



Making the Most of LPLI

A Guide for Interpreting and Using
Your Personal Leadership Profile

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The purpose of LPLI, the Lewis Pastoral Leadership Inventory™, is to help good leaders become even better! But receiving feedback is only the first step in this process. To grow and develop as a leader you must take the time to learn from your feedback and act on what you have learned. This guide is designed to lead you through a process of analyzing your results, discussing your results with others, and formulating an action plan to improve your effectiveness in ministry.

1. Analyzing to Your Feedback

First Impressions

Receiving anonymous feedback can be emotionally challenging. When you first reviewed the LPLI feedback, you may have experienced surprise, disappointment, pride, concern, and other emotions. You may have tried to explain away anything that felt uncomfortable or seemed wrong to you. But it is important to keep an open mind about aspects of the report that might be confusing or uncomfortable to you.

Name some of the feelings you experienced when you first saw your profile. What caused you discomfort or defensiveness?

Look at your overall scores in the three broad categories of character, competence, and contribution. Many ministry leaders score highest in character and lowest in contribution.

Did you score highest in character, competence, or contribution? What do you think that means?

It can be very helpful to note the indicators on which your scores differ most from those of your observers. Knowing where others see you differently than you see yourself can inform a more reliable self-image and allow you to deal with others in ways that acknowledge their perceptions.

When your scores and observer scores are very similar, it indicates self-awareness. If you consistently score yourself higher than your observers score you, it may suggest that you think you are doing a better job than you really are. If your observers assess you more highly than you assess yourself, you may set very high expectations of yourself or judge yourself more harshly than others do.

List some of the indicators where the discrepancy is greatest between your self-assessment and that of your observers?

What do you think this means?

Strengths

Strengths are reflected by your high scores. Your profile lists the ten indicators where you assessed yourself highest and the ten where your observers assessed you the highest.

Are you surprised by anything that appeared or failed to appear among your strengths?

Look at any indicators where your observers gave you significantly higher scores than you gave yourself.

Are there any hints about strengths you didn't realize you had?

Overall, how might you best utilize these strengths in your ministry?

Areas for Improvement

Lowest scores show where there is room for improvement. Your profile lists the 10 indicators where you assessed yourself lowest and the 10 where your observers assessed you the lowest.

Where is improvement most critical?

Can you leverage your other strengths to manage these areas? How might you draw on the strengths of others to address these areas?

2. Discussing Your Feedback with Others

Lovett H. Weems Jr., founding director of the Lewis Center for Church Leadership, has said that the most important benefits of LPLI come from the conversations it makes possible. Discussing your feedback with others will enhance what you learn and provide important input on how you can use the results to improve your leadership.

Potential conversation partners might include:

- a supervisor and/or a member of your supervisory committee
- a mentor
- a leadership coach
- a trusted colleague
- one or more of the individuals you asked to serve as observers

Identify some people with whom you might discuss your feedback.

Some possible discussion areas might include:

- Examining and explaining differences between your self and observe scores on particular items
- Asking your conversation partners to identify examples of where they see some of your strengths or weaknesses manifested
- Identifying next steps to be more effective based on what you've learned
- Getting the necessary support and accountability you need

Drawing on the work you have done to this point to identify gaps, strengths, and areas for improvement, list some issues to discuss with your conversation partner(s).

Provide a copy of your Leadership Profile to your conversation partner. Explain that you are seeking his or her candid and honest input. Schedule a time to get together.

Following your meeting, record what you learned and any steps you plan to take.

3. Developing a Personal Action Plan

Do you want to improve your ministry based on what LPLI has revealed? You'll have the greatest success if you develop an action plan that includes specific goals. In developing an action plan, you should:

1. Concentrate on just a few of the indicators of effectiveness you want to strengthen.
2. Identify resources, persons, or continuing education that will help you develop a plan.
3. Identify specific behaviors, actions, or steps to which you commit to improve.
4. Set specific goals to keep you focused on these actions.
5. Share your goals with others to create accountability.
6. Record actions and review your progress regularly.
7. Seek additional feedback along the way.

Here is a simple example of an action plan developed by a pastor related to the competency of "appreciating and celebrating the accomplishments of others."

1. *I will increase the frequency with which I show appreciation and celebrate the accomplishments of others.*
2. *I will read Enhancing the Heart: A Leader's Guide to Rewarding and Recognizing Others by James M. Kouzes and Barry Z. Posner.*
3. *I will regularly express my gratitude to church members and leaders for their involvement and support of the church's ministry through personal and public means.*
4. *I will call or write one church member each day to thank them for a specific way they support the church.*
5. *I will let a colleague know of my goal and ask them to encourage me to stay with it.*
6. *I will develop a list of church members and groups to thank and when I thanked them, confirming every Friday that I have completed the necessary thank you's for that week.*
7. *I will ask a few of my original conversation partners if they think I am doing a better job of showing appreciation and take LPLI again in a year to gauge improvement.*

Personal Action Planning Template

Use this template to develop an action plan for one indicator you wish to improve.

Name the indicator of pastoral effectiveness you wish to strengthen.

List the resources, resource persons, or continuing education opportunities you will consult in developing a game plan?

List the specific behaviors, actions, or steps to which you must commit to see improvement in this area?

Formulate specific goals for implementing these behaviors, actions, or steps.

Identify people with whom to share your goals so that they can help keep you on track.

Describe a system for tracking and recording your actions and reviewing regularly.

Develop a plan for seeking additional feedback along the way.

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