

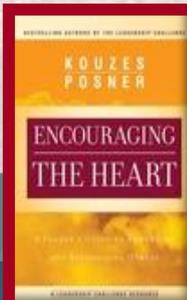
ENCOURAGING THE HEART

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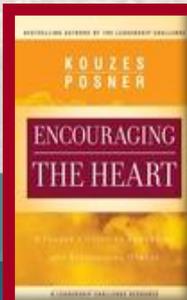


OBJECTIVES:

- 1. Recognize the role of Encouraging The Heart in the context of “The Leadership Challenge”**
- 2. Define the Seven Essentials of Encouraging the Heart**
- 3. Assess your current Encouragement Index**



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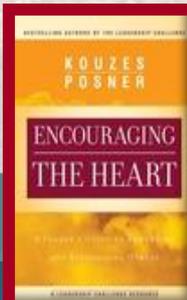


OBJECTIVES:

4. **Discuss multiple ways of implementing the Seven Essentials**
5. **Develop an action plan for improving your ability to Encourage the Heart**



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THE BOTTOM LINE:

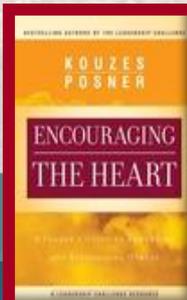
At the heart of effective leadership is genuinely caring for people.



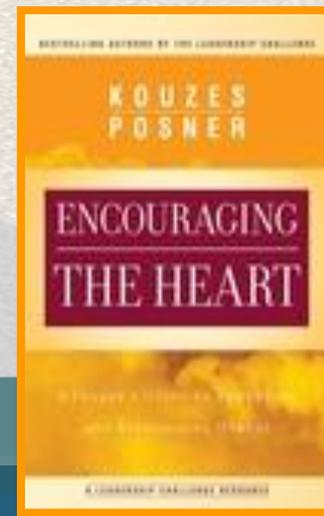
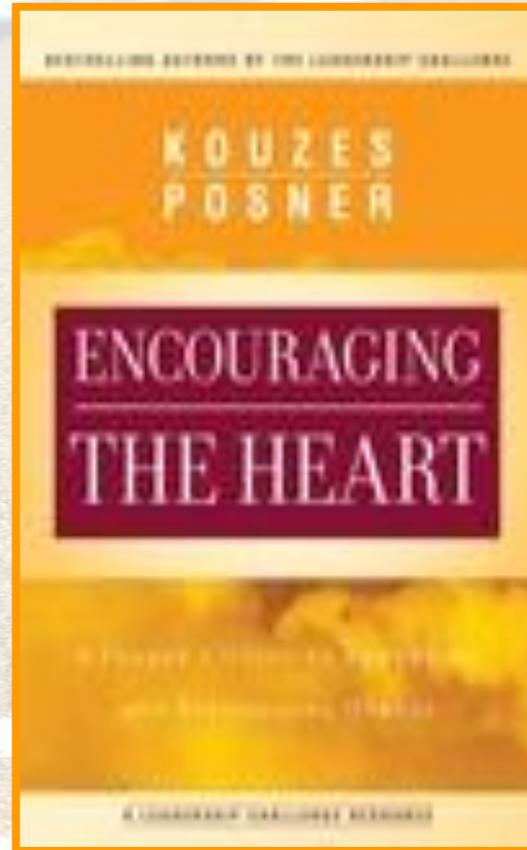
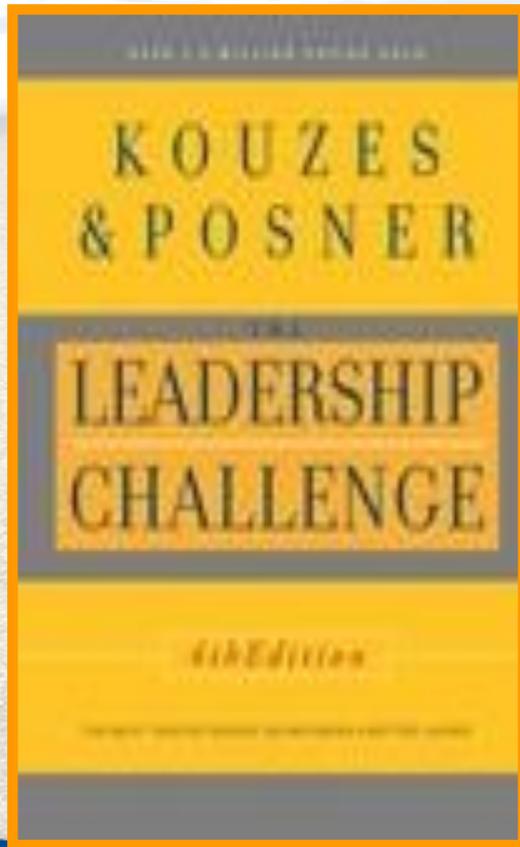
When was the last time someone encouraged you?



