	53	37	51	56
 Enable Others to Act	49	51.0	48	56	50	49	45	47	48	51	58	50	53	57
 Encourage the Heart	48	45.3	50	57	45	41	36	46	38	46	55	36	45	49

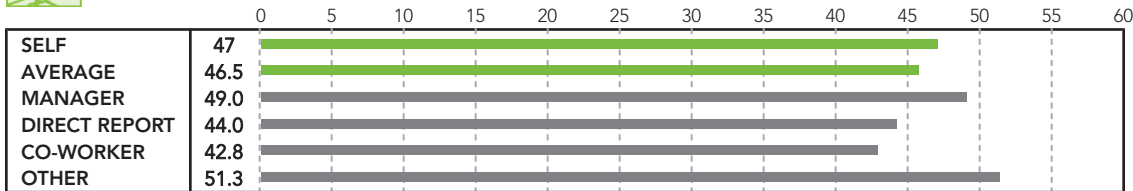
M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of All Observer Responses
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The Five Practices Bar Graphs

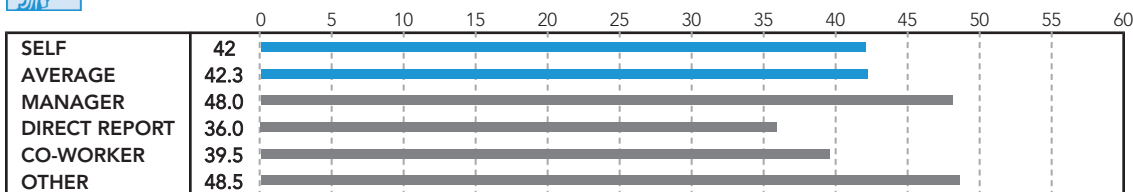
These bar graphs, one set for each leadership Practice, provide a graphic representation of the numerical data recorded on The Five Practices Data Summary page. By Practice, it shows the total response for Self and the average total for each category of Observer. Average refers to the average for all 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.



