

# HRD\*

A LEADERSHIP DEVELOPMENT COMPANY

## ASC Leadership Pathways: EXCEL – Enable Others to Act and Encourage the Heart

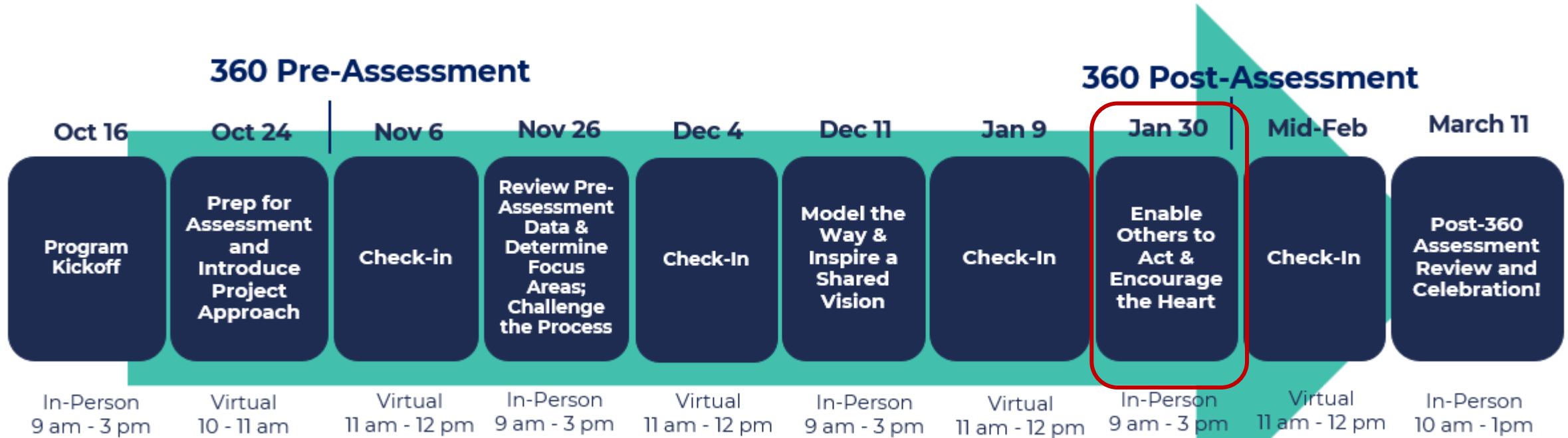
January 30, 2025



**American Senior  
Communities®**



# Our Development Process



**Between Sessions: application exercises, project group accountability, follow-up and reminders**

# Pre-work for Today!

- **Project Work:** Continue to make progress on the project you are leading within your community.
- **Model the Way:** Engage your direct reports in a conversation about values – what values do you share? How do their values align with the CARE values?
- **Inspire a Shared Vision:** Engage your team in the vision you've written (on page 90 in your workbook) to evolve it to ensure it's a SHARED vision—**get their feedback!** Be prepared to share your vision for your community at the beginning of our session on January 30.
- **Encourage the Heart:** Reflect on the most meaningful feedback you've received (on page 150 in your workbook). What made it so meaningful?
- **Book Reading:** Read in your book, *The Leadership Challenge* – the chapters on Enable Others to Act and Encourage the Heart.

# Our Roadmap for Today!



- **Introduce the Encourage the Heart Table**
- **Check-In:** Review our development process, your focus areas and the leadership of your project
- **Model the Way & Inspire a Shared Vision:** Is your team anchored?
  - How did it go clarifying values and vision with your teams?
  - Additional work on the vision . . . To ensure it's inspiring!
- **Enable Others to Act:**
  - Getting yourself and your team into the FLOW
- **Encourage the Heart**
  - Meaningful recognition
  - Idea exchange
- **Prepare for next steps and the re-assessment in February**



## The Five Practices of Exemplary Leadership<sup>®</sup>

# Project Check-In



**HOW** are you demonstrating your focus behaviors in your leadership of your project?



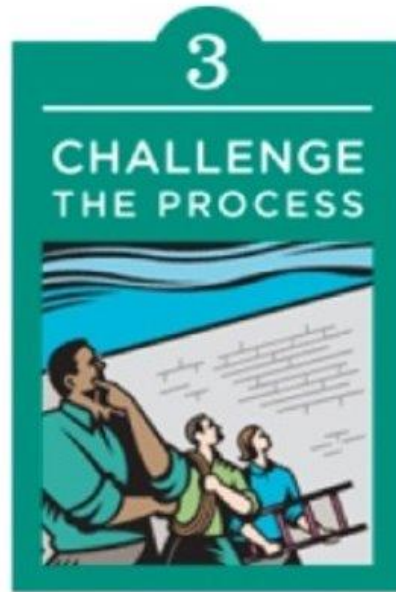
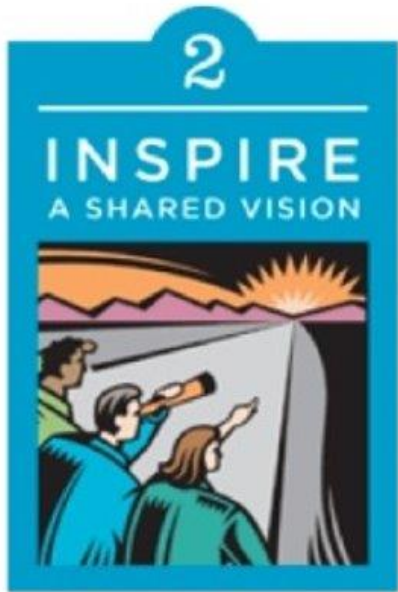
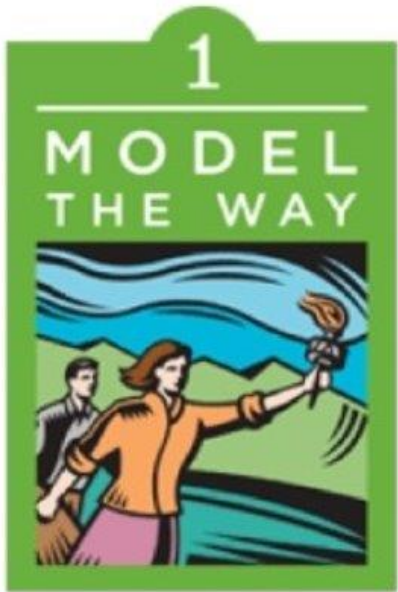
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ARE YOU

