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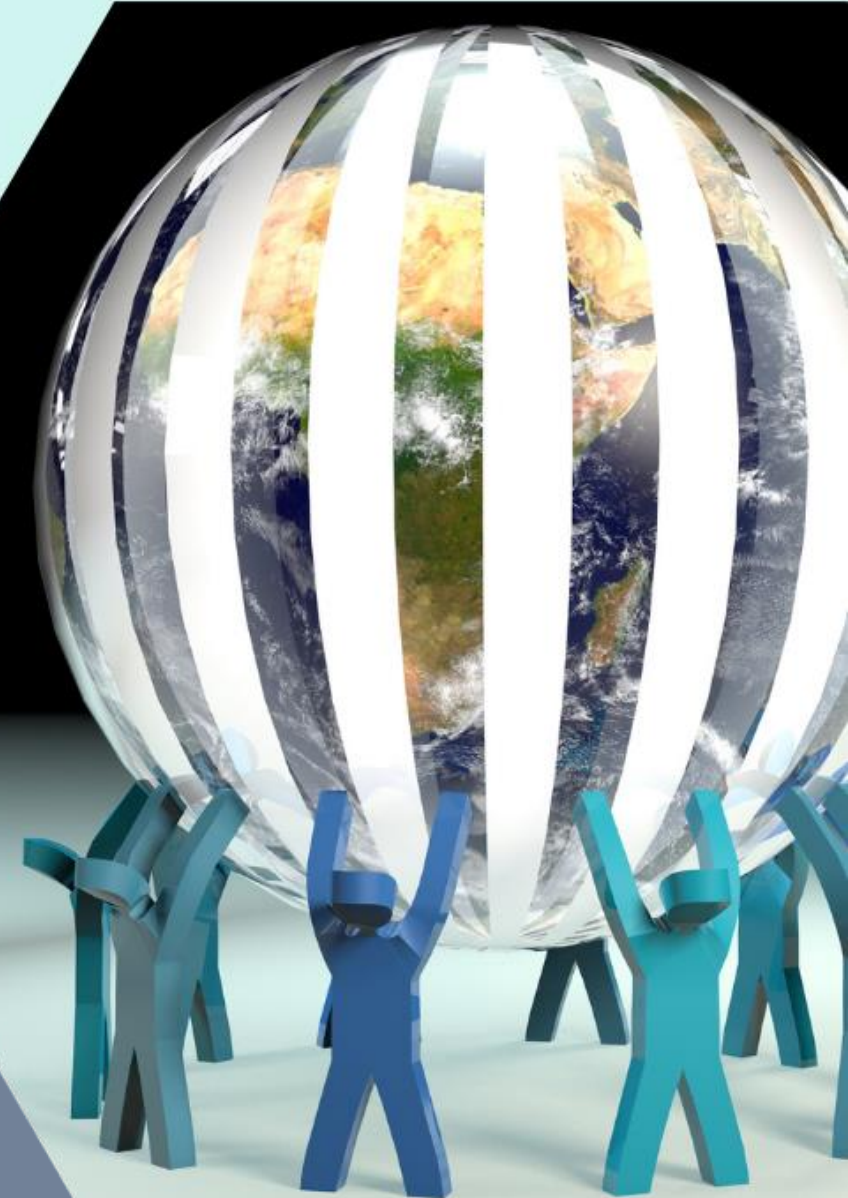
The Leadership Challenge Program