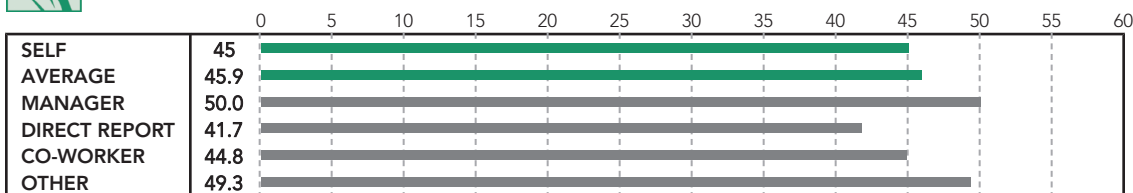
Model the Way



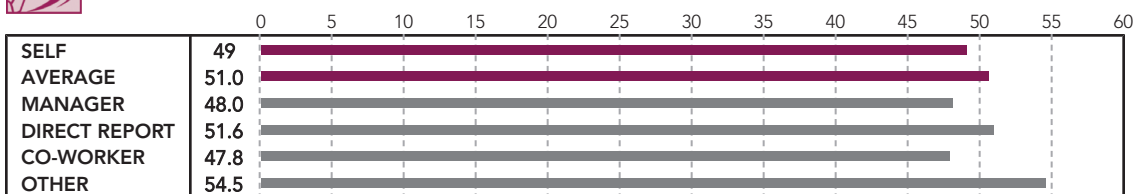
Inspire a Shared Vision



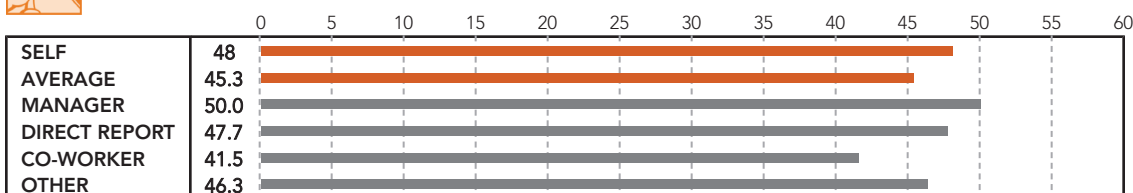
Challenge the Process



Enable Others to Act

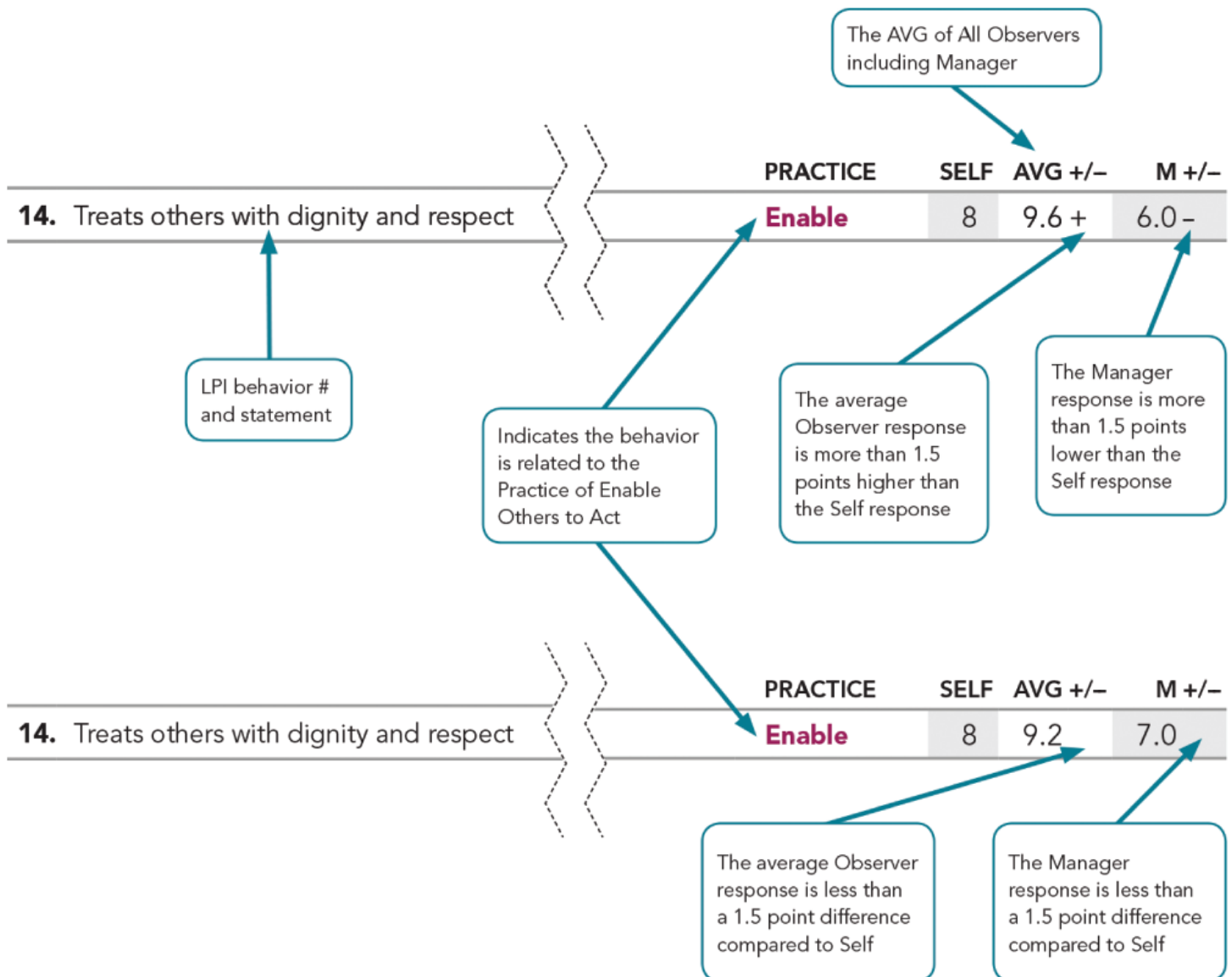


Encourage the Heart



Leadership Behaviors Ranking

The following page shows the ranking, from most frequent to least frequent, of all thirty 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 ten most and the ten 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.



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

MOST FREQUENT

	PRACTICE	SELF	AVG +/-	M +/-
14. Treats others with dignity and respect	Enable	9	9.4	9.0
4. Develops cooperative relationships among the people he/she works with	Enable	10	9.2	9.0
11. Follows through on promises and commitments he/she makes	Model	7	9.0 +	9.0 +
1. Sets a personal example of what he/she expects of others	Model	9	8.8	9.0
9. Actively listens to diverse points of view	Enable	9	8.5	8.0
5. Praises people for a job well done	Encourage	8	8.4	9.0
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	8	8.4	9.0
19. Involves people in the decisions that directly impact their job performance	Enable	9	8.3	7.0 –
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	6	8.3 +	8.0 +
23. Identifies measurable milestones that keep projects moving forward	Challenge	8	8.2	8.0
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	9	7.8	8.0
6. Makes certain that people adhere to the principles and standards that have been agreed upon	Model	8	7.8	8.0
30. Gets personally involved in recognizing people and celebrating accomplishments	Encourage	8	7.8	8.0
22. Paints the “big picture” of what we aspire to accomplish	Inspire	7	7.8	8.0
21. Builds consensus around a common set of values for running our organization	Model	6	7.8 +	9.0 +
2. Talks about future trends that will influence how our work gets done	Inspire	7	7.7	8.0
8. Challenges people to try out new and innovative ways to do their work	Challenge	7	7.7	8.0
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	8	7.6	8.0
18. Asks “What can we learn?” when things don’t go as expected	Challenge	8	7.6	8.0
28. Takes initiative in anticipating and responding to change	Challenge	6	7.6 +	9.0 +
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	9	7.5	8.0
13. Actively searches for innovative ways to improve what we do	Challenge	8	7.3	9.0
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	6	7.3	7.0
7. Describes a compelling image of what our future could be like	Inspire	6	7.0	8.0 +
26. Is clear about his/her philosophy of leadership	Model	9	6.9 –	8.0
15. Makes sure that people are creatively recognized for their contributions to the success of our projects	Encourage	7	6.6	8.0
25. Tells stories of encouragement about the good work of others	Encourage	8	6.3 –	8.0
16. Asks for feedback on how his/her actions affect other people’s performance	Model	8	6.2 –	6.0 –
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	7	6.1	7.0
12. Appeals to others to share an exciting dream of the future	Inspire	6	6.0	8.0 +

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.