*Anchored?*

# The Leadership Challenge<sup>®</sup>

A Wiley Brand



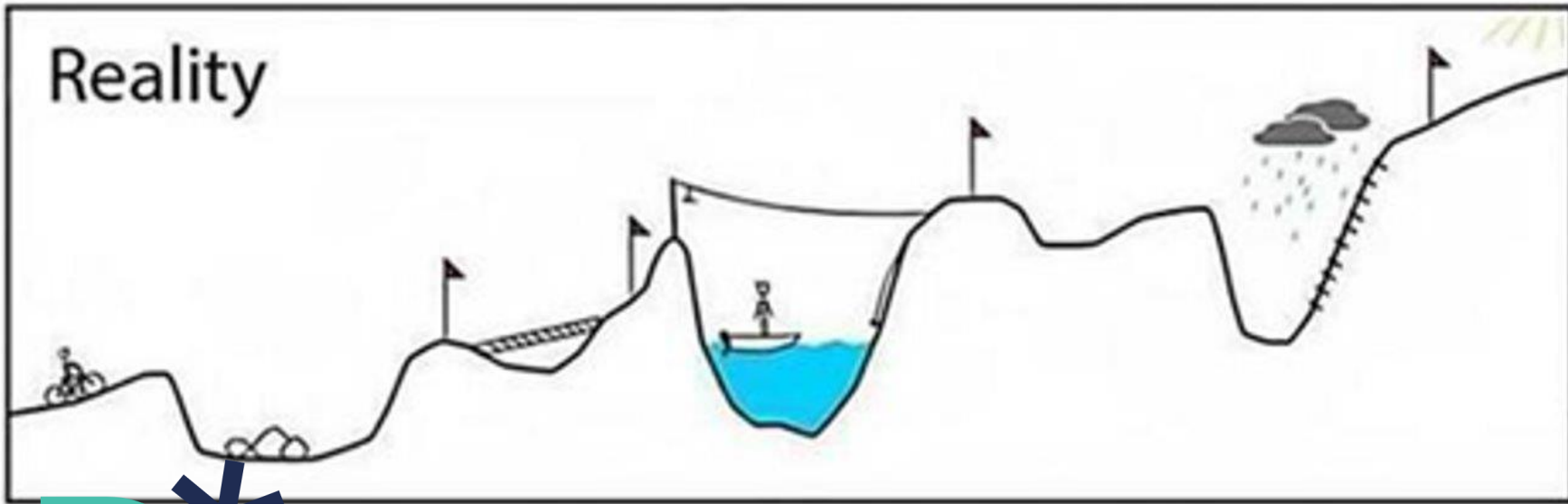
Who you are . . . Where you're going . . .



