

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

**LEVEL 1 ASSIGNMENT  
GUIDELINES**

**“Encouraging the Heart:  
A Leader’s Guide to Rewarding  
and Recognizing Others”**

By James M. Kouzes & Barry Z. Posner

Kouzes, James M. and Barry Z. Posner. *Encouraging The Heart: A Leader’s Guide To Rewarding And Recognizing Others*. San Francisco: Jossey-Bass, 2003.

**November, 2013**

## **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 assignment 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 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 list the relevant page(s) from the book, such as: (Kouzes & Posner, p. 34).

### **Procedures:**

1. Read the book and answer the questions which follow.
2. Download the Level 1 Assignment Outline from our website: [http://fcpm.fsu.edu/CPM-Program\\_Assignments-and-Exams.cfm](http://fcpm.fsu.edu/CPM-Program_Assignments-and-Exams.cfm) This will show you how to format your responses to the questions. Be sure to include a title page with your name, email address, date of submission, 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:** [https://www.fcpm.fsu.edu/students/fcpm\\_partlogin\\_000.cfm](https://www.fcpm.fsu.edu/students/fcpm_partlogin_000.cfm) This will bring up a log-on screen. Enter your email address and password (the last four digits of your Social Security number), then click "Next Step." This will take you to your Transcript. Click on "Submit Assignment" for the particular assignment or exam. If you are uploading a Group Assignment, enter the names and email addresses of group members in the drop down menu. Click "Browse" and locate the file on your hard drive (usually in "My Documents"), then click "Open." Once the file is listed in the menu, 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 that it has been added to your transcript.

Once your assignment is graded, and if it passed, you will receive an automated email saying it has been "Completed." Your transcript will indicate that the assignment is "Completed." If your submission does not pass, you will receive an email telling you to resubmit, and explaining what you need to do to pass. Your work will be graded within 60 days, although CPM instructors typically grade assignments sooner than that.

If you encounter problems submitting your homework, please contact Dan Vicker, the CPM Student Liaison, at [dvicker@admin.fsu.edu](mailto:dvicker@admin.fsu.edu) or the CPM office at [CPM@admin.fsu.edu](mailto:CPM@admin.fsu.edu) . You can phone our main number at 850-644-6460 or 850-644-0161.

Submissions will not be returned, so you should keep a copy for future reference. Your work is considered confidential and the CPM Program will not share or discuss it with anyone, other than you.

## 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?