



**FlashPoint.**

# ENCOURAGE THE HEART

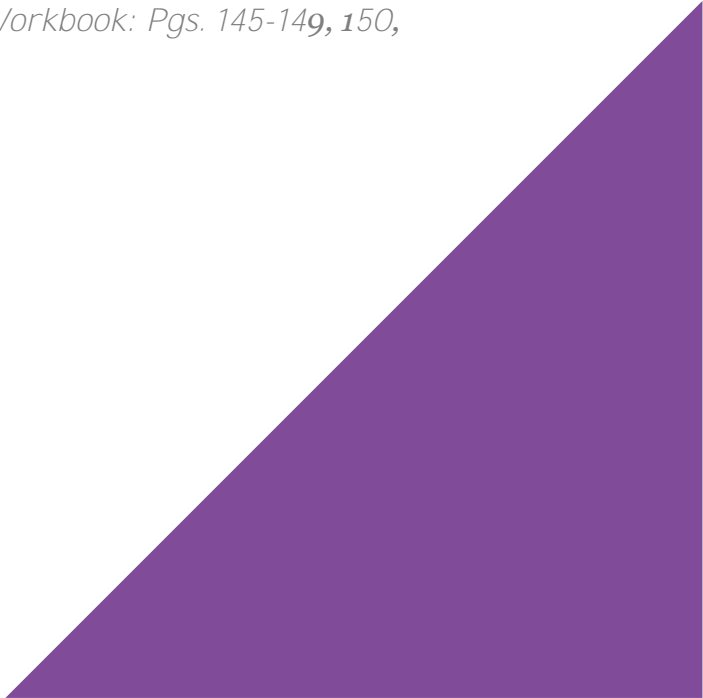
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INTRODUCE THE PRACTICE

SET-UP/DEBRIEF MOST MEANINGFUL RECOGNITION  
ACTIVITY

THE ESSENTIALS OF ENCOURAGE THE HEART

*Included here: **Facilitator's Guide: Pgs. 170, 171 -172, 175; Slides 67-69, 70. You can also reference: Participant Workbook: Pgs. 145-149, 150, 153 - 155***



# Facilitator Training Introduction and Assignments

Greetings! We look forward to welcoming you to The Leadership Challenge® Facilitator Training. Following is the information you will need to prepare for the **facilitation assignment** you will deliver.

**We encourage you to begin working on your assignment as soon as possible.**

In keeping with the experiential learning model we use for The Leadership Challenge® Workshop, you will “learn by doing” in Facilitator Training rather than by walking through the *Facilitator’s Guide*. You and your colleagues will be presenting segments from the program, handling content questions, and getting feedback and tips from your colleagues and Facilitator. In our discussions, we will focus on clarifying content, leveraging your skills to provide relevance for participants, and bringing the material to life.

The experiential learning approach is intended to help all of us learn more about the program content and best practices for delivery. Rest assured, we will be in coaching and learning modes, *not* evaluation mode.

## INSTRUCTIONS

- **Please prepare your assignment in advance of the workshop.** The assignments are content sections from the 2-day script in *the Facilitator’s Guide*. (You can review pages 14–21 for workshop overview and sample agenda.) You will be able to review and enhance your section based on what you have experienced during The Leadership Challenge® two-day workshop.
- The Leadership Challenge® *Facilitator’s Guide* provides scripted talking points and detailed instructions. We will be looking for you to **cover the content accurately** and hit the key learning points in the activities in a way that is **most comfortable for you**.
- **Anticipate 20 minutes of delivery for your section**, followed by feedback and group discussion.

### TIP: How much time will you need to prepare your assignment?

If you’re familiar with the content already, you may need only 1-2 hours. If this is your first exposure to the content and you’re attending the workshop beforehand, you may need to spend 3-4 hours in advance and another 1-2 hours the night between the workshop and facilitator training to finalize your presentation.

## TIPS FOR YOUR ADVANCE PREPARATION

- **Timing:** Use your judgment on how to guide us (your students) through the key points/stories/activities in the time allotted. You probably won’t be able to cover everything, so make some choices based on what seems most important and interesting to you.
- **Please limit your piece to just the section and topics assigned. Don’t try to cover the entire module!**
- The slides that pertain to your section are included with your assignment pages. You are also welcome to use additional or different slides that you’ve adapted for your segment. You will be sharing your screen and slides in Zoom during your section.
- Your **key resources** are the *Facilitator’s Guide* and your own experiences and ideas. We invite you to adapt the materials to yourself, your organization, and your client base via stories and activities.