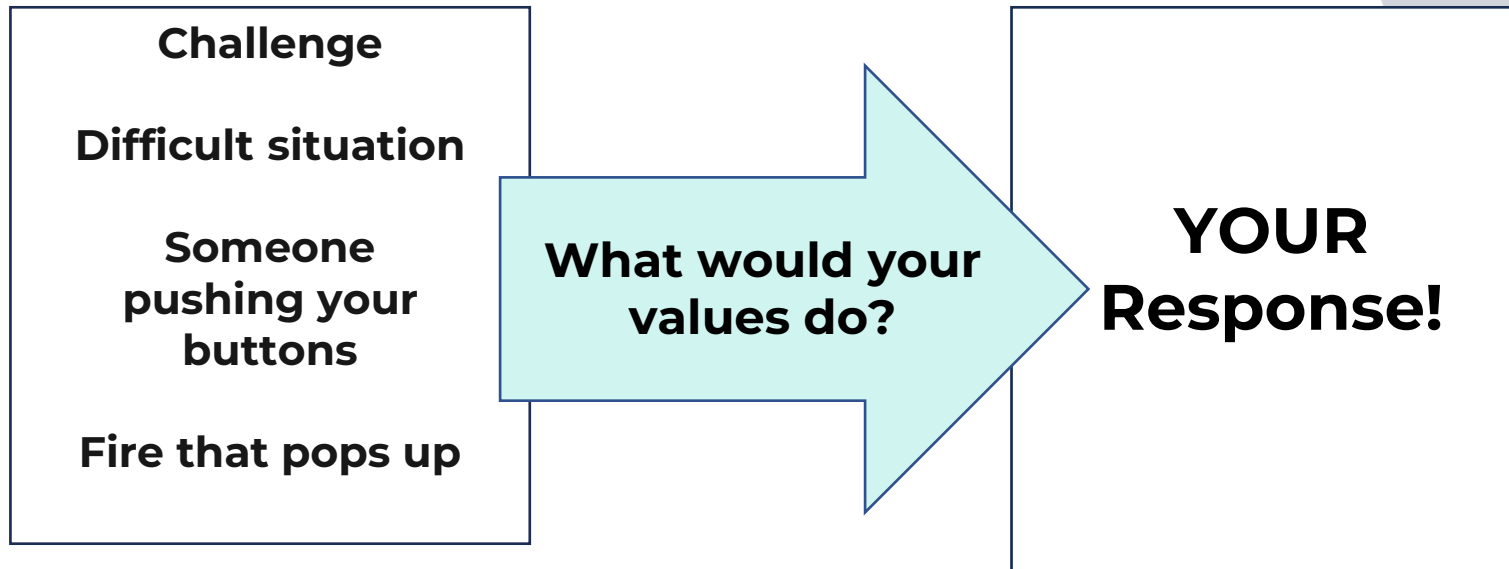
Your plan



Reality



# Leading From Your Values



**“It's not hard to make decisions when you know what your values are.”**  
**—Roy Disney**

# Small Group Conversation: Values and Vision with YOUR Team



- How did it go?

**Values:** *Compassion, Accountability, Relationships and Excellence are the core values for American Senior Communities. These words not only form the acronym CARE, they are our guiding principles and create the framework for all of our relationships with customers, team members, families and the community at large.*

### **Compassion**

*We treat individuals with kindness, empathy and respect.*

### **Accountability**

*We take ownership for our actions and results.*

### **Relationships**

*We build and maintain positive relationships through common purpose and open communication.*

### **Excellence**

*We provide the best service and outcomes possible by going above and beyond to exceed our customers' expectations.*



THE BEST WAY  
TO PREDICT THE  
FUTURE  
IS TO CREATE IT

“Call it what you will—vision, purpose, mission, legacy, dream, aspiration, calling, or personal agenda—the intent is the same.

If you are going to be an exemplary leader, **you have to be able to imagine a positive future.**”

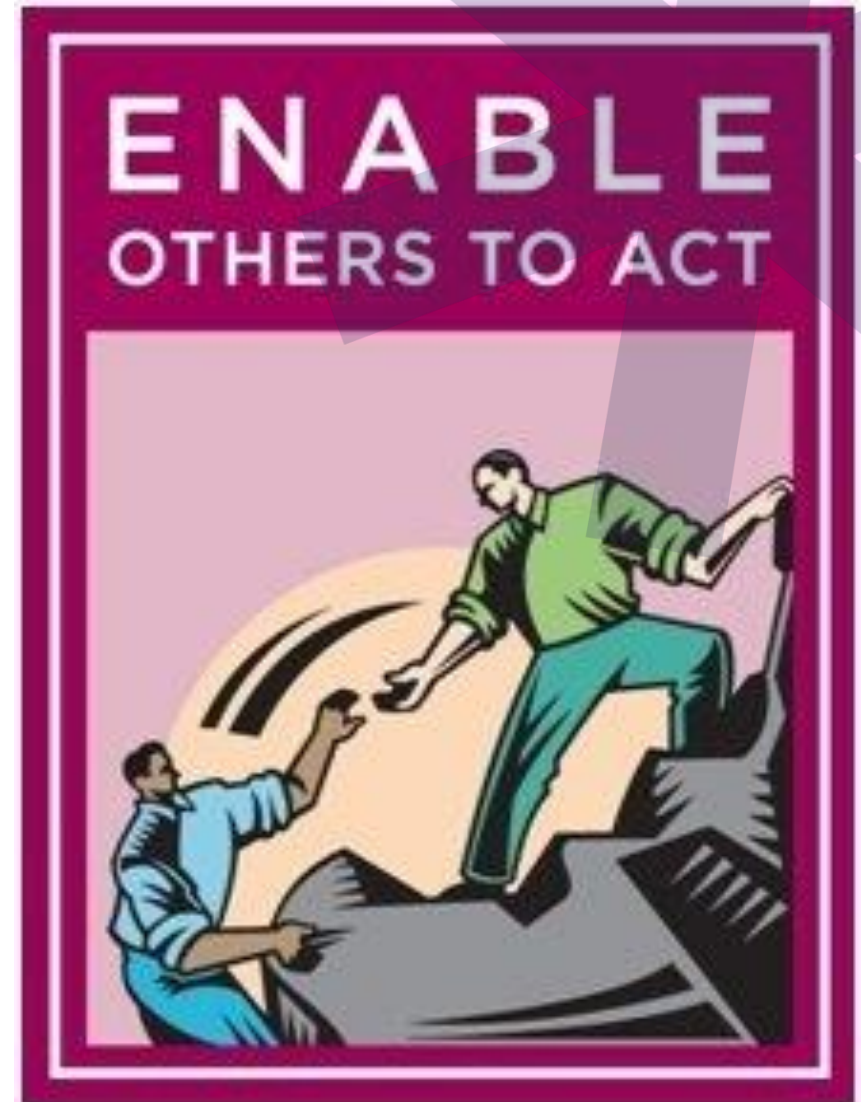
– Kouzes and Posner, *The Leadership Challenge*

**"Get into the habit of asking yourself, does this support the life I am trying to create?"**

**“You can’t do it alone’ is the mantra of exemplary leaders**—and for good reason. You can’t make extraordinary things happen by yourself.