	SELF		INDIVIDUAL OBSERVERS											
		AVG	M1	D1	D2	D3	C1	C2	C3	C4	O1	O2	O3	O4
1. Sets a personal example of what he/she expects of others	9	8.8	9	10	7	8	9	7	8	9	10	8	10	10
6. Makes certain that people adhere to the principles and standards that have been agreed upon	8	7.8	8	9	8	3	6	9	8	7	10	8	8	9
11. Follows through on promises and commitments he/she makes	7	9.0	9	10	7	10	10	7	8	10	10	9	9	9
16. Asks for feedback on how his/her actions affect other people's performance	8	6.2	6	9	8	3	3	5	4	8	8	3	8	9
21. Builds consensus around a common set of values for running our organization	6	7.8	9	9	8	4	6	7	8	8	10	7	9	9
26. Is clear about his/her philosophy of leadership	9	6.9	8	6	8	5	6	6	4	8	10	6	7	9

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

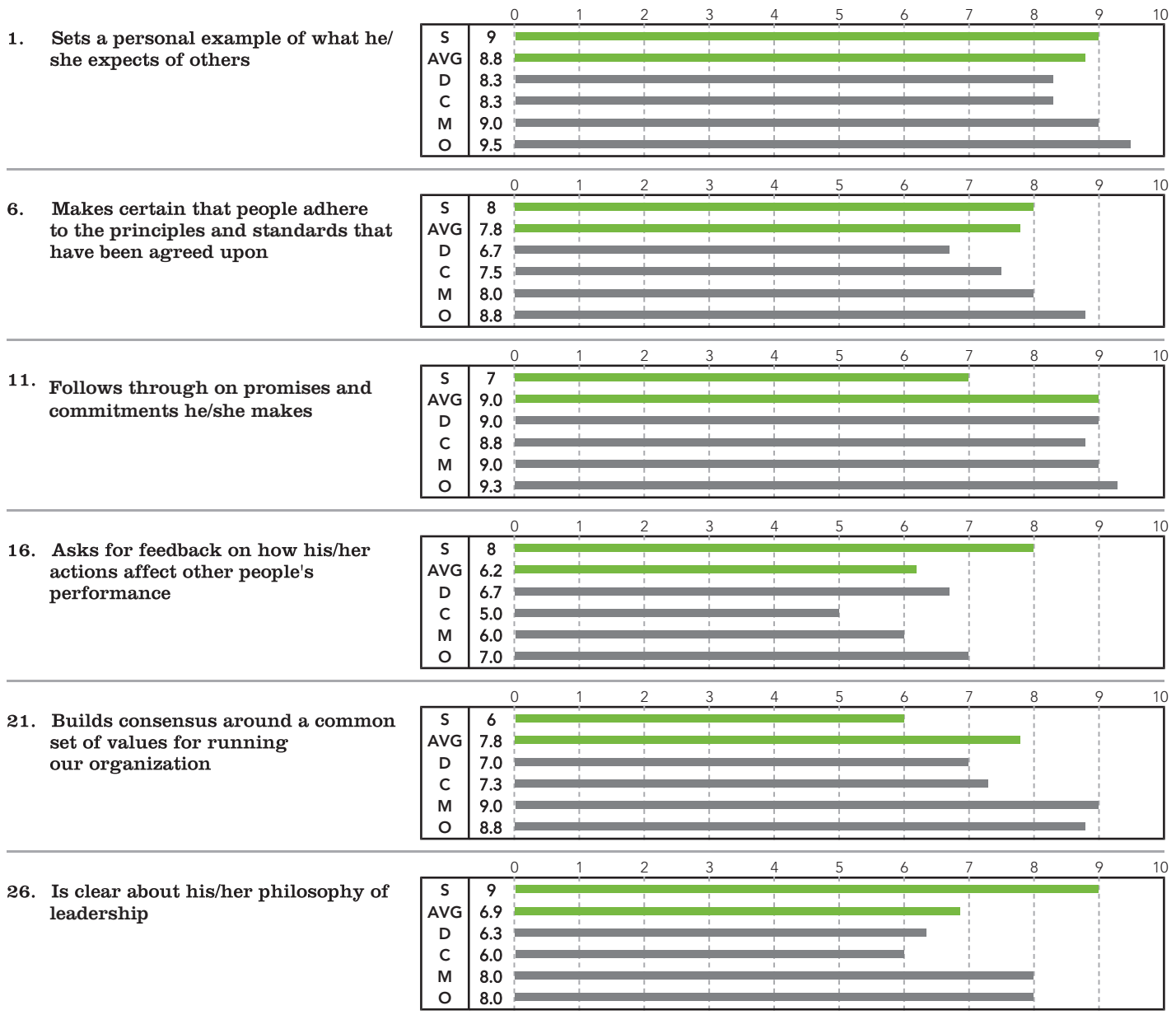
M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of All Observer Responses
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Model the Way Bar Graphs

- 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.



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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

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.

	SELF AVG		INDIVIDUAL OBSERVERS											
			M1	D1	D2	D3	C1	C2	C3	C4	O1	O2	O3	O4
2. Talks about future trends that will influence how our work gets done	7	7.7	8	9	8	7	9	6	7	7	9	5	9	8
7. Describes a compelling image of what our future could be like	6	7.0	8	4	8	3	7	7	7	6	10	5	9	10
12. Appeals to others to share an exciting dream of the future	6	6.0	8	4	5	3	3	7	5	7	8	6	8	9
17. Shows others how their long-term interests can be realized by enlisting in a common vision	7	6.1	7	4	7	3	6	5	4	8	10	3	8	9
22. Paints the “big picture” of what we aspire to accomplish	7	7.8	8	9	8	5	6	7	8	8	10	6	9	10
27. Speaks with genuine conviction about the higher meaning and purpose of our work	9	7.5	8	9	8	4	3	8	8	9	10	5	8	10