## THOUGHTS AROUND PREPARATION AND USE OF THE *FACILITATOR’S GUIDE*

The Leadership Challenge® Workshop is a program that goes beyond teaching concepts. The intention is

that through the LPI® and the experience and dialogue of the workshop, participants go through a process of discovery, awareness and growth that will lead them to commit to specific behavior changes that will enhance their personal work satisfaction and their leadership effectiveness. So, in your preparation you should be thinking about:

- How to best get the concepts across
- How to facilitate discovery and awareness

The *Facilitator's Guide* offers one example of how you can work with the material to fulfill the intent of the workshop, but it is one among many options. As long as you stay true to the content, you can work with the material in whatever way you feel will best serve the workshop objectives and your prospective audiences. And, if you choose to follow the example in the *Facilitator's Guide*, that's fine as well.

### **ONE MORE NOTE**

Remember, for those who will have just completed The Leadership Challenge® Workshop, you will be switching from workshop-participant mode to facilitator-training mode. You will be shifting from focusing primarily on your own leadership development to the leadership development of others. Think about modeling the leadership practices and behaviors and being participant-centered when you facilitate.

### **WHEN YOU PREPARE, KEEP IN MIND:**

- accuracy and clarity of content
- how you will engage and involve the group when appropriate
- how you will make the segment relevant for your audience when you are out in the field
- making the segment your own



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*Facilitator's Guide: Pgs. 170, 171-172, 175*



# 1. Introduce the Practice (5 minutes)



There are two key behaviors associated with Encourage the Heart—recognizing contributions by showing appreciation for individual excellence and celebrating the values and victories by creating a spirit of community.

Review the module objectives.



Think about how you have been doing with the goal we set at the beginning of this workshop to offer at least one recognition each day and how that compares to your LPI feedback.

Give participants four or five minutes to transfer their self and average observer scores from their LPI reports to the boxes on page 148 of their workbooks. Ask them to write down ideas about what changes they might like to make and any other ideas that occur to them on page 149.

Give participants a few minutes to discuss their observations and initial thoughts with partners or their table teams, or as a group. You can suggest questions such as these:



- When did you last recognize someone for an effort or a job well done? What did you say?
- When did you last help your team celebrate its accomplishments? What did you do?



## 2. A Meaningful Recognition (25 minutes)

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Participants will do the activity for this segment in triads. Each triad will need two blank flip chart pages and some marking pens.

The meaningful recognitions participants talk about sometimes elicit emotional responses—tears, a stuttering voice, etc. It can be helpful to thank the participants as a group for their courage in sharing experiences that are very personal and explain that this kind of sharing demonstrates vulnerability and trust. Also, sometimes it can be appropriate to recognize an individual. Use your own judgment; the intent is to thank the individual for stepping up, not to further embarrass him or her.



*Let's take a look at our own experiences with recognition to see how we can create a positive climate in our organizations. This activity will help you examine the ways in which you have been recognized in the past.*

Give participants the following instructions:

1. Take three or four minutes to answer the first question on page 150 in your workbook about the most meaningful recognition you have ever received. Be as specific as possible about the way in which you were recognized. Focus on behaviors. What is it that others said or did that made the recognition meaningful?
2. Form into triads and take three minutes per person (a total of about ten minutes) to share your examples of personal recognition. Talk about the circumstances and what it was that others said or did that made the recognition so meaningful.



3. After all the group members have shared their examples, list on a flip chart page five to seven actions that significantly contribute to meaningful recognition and post the page where everyone can see it.

When the time is up, ask some of the triads to share one or two of the actions on their lists.

Give participants two to three minutes to walk around the room, read the actions that the other triads came up with, and write down any that they will find useful in their workbooks.



If you have enough time, ask a volunteer or two to share their stories with the entire group.

If you are short on time, omit the flip chart process. After the triad discussions, elicit a few examples of the elements of a meaningful recognition and list those on a common flip chart page.

If you are very short on time, omit the triad work. Instead, ask participants to describe their meaningful recognitions in their workbooks and then ask for four or five volunteers to share their recognitions with the group.

To draw out the key learning points from this activity, ask these kinds of questions:



*What do the stories you heard tell us about what leaders need to do to recognize contributions and celebrate the values and victories?*

*What are the leadership behaviors that contribute to people feeling encouraged and positive?*

*What does it take to make recognition truly meaningful and enduring?*



*We've looked at the elements of a meaningful recognition. It's also important to think about the frequency with which such recognitions occur.*



*In a typical week or month, how many positive interactions, such as those that acknowledge you, show you respect, offer appreciation for your efforts, do you receive compared to negative ones—those that put you down, are critical of what you do, etc.?*

Elicit several responses. Ask participants for a few examples of positive interactions they have.



*Never forget how powerful simple words or symbols of encouragement can be in inspiring people to do the best work of their lives.*



Make a transition to the next activity.