It’s collaboration that enables corporations, communities, and even virtual classrooms to function effectively.”

- Kouzes and Posner

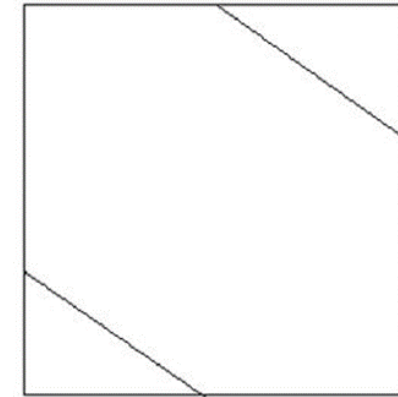
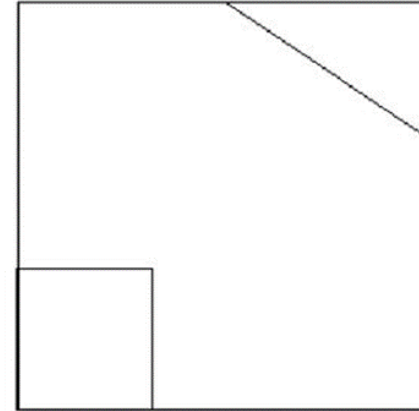
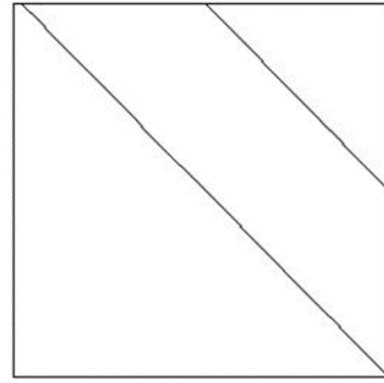
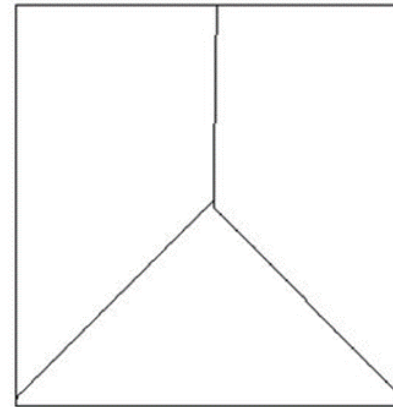
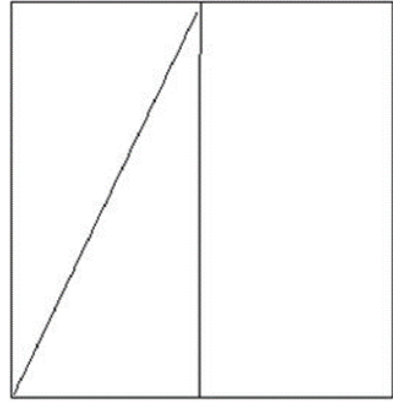




# Team Exercise: Rules of Engagement

- Each of you has an envelope with different shapes for forming squares.
- When I tell you to begin, your goal as a team is to CREATE FIVE SQUARES OF EQUAL SIZE – 1 SQUARE FOR EACH TEAM MEMBER.
- Your task is complete when EACH TEAM MEMBER has a square in front of him or her.
- As of right now, **you must follow these rules**, or you will be disqualified:
- No communicating (talking, gesturing).
- You may not take pieces from another team member.
- You may not point to a piece you want or indicate in any way that you need a piece from another team member.
- You may not pool pieces in the middle of the group – each person should have a square in front of him or her.

# Broken Squares Reflection



# Enable Others to Act: Two Commitments



- Foster collaboration by building trust and facilitating relationships.
- Strengthen others by increasing self-determination and developing competence.