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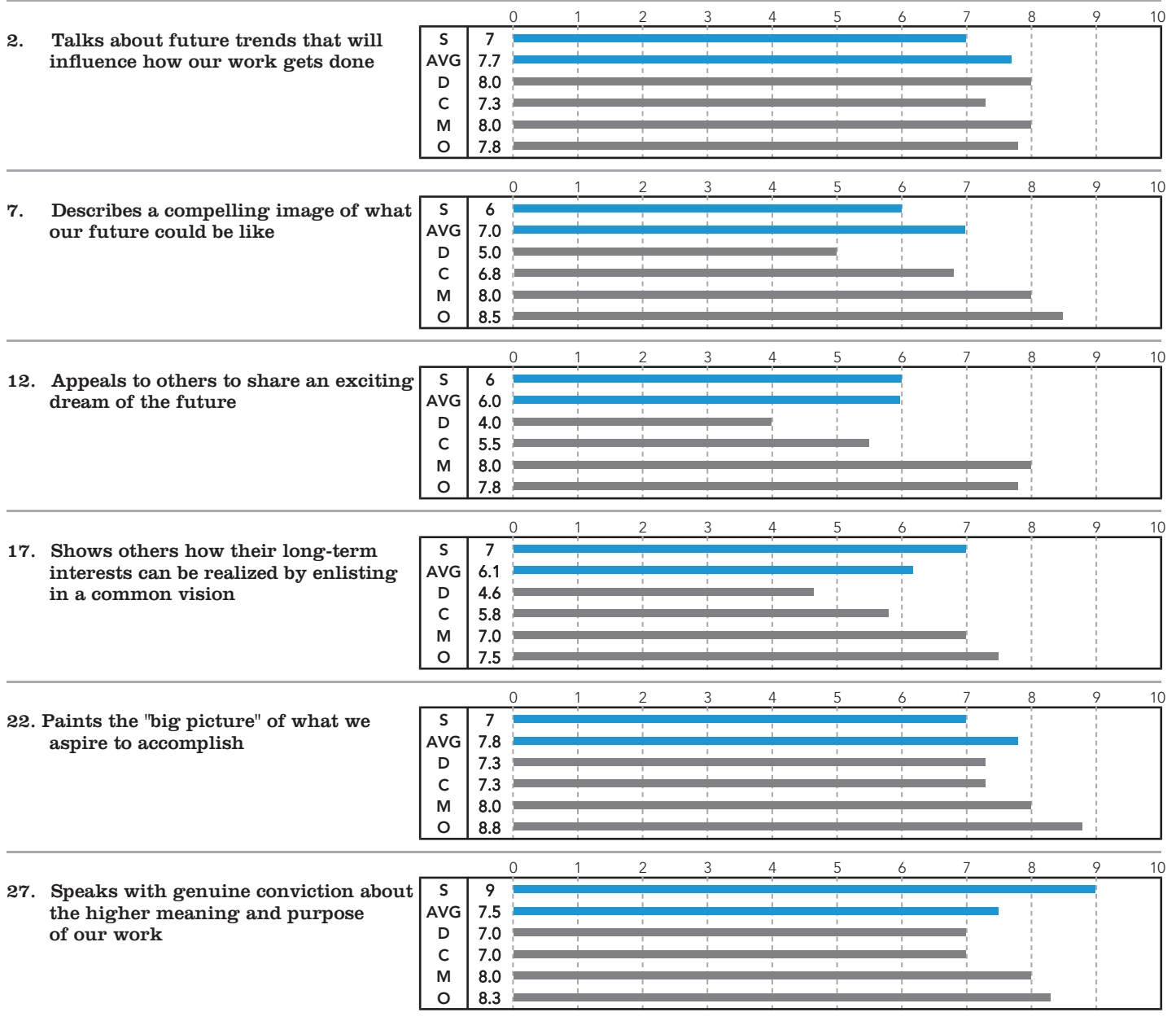
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Challenge the Process Data Summary

- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve
- Experiment and take risks by consistently generating small wins and learning from experience

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.

	SELF		INDIVIDUAL OBSERVERS											
	SELF	AVG	M1	D1	D2	D3	C1	C2	C3	C4	O1	O2	O3	O4
3. Seeks out challenging opportunities that test his/her own skills and abilities	8	7.6	8	10	7	3	8	6	6	8	9	7	9	10
8. Challenges people to try out new and innovative ways to do their work	7	7.7	8	9	8	3	6	7	8	7	10	8	8	10
13. Actively searches for innovative ways to improve what we do	8	7.3	9	9	4	6	8	6	7	9	9	3	9	9
18. Asks "What can we learn?" when things don't go as expected	8	7.6	8	10	8	3	8	8	8	8	8	5	8	9
23. Identifies measurable milestones that keep projects moving forward	8	8.2	8	9	8	6	8	9	7	9	10	8	8	8
28. Takes initiative in anticipating and responding to change	6	7.6	9	9	8	5	6	6	7	9	7	6	9	10