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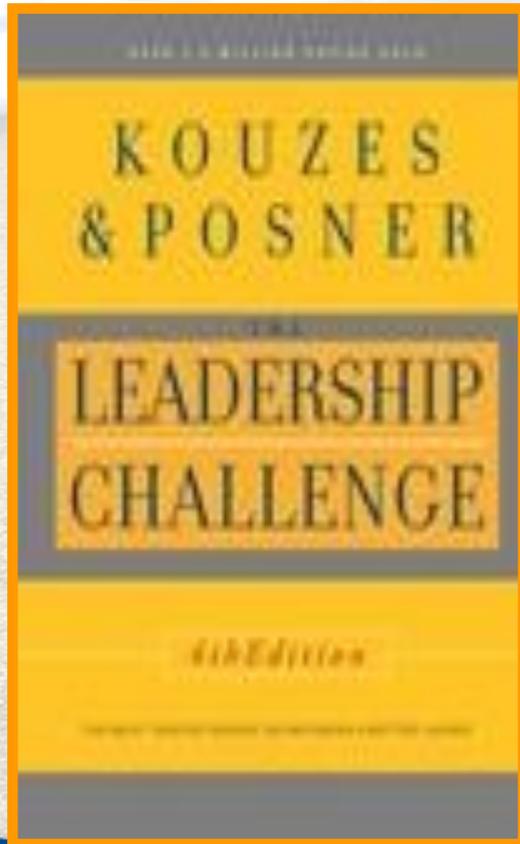


Encouraging the Heart & The Leadership Challenge



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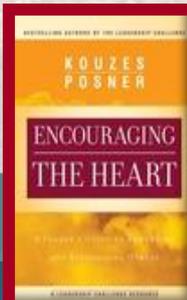
The Five Practices of Exemplary Leadership



Model the Way
Inspire a Shared Vision
Challenge the Process
Enable Others to Act
Encourage the Heart



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**Do you need encouragement
to perform at your best?**

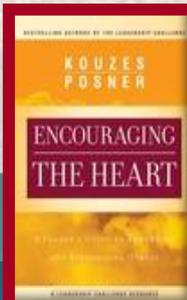
60% YES

**When you get encouragement,
does it help you perform at a
higher level?**

98% YES



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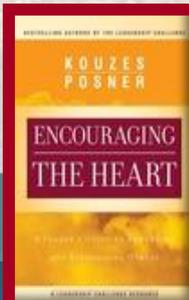
Yet...

44% of workers say they get little recognition for a job well done!

34% say they **NEVER** get recognition!!



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And...

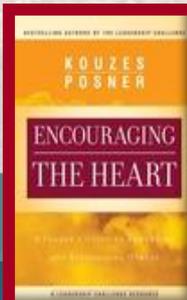


Only 50% of managers say they give recognition for high performance!

If 98% say it helps performance...why do so few managers practice it?



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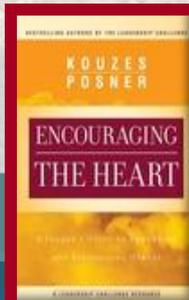
1. Think about the most memorable recognition you have received for work performance.



2. What did the person who gave you the recognition do or say to make it the most memorable?



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**SETTING CLEAR
STANDARDS**

**EXPECTING THE
BEST**

PAY ATTENTION

**PERSONALIZE
RECOGNITION**

TELL THE STORY

**CELEBRATE
TOGETHER**

SET THE EXAMPLE

4. Discuss with your partner: Were you surprised by any of the results? What do you think is the most important “Essential” for you to work on?