# Enable Others to Act: Six Behaviors

4. Develops cooperative relationships among the people he/she works with.

9. Actively listens to diverse points of view.

14. Treats people with dignity and respect.

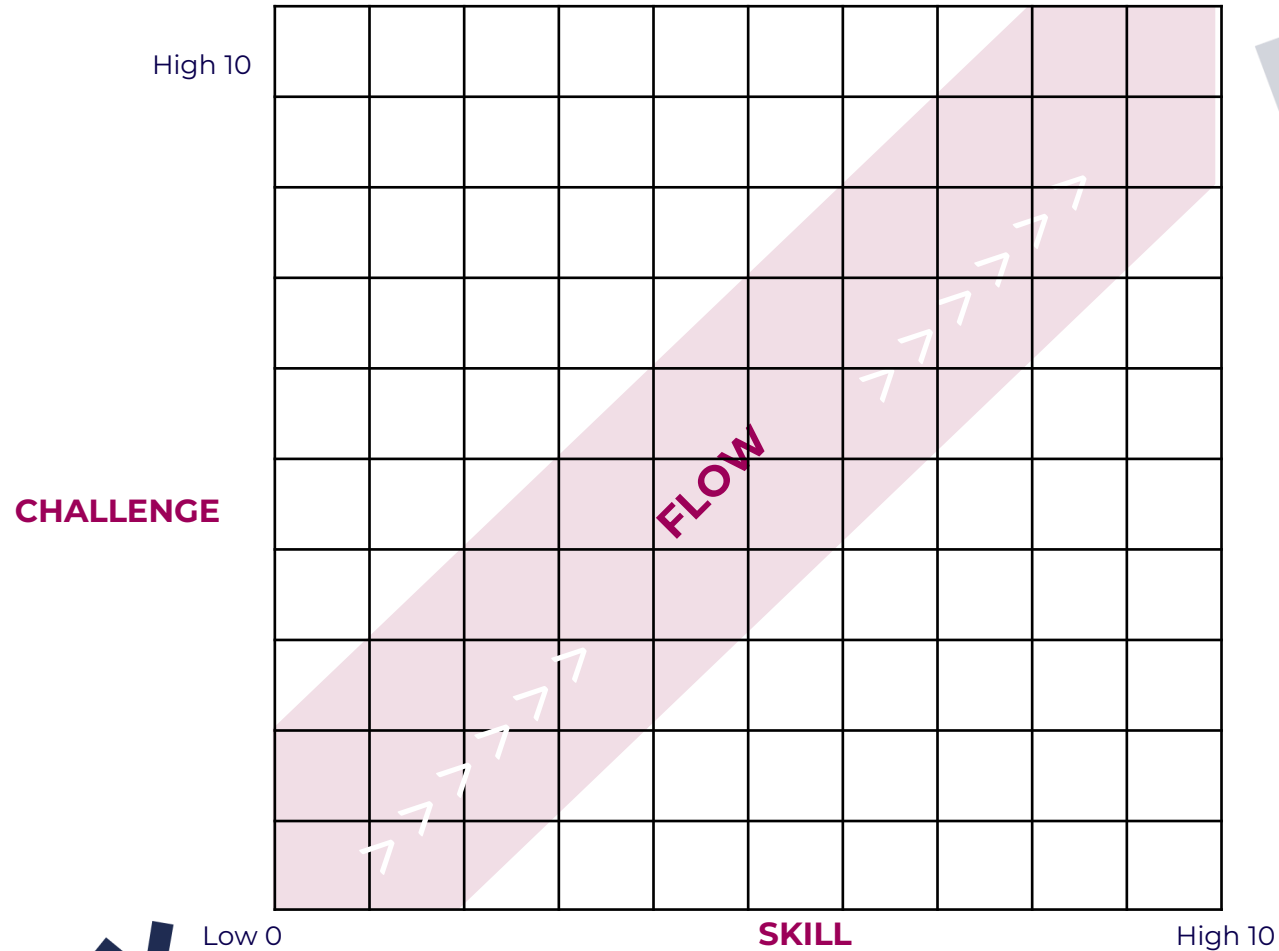
19. Involves people in decisions that directly impact their job performance.

24. Gives people a great deal of freedom and choice in deciding how to do their work.

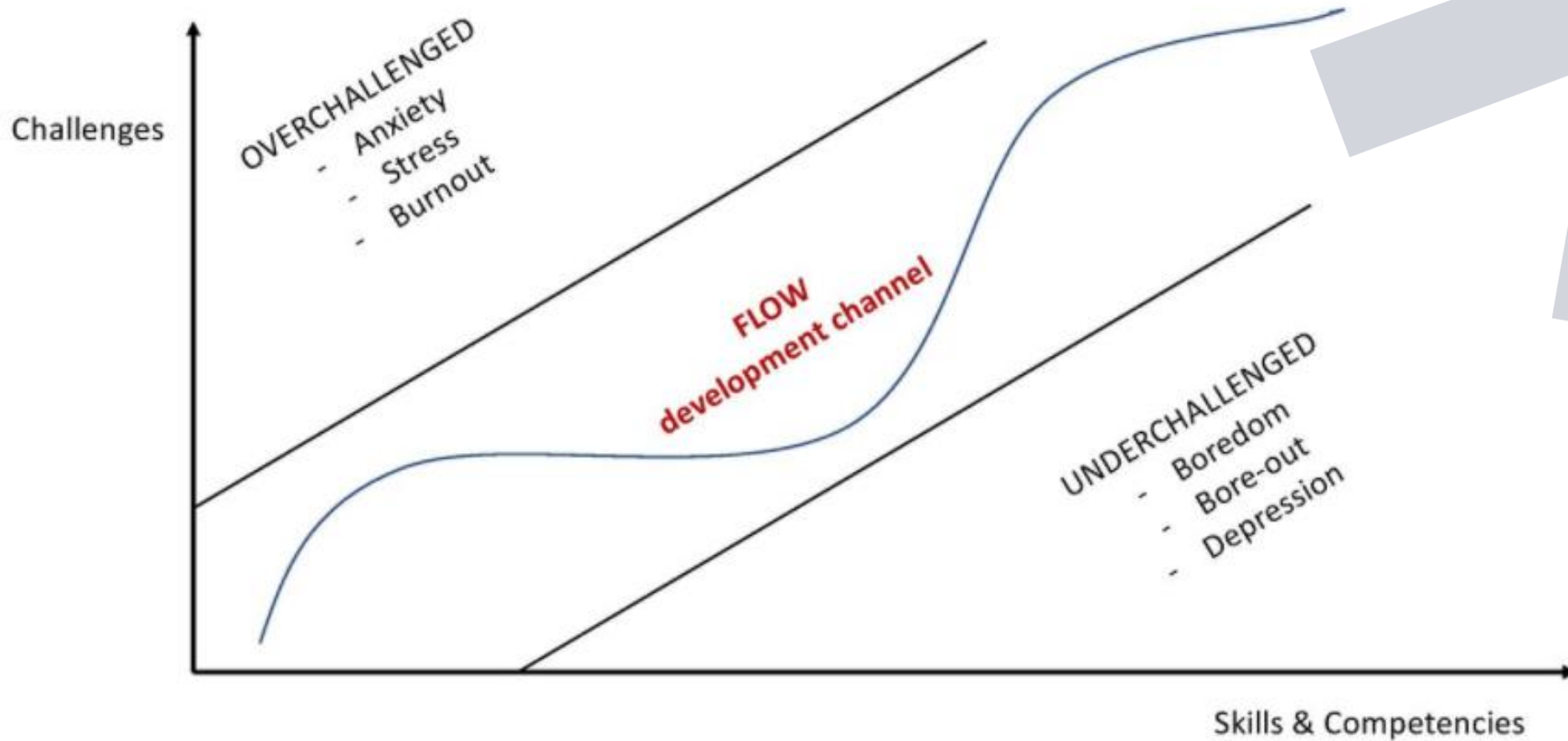
29. Ensures that people grow in their jobs by learning new skills and developing themselves.



