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THE

ENCOURAGING

THE HEART

• WORKSHOP •

**FREQUENTLY ASKED
QUESTIONS**

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OVERVIEW

The *Encouraging the Heart Workshop* is a 2010 addition to the suite of products for leadership development based on the world's most trusted source on becoming a better leader, Jim Kouzes and Barry Posner's *The Leadership Challenge*. It is concerned with the fifth of their Five Practices of Exemplary Leadership®: Encourage the Heart (ETH).

Leadership requires a connection between leaders and their constituents over matters of the heart, say Kouzes and Posner. We need heart because the struggle to the top can be arduous and long. We need applause and support to get extraordinary things done in organizations. We need to know that we're connecting to others in order to do our best. We need to feel connected to others and, in turn, they to us, because greatness is never achieved alone.

Encouraging the Heart is about the principles and practices that support our basic human need to be appreciated for who we are and for what we do. It's about how leaders can apply these principles and practices to their daily work.

PURPOSE, OBJECTIVES, AND METHODS

The *Encouraging the Heart Workshop* is designed to introduce anyone in a leadership role to the seven essential skills of Encouraging the Heart (ETH) and to give them the opportunity to assess their own ability in this leadership practice.

Participants will also receive information on continuing self-development in the ETH essentials and a tool for gaining the understanding and skills for applying this practice in their own roles as leaders.

By the end of the workshop, participants will be able to:

- Use the information from an assessment tool, *The Encouragement Index*, to understand their ability to Encourage the Heart
- Describe the seven essentials of Encouraging the Heart
- Describe ways for implementing one or more essentials in their own roles as leaders
- Draft action plans for improving their ability to Encourage the Heart

The workshop uses interactive and experiential learning activities, including self-assessment and small- and large-group sharing and discussion. Many activities take a reflective learning approach in which learners review past experiences to generate fresh insights that can be applied when learning new ideas. Using this approach creates a deeper and more meaningful learning experience. Facilitator- or participant-delivered lecturettes are also used to cover or review key background content quickly.

PROGRAM COMPONENTS

The *Encouraging the Heart Workshop* is built around three components:

The Encouraging the Heart Workshop Facilitator's Guide

The Encouragement Index

The Encouraging the Heart Workbook

The workshop activities are designed to help leaders use the information from *The Encouragement Index* to understand their ability to Encourage the Heart, implement some of the ETH essentials in their own roles as leaders, and draft action plans for continuing self-development in Encouraging the Heart. There are lessons and positive examples of how actual leaders implement each of the seven essentials in the accompanying *Encouraging the Heart Workbook* and in supporting materials such as the authors' books *Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others* and *The Leadership Challenge* and on their website www.leadershipchallenge.com. (The Supporting Resources section of the Facilitator's Guide provides a handy annotated list.)

Facilitator's Guide

The Facilitator's Guide provides the background information, activity design, and facilitation guidelines to conduct the Encouraging the Heart Workshop.

It includes:

- A program overview
- Suggestions for successful results
 - Planning and preparing for the workshop
 - During the session
 - Follow-up
- Background information on Encouraging the Heart
- A quick view agenda
- Facilitation guidelines (scripts)
- Templates for visuals and training aids
- Workshop variations
 - Half-day workshop
 - Two-hour workshop
 - Full-day workshop
- Suggested supporting resources

The Encouragement Index

Participants begin learning the core skills of Encouraging the Heart by assessing where they are now against the standards Kouzes and Posner provide in *The Encouragement Index* (EI). That data gives them a baseline for improvement.

The Encouragement Index is based on the findings from the research that Kouzes and Posner did for the *Encouraging the Heart* book. It is a twenty-one-item assessment designed to help leaders develop

a picture of their strengths and opportunities for improvement in the practice of Encourage the Heart. With that information in hand, they can then decide where to put their energy to produce the greatest improvements in the shortest period of time.

ETH Participant Workbook

The Participant Workbook is used in the workshop to help participants become better leaders by studying their own behavior and becoming more conscious about the choices they are making and how they act on their intentions. To continue the work begun in the workshop, participants are asked to later complete the remaining activities in the workbook on their own, paying particular attention to those areas on which the EI indicates they need to work. The workbook can also be used independently in a self-study program to develop one's skills and abilities for Encouraging the Heart.