Encourage the Heart

NAM 1



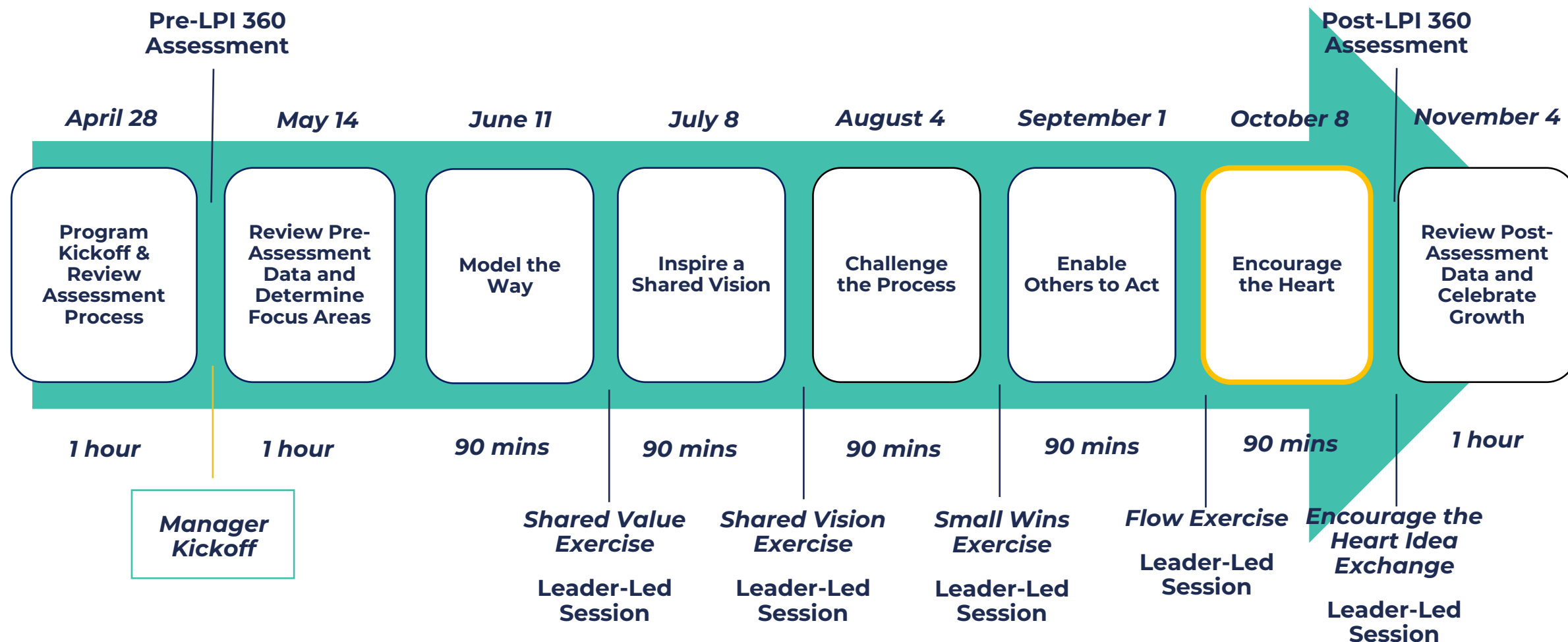
A LEADERSHIP DEVELOPMENT COMPANY



Ice Breaker

What's something—big or small—you're celebrating right now?

NAM 1 Development Process



Your HW Check-in

- Read: Encourage the Heart chapters (pgs. 245-294) in *The Leadership Challenge*
- Watch: [Trust Your Teams](#) by Simon Sinek.
- Meet with your accountability partner. Discuss the following questions:
 - ▣ How do the concepts of control, empowerment, and trust as Simon Sinek discusses them relate to enabling your team members?
 - ▣ What are some ways you can enable “flow” with your team/colleagues?
- Ask your team members to identify their spot on the Flow Chart.
 - ▣ Discuss ways to enable flow and build trust in your next 1:1s.

Homework CHAT

Looking across the homework, complete this sentence:

Since our last session, one way I've enabled others is
_____.

Type your response in the chat—but don't press Enter until I say, "Go!"

Encourage the Heart Objectives:

- Identify actions you can take to recognize your team members
- Understand the 4 elements of Encouraging the Heart
- Plan for showing appreciation for individual & team excellence
- Celebrate the values and victories by creating a spirit of community.

Encourage the Heart Commitments

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

In all their years of research, Jim and Barry have never found someone who decided to leave a job because of too much genuine praise and recognition.

Plot your Feedback

- ☐ Use the chart to plot your Self and Observer scores for each behavior in Encourage.
- ☐ Place a “check” next to the behavior you want to focus on from this practice area.
- ☐ Add your initial reactions in space provided in the participant guide.

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.

4 Essentials of Encouraging the Heart

- Expect the Best
- Personalize Recognition
- Create a Spirit of Community
- Be Personally Involved

Take notes in your participant guide.

How One Leader Encourages the Heart

What actions do **you** need to commit to today to encourage the hearts of your team?

**YOU CANNOT DELEGATE AFFAIRS OF
THE HEART.**

360°
FEEDBACK





“Leadership is not about personality. **It’s about behavior.** The Five Practices are available to anyone who accepts the leadership challenge—the challenge of taking people and organizations to places they have never been before.”