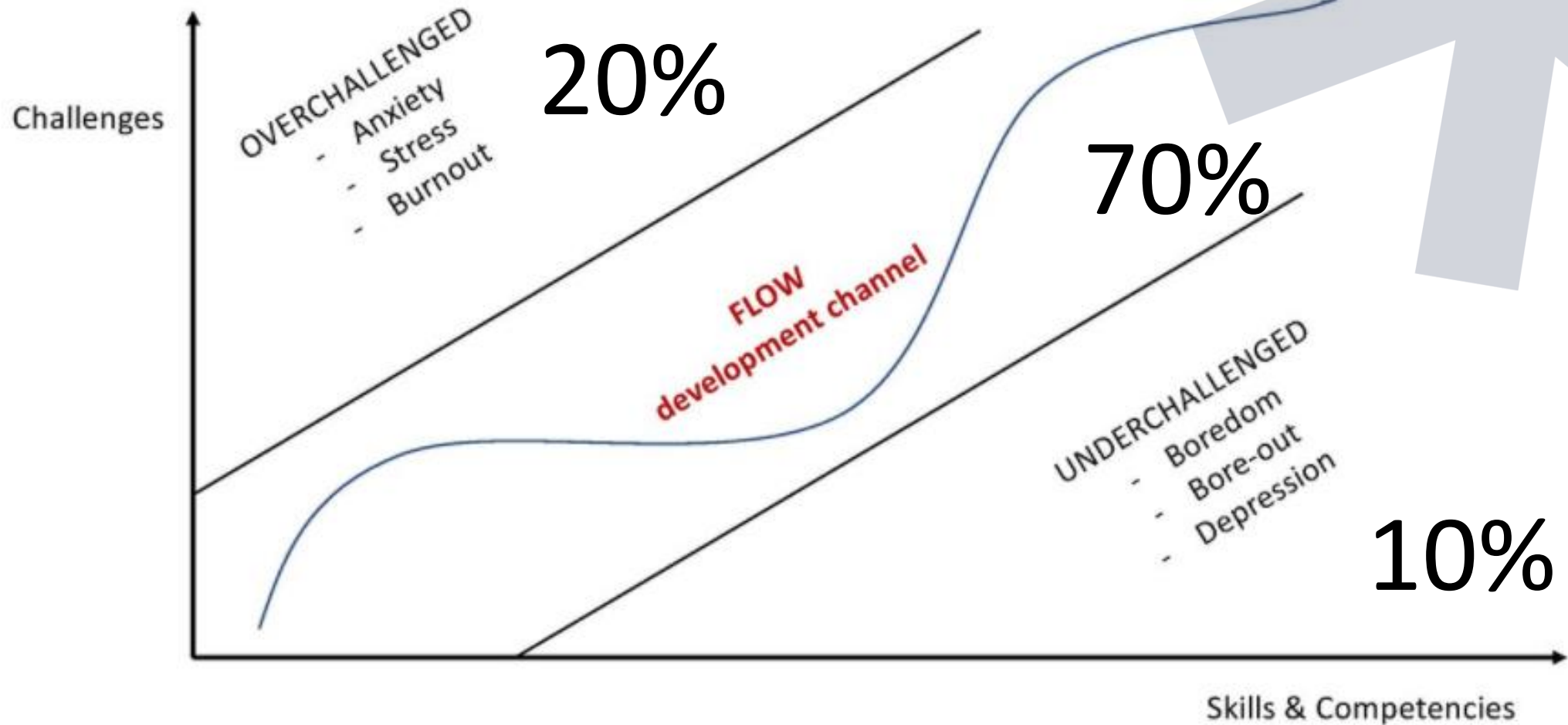
# Developing Competence



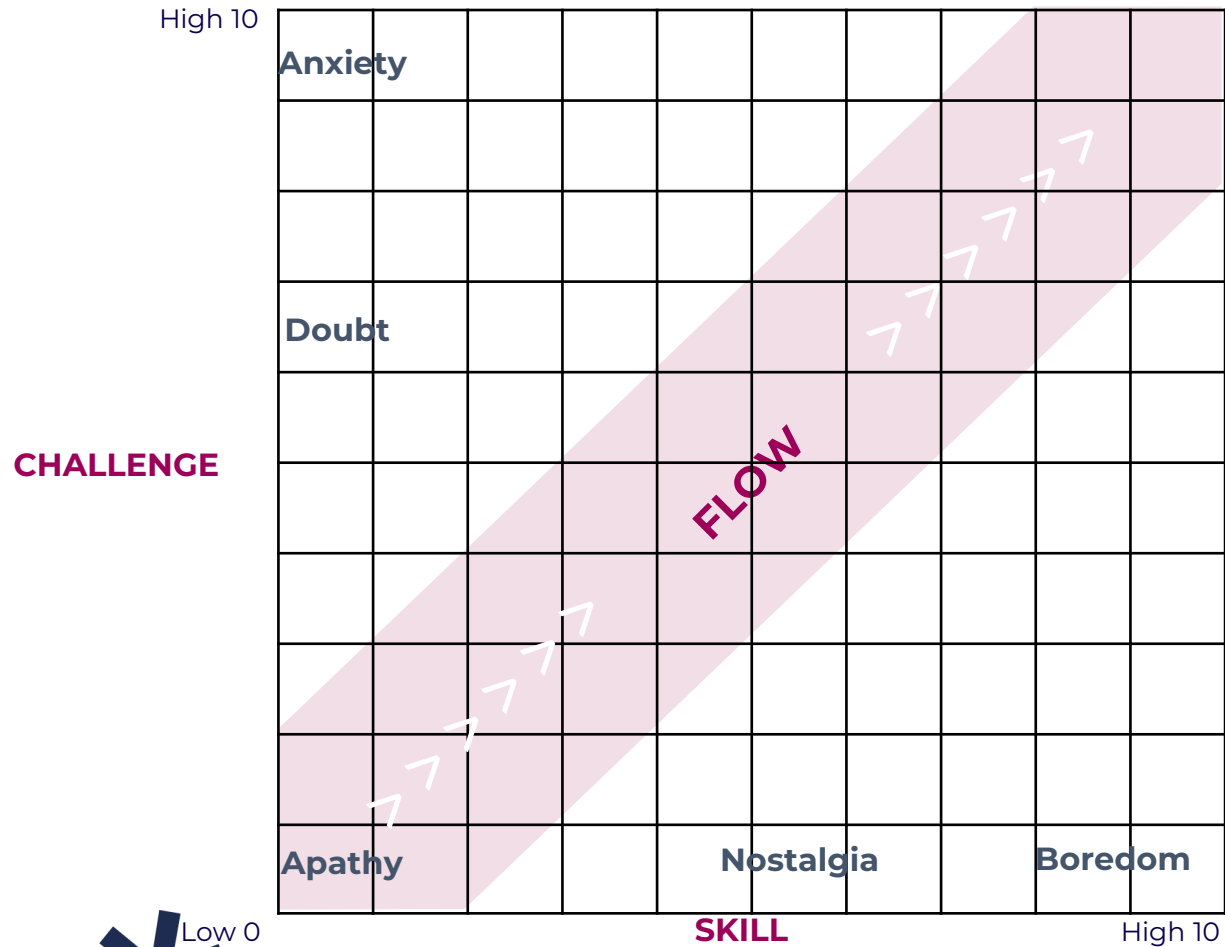
# BEING IN FLOW AT WORK



# BEING IN FLOW AT WORK



# Developing Competence



Write or “plot” your team’s initials in the appropriate places on the flow chart.



“The wonderful thing about expressing gratitude and providing recognition is that they aren’t hard to do, and you don’t need to be in a hierarchical perch to dispense them.

They cost you next to nothing, and yet pay daily dividends. You can’t ask for a better investment than that.”

– Kouzes and Posner



# Encourage the Heart: Two Commitments

- Recognizing contributions by showing appreciation for individual excellence
- Celebrating the values and victories by creating a spirit of community

# Encourage the Heart Behaviors

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.



# Meaningful Recognition

Think about some meaningful recognition you have received. **Briefly** share:

- What was the recognition?
- Why did you receive it?
- What made it so meaningful to you?
- Focus on behaviors. What did others **say** or **do**?

Take notes in your participant guide.

# Meaningful Recognition

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

Take notes in your participant guide.



**1**

**2**

**3**

**4**

**5**

**6**

“If it weren’t for you \_\_\_\_\_.”

