

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.