- *The Leadership Challenge*, pg. 13

5 Practices	30 Leadership <u>Behaviors</u>
Model the Way	•Set a personal example of what you expect of others. •Make certain that people adhere to the principles and standards that have been agreed upon. •Follow through on promises and commitments you make. •Ask for feedback on how your actions impact others. •Build consensus around a common set of values for running our organization. •You are clear about your philosophy of leadership.
Inspire a Shared Vision	•Talk about future trends that will influence how our work gets done. •Describe a compelling image of what our future could be like. •Paint the “big picture” of what we aspire to accomplish. •Appeal to others to share the dream of the future. •Show others how their long-term interests can be realized by enlisting in a common vision. •Speak with genuine conviction about the higher meaning and purpose of our work.
Challenge the Process	•Seek out challenging opportunities that test your own skills and abilities. •Challenge others to try out new and innovative ways to do their work. •Actively search for innovative ways to improve what we do. •Ask “what can we learn?” when things don’t go as expected. •Identify milestones that keep the project moving forward. •Take initiative in anticipating and responding to change.
Enable Others to Act	•Develop cooperative relationships among the people you work with. •Actively listen to diverse points of view. •Treat people with dignity and respect. •Involve people in the decisions that directly impact their job performance. •Give people a great deal of freedom and choice in deciding how to do their work. •Ensure that people grow in their jobs by learning new skills and developing themselves.
Encourage the Heart	•Praise people for a job well done. •Make it a point to let people know about your confidence in their abilities. •Make sure that people are creatively recognized for their contributions. •Publicly recognize people who exemplify commitment to shared values. •Tell stories of encouragement about the good work of others. •Get personally involved in recognizing people and celebrating accomplishments.

Value in the 360 Assessment (LPI)

- Opportunity for you to **collect developmental feedback from others**
- Identify **how your perception aligns** with perception of others
- Identify the **different perceptions** of different observer groups
- Identify both **strengths (to leverage) and opportunities (to develop)**
- We are now **re-assessing** to see HOW the needle has moved

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.*



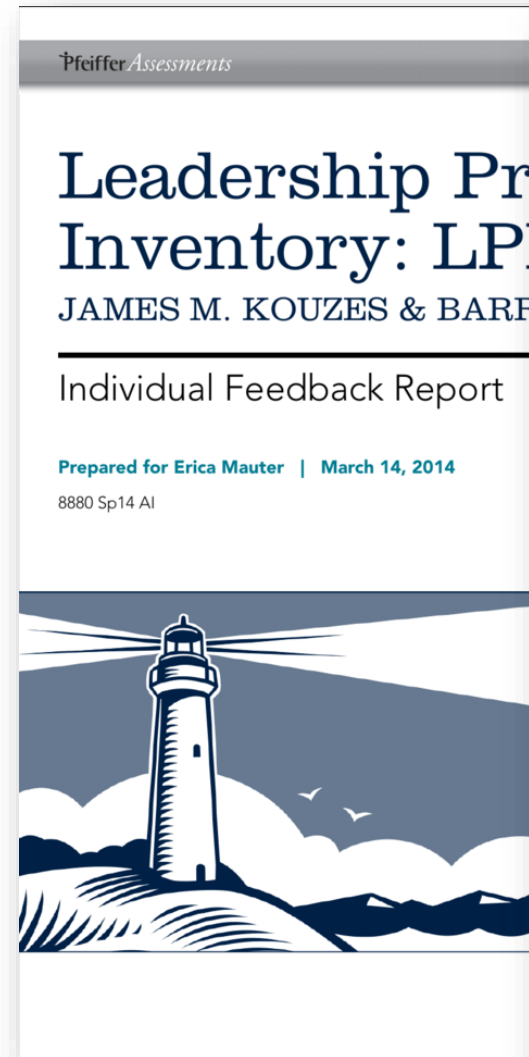
Who is assessing me?

- You (Self-Assessment)
- Your Manager
- Direct Reports
- Coworkers
- Others

Individual Feedback Reports

Customized for you

- 2 reports: Individual Feedback Report & Re-Assessment Report
- Provides:
 - summary and breakdown of each practice area
 - open-ended feedback
 - normative data
- Built to protect the anonymity of Direct Report, Coworker, and Other observers.
 - Manager feedback NOT anonymous.