INDIVIDUAL
ASSIGNMENT
& DISCUSSION

"Encouragement Index"									
Scoring Ranges									
1 Almost never	2 Rarely	3 Seldom	4 Once in a while	5 Sometimes	6 Fairly often	7 Often	8 Usually	9 Very often	10 Almost always My score
ITEM #	ITEM								
1	I make certain we set a standard that motivates us to do better in the future than we are doing now.								
2	I express high expectations about what people are capable of accomplishing.								
3	I pay more attention to the positive things people do than to the negative.								
4	I personally acknowledge people for their contributions.								
5	I tell stories about the special achievements of the members of the team.								
6	I make sure that our group celebrates accomplishments.								
7	I get personally involved when we recognize the efforts of others.								
8	I clearly communicate my personal values and priorities to everyone on the team.								
9	I let people know I have confidence in their abilities.								
10	I spend a good deal of time listening to the needs of other people.								
11	I personalize the recognition I give to another person.								
12	I find opportunities to let people know the why behind what they are doing.								
13	I hold special events to celebrate our successes.								
14	I show others, by my own example, how people are and are rewarded.								
15	I make it a point to give people feedback on how they are doing against our agreed-upon standards.								
16	I express a positive and optimistic outlook even when things are tough.								
17	I get to know, at a personal level, the people with whom I work.								
18	I find creative ways to make my recognition of others special.								
19	I recognize people more in public than in private for their performance.								
20	I find ways to make the workplace enjoyable and fun.								
21	I personally congratulate people for a job well done.								

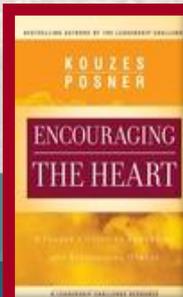
MY SCORES				TOTAL	THE SEVEN ESSENTIALS
(Add the three item scores for a total score for the listed Essential)					
Item #	Item #	Item #	TOTAL		
1	8	15			Set Clear Standards
2	9	16			Expect The Best
3	10	17			Pay Attention
4	11	18			Personalize Recognition
5	12	19			Tell The Story
6	13	20			Celebrate Together
7	14	21			Set The Example

Instructions:
 1. Transfer your scores for each item into the blanks provided. The numbers indicate the item number in the "Encouragement Index."
 2. Add the scores across on each row and put this under "Total."
 3. This gives you a score for each of the Seven Essentials based on your responses to the "Encouragement Index."

Ranges for Essential Scores:
 26 - 30 Doing great on this Essential! Share your success with others.
 18 - 25 Doing pretty well. Give these a bit more focus.
 9 - 17 Things are not working well. Act on these at once.
 3 - 8 Review your scores. If they are really this low then you should consider these your top priority items for action.



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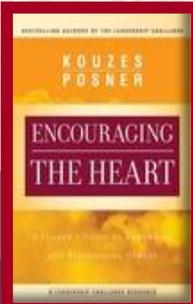




Creating your Action Plan!



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**ENCOURAGING THE HEART
PERSONAL IMPROVEMENT ACTION PLAN**

Name: _____ Date: _____

My Encouragement Index Score: _____

My Essential Scores

Set Clear Standards: _____ Tell the Story: _____

Expect the Best: _____ Celebrate Together: _____

Pay Attention: _____ Set the Example: _____

Personalize Recognition: _____

Improvement/Enhancement Activities Planned

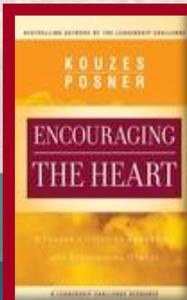
(Select 3 Essentials to work on. Suggested improvement/enhancement activities are listed on the following pages or you can create your own based on what will work best for you. Be sure to give enough information that others can clearly understand what you are working on, why it is important, how you are going to accomplish it and when/how often it will be done.)