*Now let's see how your own experience fits with what Jim and Barry have found to be the essentials of Encourage the Heart.*





## 4. The Four Essentials of Encourage the Heart (5 minutes)

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During the following discussion, refer to what participants said about their most meaningful recognition experiences.



*For some people, Encourage the Heart is as easy as putting a period at the end of a sentence. If you're not one of them, you might want to take a look at Jim and Barry's book, Encourage the Heart. It explores in detail these essentials for Encourage the Heart.*



For more stories and examples, view the Encourage the Heart video, which features examples of leaders putting this practice into action. You can find out more at [www.leadershipchallenge.com](http://www.leadershipchallenge.com).

Quickly review the four essentials. Do the following:

- Give or elicit a brief example of each essential.
- Ask participants why the essential is important and what its benefits are.



Keep this discussion brief. See the "Encourage the Heart" chapters of *The Leadership Challenge* for examples you can use to illustrate the four essentials if you don't have examples of your own.



Make a transition to the next activity.



*The framework provided by the four essentials is useful when you are preparing for recognition. With this foundation, let's take a look at a real case of recognition.*

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ACTIVITY

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*Slides 67-69, 70*



# ENCOURAGE THE HEART





# ENCOURAGE THE HEART

Recognize contributions by showing appreciation for individual excellence.

Celebrate the values and victories by creating a spirit of community.



# MODULE OBJECTIVES

- Give examples of meaningful recognition.
- Identify actions you can take to Encourage the Heart of your team members.



# THE ESSENTIALS OF ENCOURAGE THE HEART

- Expect the best.
- Personalize recognition.
- Create a spirit of community.
- Be personally involved.



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*Participant Workbook: Pgs. 145-149, 150, 153-155*



PRACTICE 5

# ENCOURAGE THE HEART







**Recognize contributions by showing appreciation for individual excellence.**

**Celebrate the values and victories by creating a spirit of community.**

# Encourage the Heart

Getting extraordinary things done in organizations is hard work. People become exhausted, frustrated, and disenchanted. Leaders Encourage the Heart of their team members to carry on. They inspire others with courage and hope.

To keep hope and determination alive, leaders show genuine appreciation for individual excellence. They express pride in the accomplishments of their team, and they make everyone feel like everyday heroes.

## MODULE OBJECTIVES

- Give examples of meaningful recognitions.
- Identify actions you can take to Encourage the Heart of your team members.



# My Encourage the Heart Feedback



SELF

OBSERVER  
AVERAGE

LEADERSHIP PRACTICES INVENTORY (LPI) ITEM

**5.** I praise people for a job well done.

**10.** I make it a point to let people know about my confidence in their abilities.

**15.** I make sure that people are creatively recognized for their contributions to the success of our projects.

**20.** I publicly recognize people who exemplify commitment to shared values.

**25.** I tell stories of encouragement about the good work of others.

**30.** I get personally involved in recognizing people and celebrating accomplishments.

## Initial reactions:

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## Action ideas for getting better at this practice:

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# A Meaningful Recognition

**Think about one of the most meaningful recognitions you have ever received.** It can be related to any part of your life—work, family, school, or community. What was the recognition? Why did you receive it? What made it so meaningful for you? Be as specific as you can.

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**What are some of the common elements that you heard from your colleagues' most meaningful recognition stories?**

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# The Essentials of Encourage the Heart

## EXPECT THE BEST

Successful leaders have high expectations of themselves and of others. People frequently step up to higher levels of performance when expectations are high. Leaders bring out the best in others by making sure that people know what is expected of them and by encouraging them to be their best.

## PERSONALIZE RECOGNITION

Leaders pay attention to remarkable achievements as well as achievements that are relatively small in scope, yet are personal breakthroughs, and recognize them. A cornerstone of meaningful recognition is that it is perceived as personal. For example, leaders tell stories with vivid details that reinforce **why** a person is being recognized. Personalized recognition lets people know they are valued as unique individuals and that their leaders have a thoughtful and personal interest in their accomplishments.

## CREATE A SPIRIT OF COMMUNITY

Leaders not only recognize individual excellence, but they celebrate team values and victories. Celebrating together creates a heightened sense of community, belonging, and inclusion. It sends a message that everyone benefits when great things occur and reminds people of the enormous potential of what can be accomplished together.



## BE PERSONALLY INVOLVED

You cannot delegate affairs of the heart. As a leader you must search for examples of people doing things right. You must be willing to look people in the eye and tell them thank you. You must be personally involved with people, so you know when they are worthy of special recognition or need reassurance or guidance when they have tough work to do. Your acts of encouragement send very clear messages about the importance and legitimacy of what people do.

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“ If everyone is doing a great job, what’s the problem in letting them know that?”

**LINDSAY LEVIN,**  
WHITES GROUP CHAIRMAN