James Tao

Sample Re-Assessment Report
May 1, 2017

Re-Assessment Data by Leadership Practice

This page compares your most recent scores with the scores from your previous LPI, grouped by Observer type. The Change column shows the difference in Self responses and Observers' responses for each practice between your most recent and second most recent completed assessments.

		CHANGE	MAY 2017	AUG 2015	
		RESPONDED/INVITED	7/7	7/7	
	Model the Way	Self	6.0	52	46
		Average	3.0	50.1	47.1
		Manager	2.0	50	48
		Direct Report	-3.5	44	47.5
		Co-Worker	9.4	54.7	45.3
		Other	-2.0	49	51
	Inspire a Shared Vision	Self	8.0	52	46
		Average	1.4	41.4	40
		Manager	-7.0	31	38
		Direct Report	-7.5	40	47.5
		Co-Worker	10.7	48	37.3
		Other	-8.0	35	43
	Challenge the Process	Self	1.0	45	44
		Average	0.0	45.9	45.9
		Manager	-11.0	38	49
		Direct Report	-7.5	39	46.5
		Co-Worker	7.3	51.3	44
		Other	5.0	51	46
	Enable Others to Act	Self	-1.0	52	53
		Average	2.8	52.7	50.9
		Manager	2.0	52	50
		Direct Report	3.0	53	50
		Co-Worker	2.0	53	51
		Other	-1.0	52	53
	Encourage the Heart	Self	4.0	54	50
		Average	2.9	50	47.1
		Manager	-6.0	48	54
		Direct Report	1.5	49	47.5
		Co-Worker	5.7	50.7	45
		Other	6.0	52	46

INVITED—Number of Observers invited RESPONDED—Number of Observers who responded AVERAGE—Average of all Observer responses

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Your Observer Experience . . . 15 - 20 minutes

- Note HOW OFTEN you demonstrate the 30 leadership behaviors.
- Answer three open-ended questions:
 - **What do you see as this leader's greatest strengths?**
 - **What do you see as this leader's greatest opportunities for improvement?**
 - **How would you describe this leader's impact?**

Be Thoughtful About Your Observers

- The questions to ask:
 - *Who are your key stakeholders?*
 - *Who is in the BEST position to gauge your leadership and how often you're demonstrating the 30 behaviors?*
- Select between **10** and **20** observers across all categories.
- Choose observers whose feedback will offer you **insight**.

Be Thoughtful About Your Observers

Rater Category	Who to Select (remember select 10 – 20 total across all categories)
Manager (1-3)	The person that YOU report to directly. His or her feedback will not be anonymous.
Direct Report (2-10)	<u>All</u> individuals who report directly to you. If only one direct report completes the assessment, the system will automatically lump their results into the “other” category.
Coworkers (2-10)	<u>All</u> of your peers – the individuals who also report directly to your manager.
Others (2-5)	Other stakeholders who see you in action and are in a good position to gauge your everyday leadership—leaders in other departments, team members in your department who are not coworkers or direct reports, key customers

Send a Pre-Assessment Email to Your Observers

Subject: Request for Feedback – Leadership Practices Inventory

Hello,

I'm currently participating in a leadership re-assessment as part of my continued development. This process includes completing the Leadership Practices Inventory (LPI) 360° re-assessment, a 30-item tool that gathers feedback from others to help me reflect on my growth and changes in leadership behaviors since my initial assessment.

I've chosen you as an observer to provide honest, constructive feedback that supports my leadership growth. Below are a few key details to help guide your participation:

What is the LPI?

A 30-item leadership assessment measuring how often I demonstrate specific leadership behaviors on a 1-10 scale.

When is it due?

Please complete the assessment by **DATE**.

How long will it take?

About 10-15 minutes to complete, with an optional comments section at the end.

Will your feedback be anonymous?

- Yes, all observer feedback is anonymous.
- The only exception is the **manager's feedback, which is not anonymous**.

How Do You Complete the Assessment?

You'll receive an automated email from the LPI system (notifications@lpionline.com) with your personal link and instructions.

Anything to know before starting?

- Each question asks how often I engage in a specific leadership behavior.
- There is no "not applicable" option—all items apply to every leader.
- Please confirm you're evaluating the correct person before submitting.
- The system times out after 45 minutes—consider drafting comments elsewhere before pasting them in.

Thank you so much for your time and thoughtful feedback; it truly helps me continue growing as a leader. Please let me know if you have any questions!

Engaging Your Observers . . .