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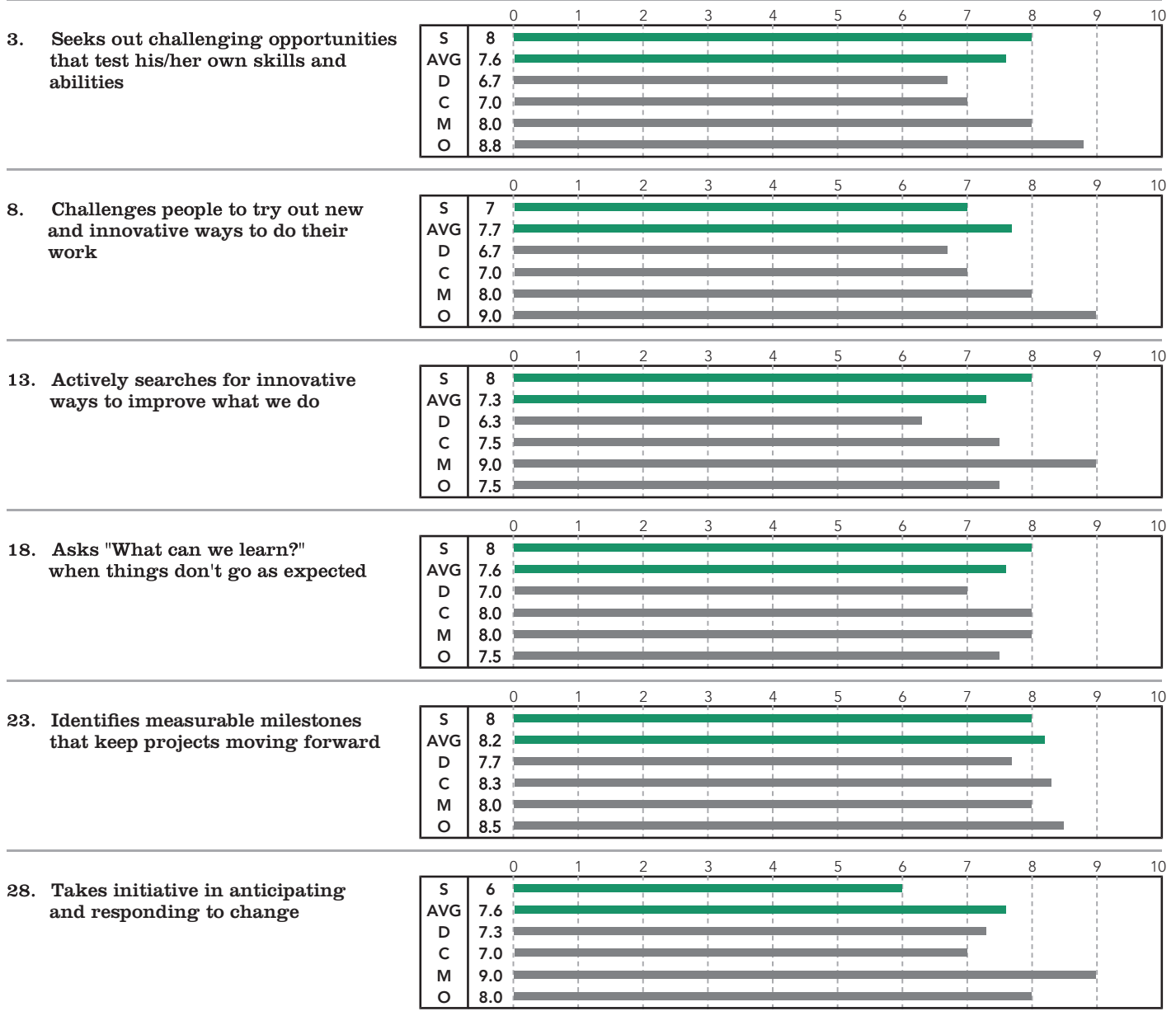
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Enable Others to Act Data Summary

- 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 Observer's response for each behavioral item. Responses can range from 1–Almost Never to 10–Almost Always.

	SELF		INDIVIDUAL OBSERVERS											
		AVG	M1	D1	D2	D3	C1	C2	C3	C4	O1	O2	O3	O4
4. Develops cooperative relationships among the people he/she works with	10	9.2	9	10	9	10	8	8	9	9	10	9	9	10
9. Actively listens to diverse points of view	9	8.5	8	8	8	6	9	9	8	9	10	8	9	10
14. Treats others with dignity and respect	9	9.4	9	10	9	8	10	9	9	9	10	10	10	10
19. Involves people in the decisions that directly impact their job performance	9	8.3	7	10	9	9	6	8	7	9	10	8	8	9
24. Gives people a great deal of freedom and choice in deciding how to do their work	6	8.3	8	10	9	9	6	7	7	8	10	8	9	9
29. Ensures that people grow in their jobs by learning new skills and developing themselves	6	7.3	7	8	6	7	6	6	8	7	8	7	8	9

RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
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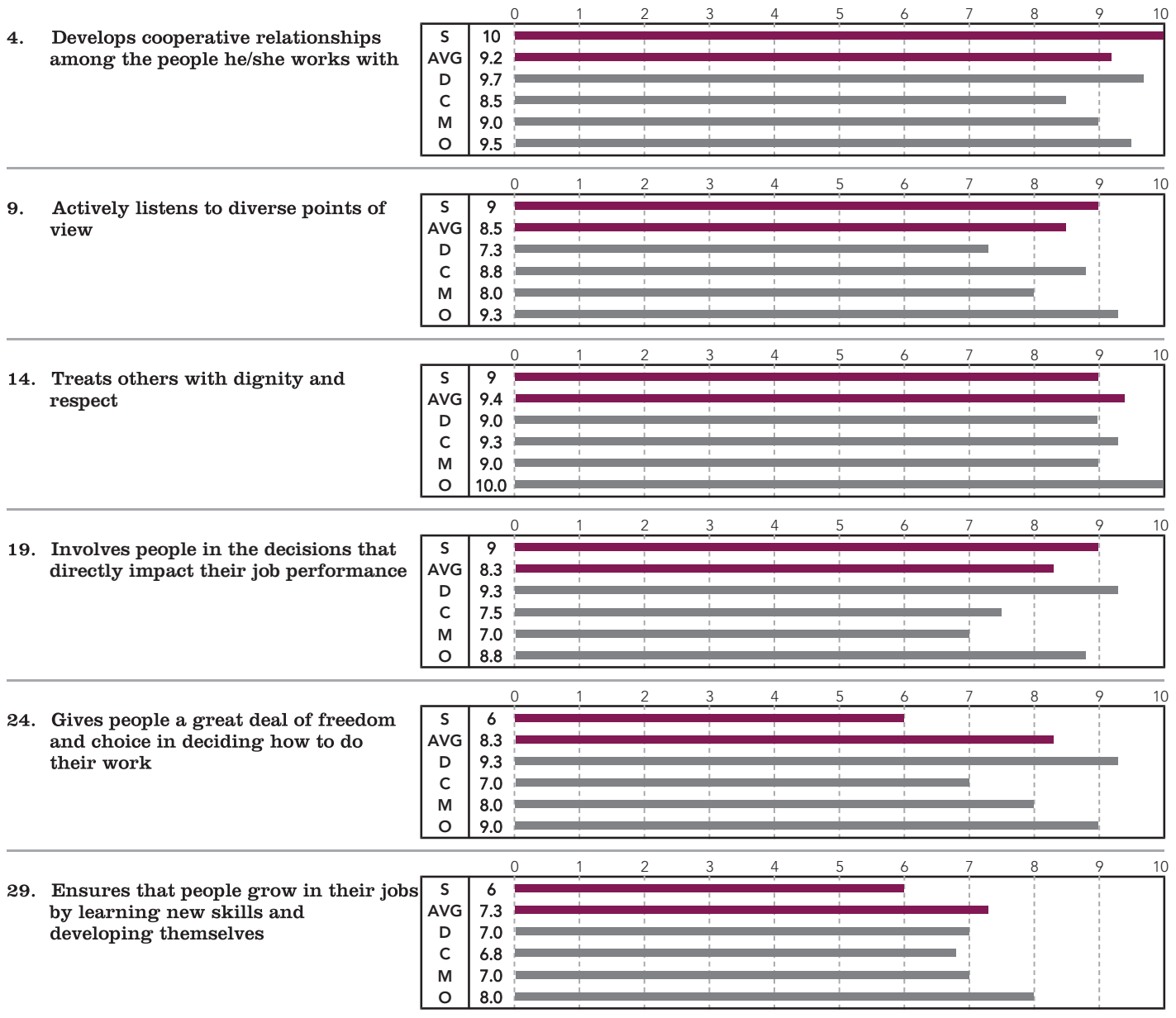
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Encourage the Heart Data Summary

- 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 Observer's response for each behavioral item. Responses can range from 1–Almost Never to 10–Almost Always.

	SELF AVG		INDIVIDUAL OBSERVERS											
			M1	D1	D2	D3	C1	C2	C3	C4	O1	O2	O3	O4
5. Praises people for a job well done	8	8.4	9	10	9	9	6	8	6	8	10	8	8	10
10. Makes it a point to let people know about his/her confidence in their abilities	8	8.4	9	9	8	8	6	8	8	9	10	8	8	10
15. Makes sure that people are creatively recognized for their contributions to the success of our projects	7	6.6	8	9	8	5	6	7	6	6	8	3	7	6
20. Publicly recognizes people who exemplify commitment to shared values	9	7.8	8	10	8	6	6	9	5	7	10	8	8	8
25. Tells stories of encouragement about the good work of others	8	6.3	8	9	4	6	6	6	5	8	8	3	7	6
30. Gets personally involved in recognizing people and celebrating accomplishments	8	7.8	8	10	8	7	6	8	8	8	9	6	7	9

RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
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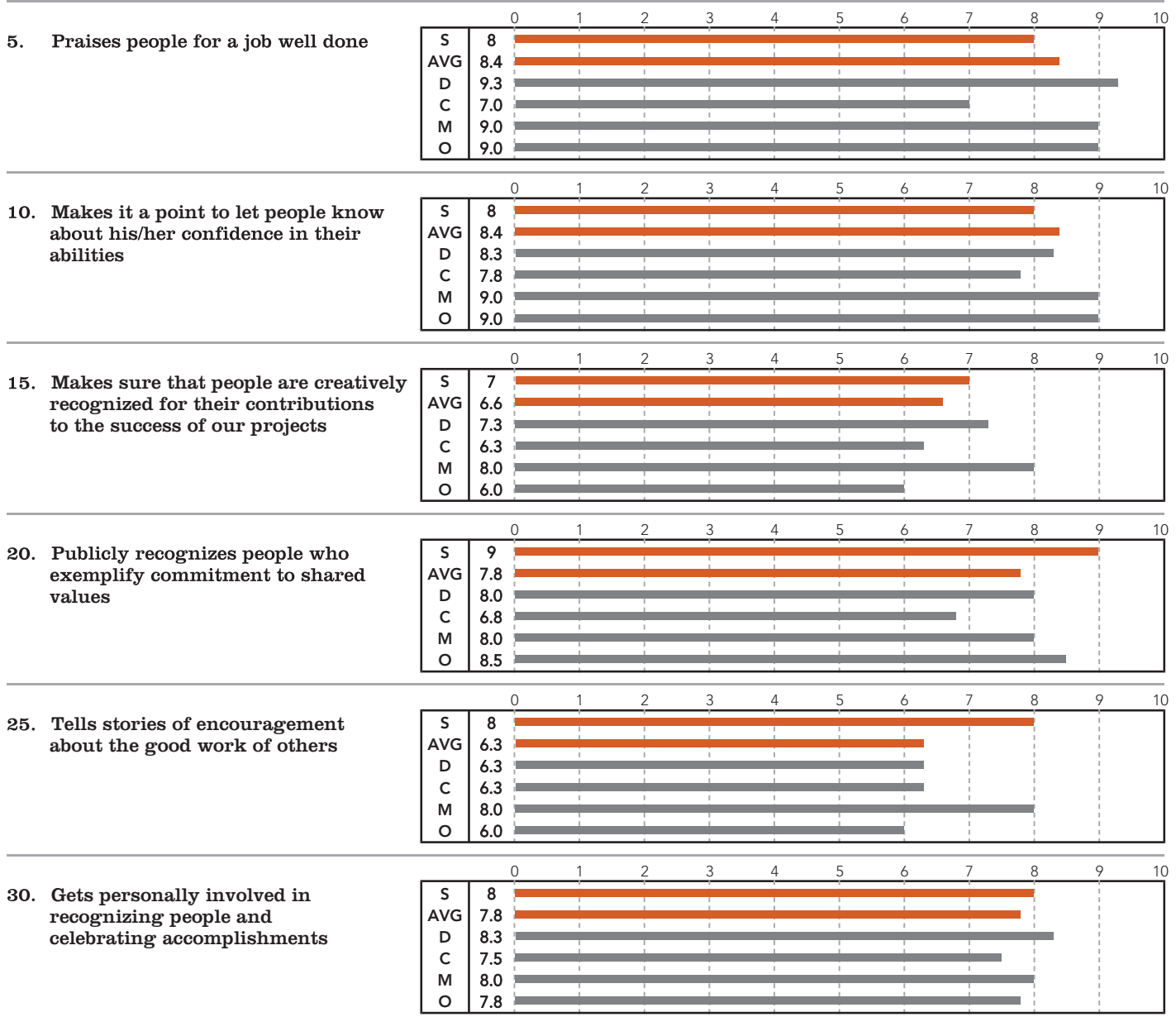
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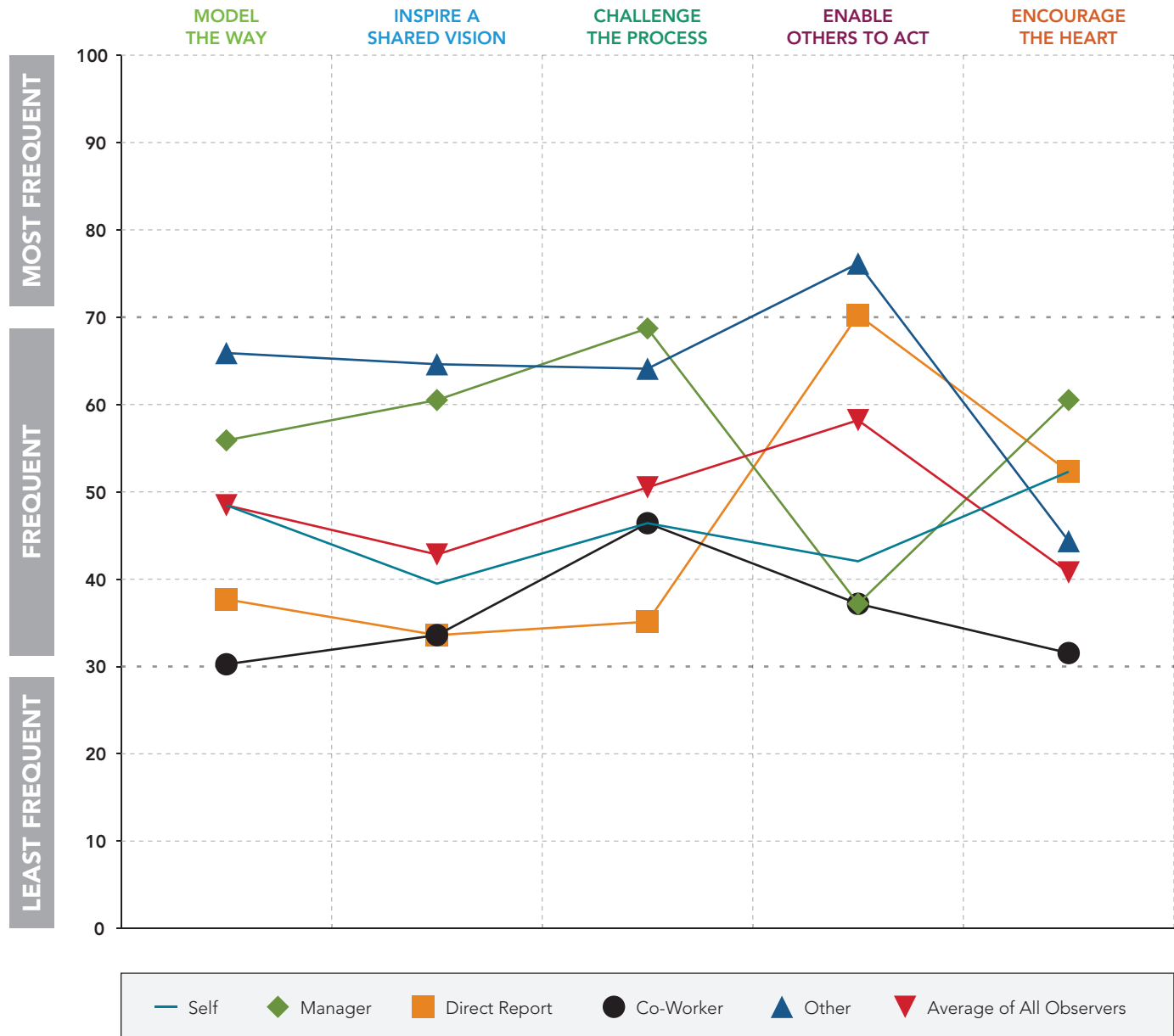


