

**CERTIFIED PUBLIC MANAGER PROGRAM
FLORIDA CENTER FOR PUBLIC MANAGEMENT
THE FLORIDA STATE UNIVERSITY**

**LEVEL 1 ASSIGNMENT
GUIDELINES**

Kouzes, James M. and Barry Z. Posner. *Encouraging The Heart: A Leader's Guide To Rewarding And Recognizing Others*. 1st ed. San Francisco: Jossey-Bass, 1999.

September, 2006

BACKGROUND

This book focuses on Leadership, Interpersonal Relations, and Motivation. In this reading application, you are asked to describe your organization's current efforts to spur excellent performance. Part I of the application asks you to complete the Encouragement Index. Part II asks you to critique how your agency is applying the essential principles of Encouraging the Heart. Part III requires you to apply some of the encouragement principles yourself.

In answering the questions you must provide specific examples from your organization and give specific citations from the book to back up or illustrate your points. Citations are not footnotes, but simply a citation of the relevant page number from the book. For example: (Kouzes & Posner, p. 34).

PROCEDURES

1. Read the book and answer the questions which follow.
2. Type your application in a double-spaced format and include a title page with your name, email address, date of submission, address to which results should be mailed, and your work phone number.
3. There is no minimum or maximum length for the application, but you must show that you understand and can apply the material in the book to your own organization.
4. **Upon completion, you should submit this assignment through our website: www.fcpm.fsu.edu.**

A tutorial for submitting homework is on the homepage of our website and provides step by step instructions. Click on the "Submit Assignments" tab, which will bring up a log-on screen. Enter your email address on the first line. Your password is the last four digits of your Social Security Number. This will take you to your Transcript. Click on "Submit Assignment" for the particular assignment or exam you wish to submit. Click "Browse" and then locate the file on your hard drive (usually stored in "My Documents"), and click "Open." If you are submitting a Group Assignment, you need to enter the names of all group members. Once you have attached the file, click "Submit File."

Your submission will be automatically entered into the database. It will show on your transcript as "Being Graded." You will also receive an automated email notifying you of that. If you have any questions or encounter problems submitting your homework, please ask your CPM instructor for help, or contact Shawn Baldwin at sbaldwin@admin.fsu.edu or 850-644-8987.

Once your assignment is graded, you should receive an email showing the results. If your submission passes, the email will indicate that the assignment is "Completed." If your submission does not pass, the email will indicate that you must "Resubmit" the assignment. You will be told what you need to do to make the assignment acceptable. Your work will be graded within 60 days, at the latest, although CPM instructors typically grade assignments sooner than that.

If you do not have email, you should mail a hard copy to:

Gayle Blankenship, CPM Program Registrar
The Florida State University
Florida Center for Public Management
2035 East Paul Dirac Drive
102 Herb Morgan Building
Tallahassee, FL 32306-2821

Our main number is 850-644-6460, or SUNCOM 284-6460.

Projects submitted to the CPM Program Office will become a part of the permanent records of the CPM Program. Participants should keep a copy of their projects for their own files and future reference. A project is considered confidential and will be discussed only with the participant who submits it. .

I. THE HEART OF LEADERSHIP

Drawing on Part 1 (Chapters 1, 2, and 3) of Encouraging The Heart, assess yourself using the Encouragement Index in Chapter 3.

- Interpret and report your results.
- Discuss what you will do to improve your score.

II. THE ESSENTIALS OF LEADERSHIP

For each of the seven essentials described in Part 2 of the book (Chapters 4 through 10), (a) describe your organization's current efforts to implement the seven essentials of encouraging the heart outlined in these chapters, and (b) specify what your organization should be doing to fully implement the essentials. Use specific examples from your organization and specific citations from these chapters to back up your points.

- Set Clear Standards (Chapter 4)
- Expect The Best (Chapter 5)
- Pay Attention (Chapter 6)
- Personalize Recognition (Chapter 7)
- Tell The Story (Chapter 8)
- Celebrate Together (Chapter 9)
- Set The Example (Chapter 10)

III. APPLYING THE PRINCIPLES

Pick five of the 150 ways to encourage the heart and try them.

Report the results of each of your five attempts by describing what went right and why, or what went wrong and why. What would you do differently?

Now, create five ways of your own to encourage the heart by using the principles outlined in the book. Try them and report the results by describing what went right and why, or what went wrong and why. What would you do differently?