Certified Public Manager Program

Level 1 Assignment

“Encouraging the Heart: A Leader’s Guide To Rewarding And Recognizing Others.”
James Kouzes & Barry Posner

Name
Submitted on (Date)
Email Address
Work Phone:
I. The Heart of Leadership
(“Encouragement Index” - interpret your results)

My self-assessment score was ___, which is described on the scoring range as ____________ (for example: “Doing pretty darn well).

List a few of the questions you scored highest on, and describe why you think those practices are important.

Describe ways that you could improve your score:

To improve, there are a number of things I could do (describe below):

First,…

Second,…

Third,…

Part II. The Essentials of Leadership

(For each of these 7 essentials, describe what your organization is doing well, and what else it should be doing. Participants typically write a paragraph or two for each item)

- Set Clear Standards (Chapter 4)
  a. What the organization is doing:
  b. What the organization should be doing:

- Expect the Best (Chapter 5)
  a. What the organization is doing:
b. What the organization should be doing:

- **Pay Attention (Chapter 6)**
  a. What the organization is doing:
  
  b. What the organization should be doing:

- **Personalize Recognition (Chapter 7)**
  a. What the organization is doing:
  
  b. What the organization should be doing:

- **Tell the Story (Chapter 8)**
  a. What the organization is doing:
  
  b. What the organization should be doing:

- **Celebrate Together (Chapter 9)**
  a. What the organization is doing:
  
  b. What the organization should be doing:

- **Set the Example (Chapter 10)**
  a. What the organization is doing:
  
  b. What the organization should be doing:
III. Applying the Principles

From the list of 150 suggestions for Encouraging the Heart, I tried the following
five: (list each, and describe what happened):

# ___
# ___
# ___
# ___
# ___
# ___

List five ways you came up with to encourage the heart, and describe what
happened when you tried them.

1. 
2. 
3. 
4. 
5. 