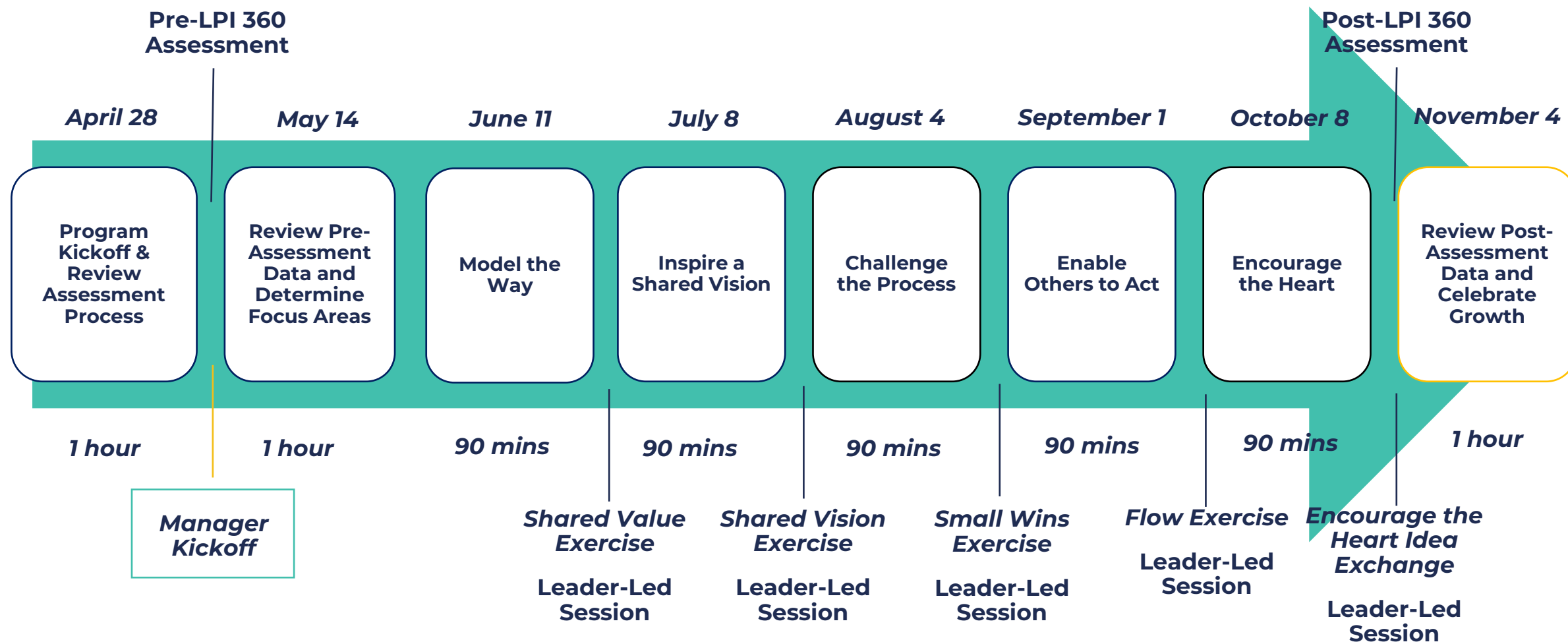
- Thank your observers and let them know that you appreciate the feedback.
- Talk with your team about the key messages from the assessment. Share your key takeaways and your commitments to ongoing development.
- Talk specifically with your manager about his or her feedback – this is a great opportunity to align with him or her.

LPI Re-Assessment Dates

Date	Action and Timing
ASAP	• Confirm your observers with your manager. • Use the example email verbiage (which HRD_Programs will send you) to send your observers a “heads-up” that they will receive their link to rate you soon. • Submit your Focus Behaviors if you haven’t already!
10/9	You will receive your Leadership Practices Inventory (LPI) 360 assessment from notifications@lpionline.com . From there, you will enter your observers’ email addresses AND then take the assessment.
10/26	LPI assessment due (self and observers’) **Check in with your observers! We cannot run your report with fewer than 5 observers.
10/30	You will receive your confidential report from hrdprograms@hrdleadership.com . **Thank your observers! Let them know you appreciate their feedback.
Before 11/4	Review your report, noting your highest- and lowest-scored practice areas. Take note of any important takeaways or questions about your report.



NAM 1 Development Process



Questions?