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Percentile Ranking

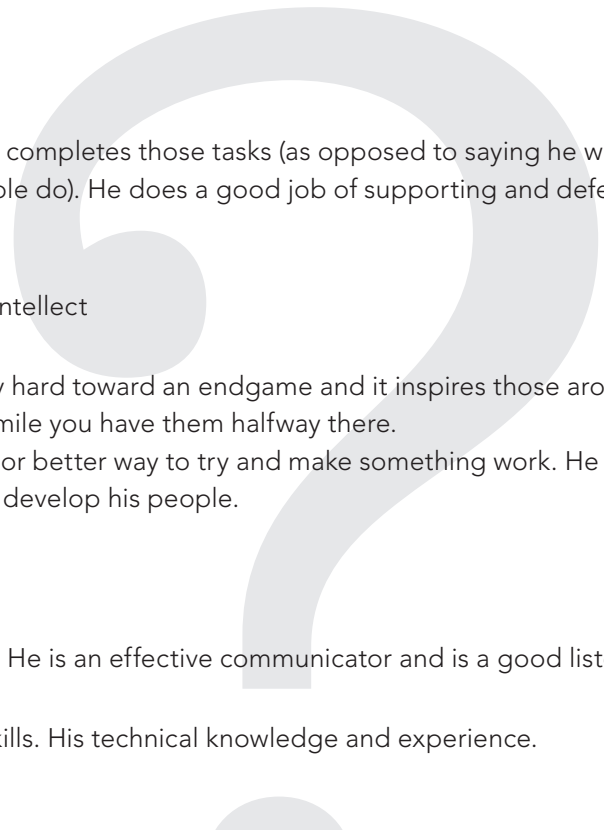
The leaders and observers who make up the LPI database include a mix of males and females at all levels, from all types of organizations, and from all over the world. This page compares your Self responses and those of your Observers to all Observer responses for other Leaders who have taken the LPI. 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.



Essay Question Responses

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 are this individual's three greatest strengths as a leader?

- 
- A: Manages expectations well. Delivers on promises. Positive "Can Do" attitude
 - A: He allows us to deal with our projects and issues the way we best see fit. He does a great job of cutting through all of the necessary, but tedious, governance and support around project work. He's able to minimize the number and amount of non-work work that goes into these projects for the developers, so that those people can concentrate on getting the project done. He shows a genuine interest and support for his staff as actual people and does a lot to make sure that the work/life balance is respected and people are rewarded for the extra effort they put in.
 - A: Communication, focus, connecting with people.
 - A: Chris commits to lots of tasks, but he almost always completes those tasks (as opposed to saying he will do something and then never doing it like a lot of people do). He does a good job of supporting and defending his team members.
 - A: 1. clarity of purpose 2. drive to accomplish tasks 3. intellect
 - A: — Chris leads by example. He is willing to work very hard toward an endgame and it inspires those around him.
— Chris leads with humor. If you can make others smile you have them halfway there.
— Chris brings ideas to the conversation, for a new or better way to try and make something work. He delegates execution of his ideas, which can help develop his people.
 - A: Calm, leads by example, explores options
 - A: Chris is successful at planning and organizing tasks. He is an effective communicator and is a good listener.
 - A: His ability to engage others. His communications skills. His technical knowledge and experience.
 - A: Approachable. Trustworthy. Flexible

Essay Question Responses (cont.)

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

- A: Demand more from his poor performers. Continue to develop his strongest team members as leaders/managers
- A: Well, he probably needs to delegate more responsibility. It might be our job to take some of that from him, but we're not sure which things we can help with and which things he needs to hold on to.
- A: If possible, delegate more. On important projects Chris tends to keep them close to himself, instead of including others sooner.
- A: 1. recognize accomplishments more 2. work more in a teaming manner
- A: Ensure that others outside of his sphere know the value of what he and his team bring to the enterprise
- A: Chris should continue to assist in helping to facilitate the successful completion of projects through helping coordinate resources. Providing input as to what he has seen in other settings he has worked would benefit the company.
- A: Find the time to be more of a manager than a doer....
- A: Exhibit more consistent follow through Delegate to reports

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

- A: Be careful not to over-extend himself or over-promise
- A: Not sure
- A: Can't think of anything.
- A: Chris is usually good about knowing when humor will help a situation, but there have been moments when he needed to tone it down a bit.

Essay Question Responses (cont.)

Q: In order for this person to become a better leader, what would you like to see him or her do less of or stop doing altogether? (cont.)

A: n/a

A: I did not have any specific feedback related to behaviors that Chris should do less of or stop doing altogether.

A: Taking too much on....

A: Shielding/protecting direct reports; (i.e. start holding them more accountable)

Q: What is one recent specific contribution that this individual has made as a leader for which you would like to express your appreciation and gratitude?

A: I would like to thank Chris for developing good working relationships with our customers, my peers and our teammates. Chris' strong abilities have enabled me to put my efforts to other things knowing with confidence that he has his work under control. I would also like to thank Chris for being a positive influence on me by helping me to see the glass as half-full.

A: Chris was a role model leader during the Upgrade Project, and he ensured it was a smooth process for all of us and the rest of the company. Without missing a day, he checked in with us, helped us out when we were bogged down, and praised us for our efforts. That meant a lot because we were tightly staffed and could have easily become discouraged with the volume of work to be done. His genuine "Thank You's" and just being there with us goes a long way!

A: Chris is the only person that I've seen to attempt to make performance appraisal grading process more objective.

A: Chris stops by regularly to check in with me on work his people are doing for my area. I appreciate those check-ins, even if they are brief, just to see how things are going.

A: I appreciated the assistance that Chris provided in helping to prioritize the tasks we had to accomplish during the past year.

A: Chris is absolutely great to work with. He maintains calm during crisis and makes people want to work with him.

A: Chris walks the walk. He is well respected among both his peers and direct reports.