PNR

3:1





# ENCOURAGE THE HEART IDEA EXCHANGE!

Copyrighted Material  
**100s OF NEW WAYS TO PRAISE!**

**REVISED  
UPDATED  
EDITION**

# 1001 WAYS

*Low-Cost and No-Cost Ideas*



# TO REWARD

*Contests*



*Achievement Awards*

# EMPLOYEES

**OVER 1.5 MILLION COPIES IN PRINT**



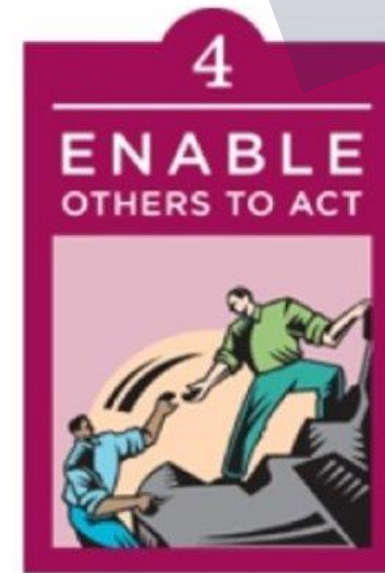
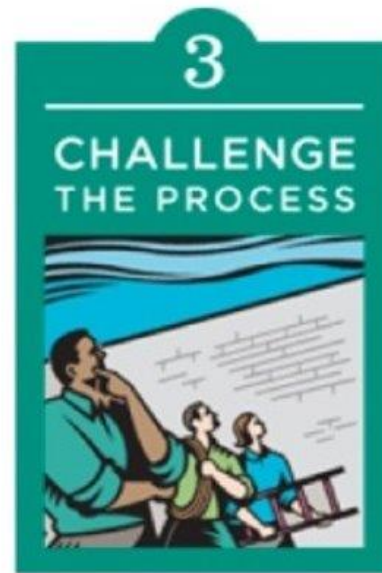
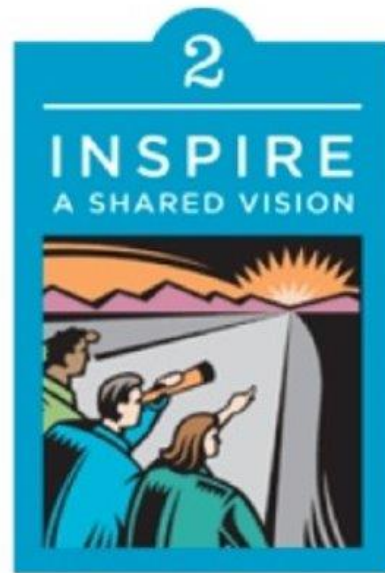
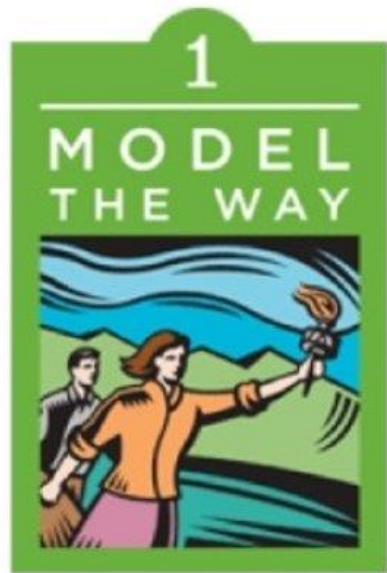
**BY BOB NELSON**

Foreword by Ken Blanchard, coauthor of *The One Minute Manager*

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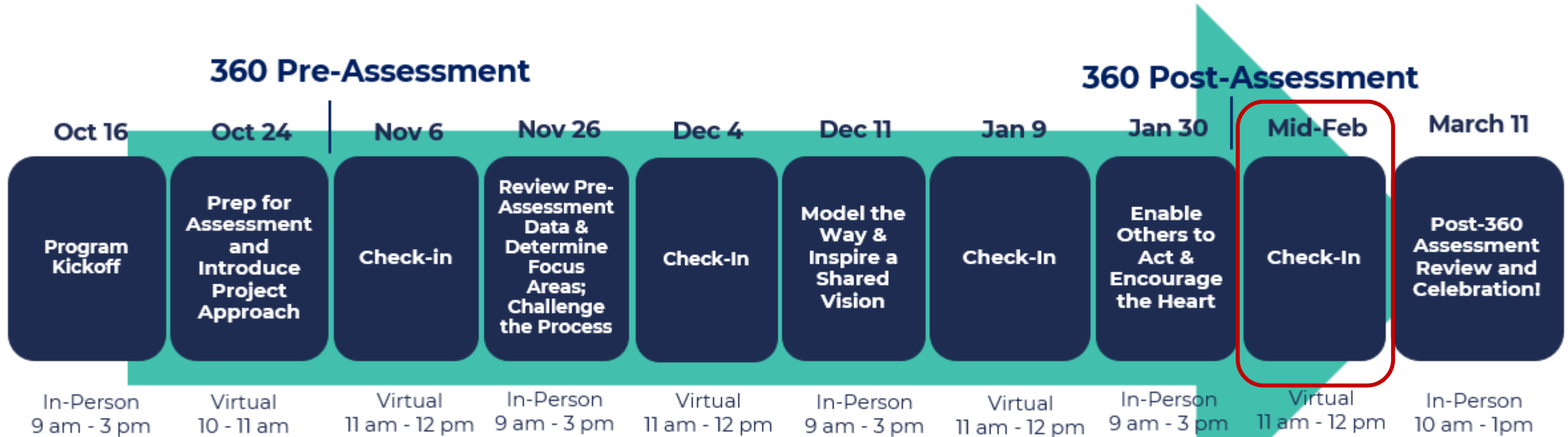
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## The Five **Practices** of Exemplary Leadership<sup>®</sup>

# Our Development Process



**Between Sessions: application exercises, project group accountability, follow-up and reminders**

# What Does the LPI Measure?

## What is being assessed?

- Measures the **frequency of demonstration** of 30 leadership behaviors within the Five Practices of Exemplary Leadership (6 behaviors per practice area)
- 1 – 10 Scale – Almost Never to Almost Always
- *There isn't a "not applicable" option because it's a frequency scale.*



## Who is assessing me?

- **You** (Self-Assessment)
- **Your Manager** (your RVP)
- **Direct Reports** (your department heads)
- **Others** (other leaders/support colleagues that you interact with **regularly**)
- Ignore the Coworker option

# Pre-work for March 11 Workshop

- **Project Work:** Continue to make progress on the project you are leading within your community.
- **Facilitate** the Flow exercise with your direct reports and be prepared to share the outcomes/key takeaways
- **Follow through** on your Encourage the Heart commitment
- **Complete** your LPI post-assessment – **deadline for observers is March 3; enter your observers by EOD Friday, February 7.** We will send your post-LPI assessment in early March prior to our final workshop on March 11. – Give your RVPs a heads-up that it's coming.
- **Prepare for a final presentation** on March 11 focused on the behaviors you've been focused on and the IMPACT.