The workbook contains information, activities, and questions carefully designed to help participants learn, reflect, apply, and assess their experiences and skills in Encouraging the Heart. For example:

- *Reflection questions* help participants think about what they learn. These questions challenge their thinking and help them become more conscious about how well they engage in the behaviors related to each of the seven essentials of Encouraging the Heart.
- *Activities* help participants apply what they learn to their roles as leaders. The workbook expands the workshop experience with many additional learning activities because the authors believe that one important way people learn is through continuing practice.
- *Assessment questions* help participants evaluate the results of the activities—of applying what they are learning about the seven essentials.

To Get Started

Facilitators must purchase the following components to conduct the ETH Workshop:

- *Encouraging the Heart Workshop Facilitator's Guide* (includes one hard copy of *The Encouragement Index* and a copy of the Participant Workbook)
- *The Encouragement Index*—one hard copy for each participant
- *The Encouraging the Heart Workbook*—one copy for each participant

PROGRAM DETAILS

Audience and Group Size

The ETH Workshop is designed to introduce anyone in a leadership role to the seven essentials of Encouraging the Heart and to give them the opportunity to assess their own ability in this leadership practice. It is most commonly used for groups of twelve to thirty participants. With modifications, it can be conducted successfully with groups of only five or six individuals and with larger groups up to fifty.

Time Required and Variations

The workshop is designed as a half-day event. The length can be modified as needed, and suggested variations are provided in the Facilitator's Guide for the half-day program as well as for two-hour and full-day versions.

Prerequisite Knowledge

The learning design assumes that the facilitator and participants will have working knowledge of the Kouzes and Posner model of leadership—for example, from having read *The Leadership Challenge* or participated in *The Leadership Challenge Workshop*. If participants are new to the model, a brief pre-workshop assignment such as reading selected material from *The Leadership Challenge* or www.leadershipchallenge.com is recommended. The Supporting Resource section in the Facilitator's Guide contains annotated suggestions for participant and facilitator pre-work. For facilitators and participants familiar with the latest editions of *The Leadership Challenge* or *The Leadership Challenge Workshop*, you will notice a discrepancy in the number of essentials associated with Encouraging the Heart. This workshop is designed to offer participants a deeper, more extensive discussion of this Practice, hence the presence of more essentials in this undistilled experience.

Facilitator Preparation

In addition to having thorough knowledge of and experience in group facilitation and leadership development, facilitators will need an estimated three to seven days to prepare for an ETH Workshop, depending on their working knowledge of The Leadership Challenge model.

Suggestions for pre-workshop preparation detailed in the Facilitator's Guide include:

- Studying the Facilitator's Guide and conducting a dry run.
- Reading or, preferably, self-administering and scoring *The Encouragement Index* to understand how it is constructed and what kind of information it yields.
- Examining *The Encouraging the Heart Workbook* to see how selected activities will be used in the workshop and how participants can continue to use the workbook for self-development after the workshop.
- Reading Kouzes and Posner's *Encouraging the Heart* book to learn more about the seven essentials of Encouraging the Heart and how leaders practice them.
- Thinking of stories and examples from the facilitator's own organization to use in the workshop to further illustrate how leaders practice Encouraging the Heart.
- Becoming more familiar with The Five Practices of Exemplary Leadership® by reading *The Leadership Challenge*, which includes many illustrative stories and examples. In addition, the guide suggests visiting www.leadershipchallenge.com for additional information on The Leadership Challenge model, validity and reliability data, related materials, FAQs, facilitation tips and techniques, and more.

Workshop preparation also includes attending to all the details involved in setting up the workshop, notifying participants, purchasing and producing materials, arranging for administration of *The Encouragement Index* as pre-work if applicable, and so forth.

CONCLUSION: WHY ENCOURAGING THE HEART MATTERS

Kouzes and Posner's ongoing research and work with leaders around the globe has shown that, of The Five Practices of Exemplary Leadership[®], Encouraging the Heart exhibits more variability in application than most of the other practices. Some behaviors are simply more difficult than others, and some, because of their high emotional content, are harder for some people to execute. It's much easier for some leaders to Challenge the Process, for example, than it is for them to Encourage the Heart.

Kouzes and Posner's findings are backed up by others' research. For example, researchers report that about one-third of North American workers say they *never* are recognized for a job well done. Slightly more (44 percent) report that they receive little recognition for a job well done. Only 50 percent of managers say they give recognition for high performance.

The seven essential skills for Encouraging the Heart are core leadership skills. When striving to get extraordinary things done in organizations—raise quality, recover from disaster, start up a new service, or make dramatic change of any kind—leaders must make sure that people experience in their hearts that what they do matters.

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