Essential	Activity Outline

The *Action Plan* form is in your handouts



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**ENCOURAGING THE HEART
PERSONAL IMPROVEMENT ACTION PLAN**

Name: Barry Posner

Date: 10/10/201

My Encouragement Index Score: **155**

6

My Essential Scores

Set Clear Standards: **15**

Tell the Story: **28**

Expect the Best: **20**

Celebrate Together: **28**

Pay Attention: **18**

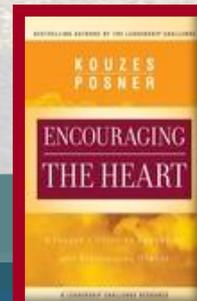
Set the Example: **25**

Personalize Recognition: **21**

**Put in your name and
today's date. Then,
transfer your Index
and Essential scores.**



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Improvement/Enhancement Activities Planned

(Select 3 Essentials to work on. Suggested improvement/enhancement activities are listed on the following pages or you can create your own based on what will work best for you. Be sure to give enough information that others can clearly understand what you are working on, why it is important, how you are going to accomplish it and when/how often it will be done.)

Essential

Activity Outline

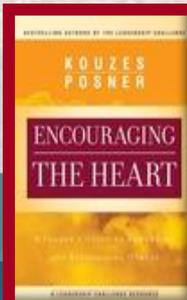
Set Clear Standards

Write and post my personal values...put them on my bulletin board, on the back of my cards, and as a screen saver. (Time: 3 days to consider and write my personal values. 1 month for new cards to be printed. Bulletin board and screen saver immediate) I will use these as a reminder to myself each time I work on my computer or before going out to do "Caring by Walking Around". Practice this regularly for 3 months to form it as a habit.

Build your Improvement/Enhancement plan using this section. Focus on your lowest scores first.

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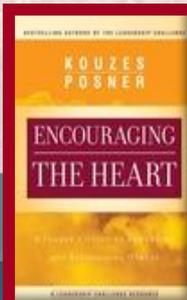




- 1. Determine at least 2 Essentials you will work to improve/enhance**
- 2. Use the list of Suggested Activities related to each chosen Essential (or something based on one of the activities) to build an Action Plan**
- 3. On your Action Plan Form list your activity and make notes on how, when, where, etc. you will conduct the activity and any plans or arrangements you will need to make to implement your plan**



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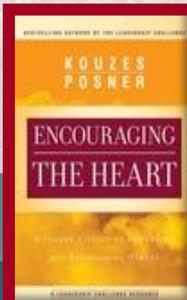


- Set Clear Standards
- Expect The Best
- Pay Attention
- Personalize Recognition
- Tell The Story
- Celebrate Together
- Set The Example

"Encouragement Index"											
ITEM #	Scoring Ranges										
	1 Almost never	2 Rarely	3 Seldom	4 Once in a while	5 Sometimes	6 Fairly often	7 Often	8 Usually	9 Very often	10 Almost always	My Score
1	I make certain we set a standard that motivates us to do better in the future than we are doing now.										
2	I express high expectations about what people are capable of accomplishing.										
3	I pay more attention to the positive things people do than to the negative.										
4	I personally acknowledge the positive things people do than to the team.										
5	I tell stories about the special achievements of the members of the team.										
6	I make sure that our group celebrates accomplishments of the members of the team.										
7	I get personally involved when we recognize the achievements of others.										
8	I clearly communicate my personal values and professional standards to everyone on the team.										
9	I let people know I have confidence in their abilities.										
10	I spend a good deal of time listening to the needs and interests of other people.										
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13	I hold special events to celebrate our successes.										
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18	I find creative ways to make my recognition of others unique and special.										
19	I recognize people more in public than in private for their exemplary performance.										
20	I find ways to make the workplace enjoyable and fun.										
21	I personally congratulate people for a job well done.										
TOTAL SCORE											



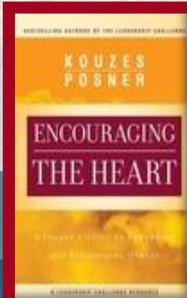
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Next Steps



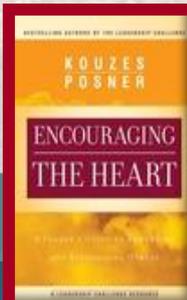
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*At the heart of effective
leadership is genuinely caring
for people.*



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ENCOURAGING THE HEART



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