



# Encouraging the Hearts of Court Professionals Workshop

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# Workshop Objectives

At the end of the workshop, you will be able to

- Use the information to understand your own ability to Encourage the Heart
- Describe the seven essentials of Encouraging the Heart
- Know how to use one or more essentials in your own role as a leader
- Draft an action plan for improving your ability to Encourage the Heart



**There is more hunger for love and appreciation in this world than for bread.**

—Mother Theresa

**The first responsibility of a leader is to define reality.  
The last is to say thank you.**

—Max DePree

**Encouraging the Heart is about the basic human need to be appreciated for who we are and what we do.**

—Jim Kouzes and Barry Posner



# Kouzes-Posner Research

- Over 30 years of collecting data
- Over 4,000 individual case studies
- Over 3 million respondents involving leaders from all functions and levels
- Global data from 73 countries
- Over 500 research studies by others
- More @ [www.leadershipchallenge.com](http://www.leadershipchallenge.com)



# The Five Practices of Exemplary Leadership®

- MODEL THE WAY
- INSPIRE A SHARED VISION
- CHALLENGE THE PROCESS
- ENABLE OTHERS TO ACT
- ENCOURAGE THE HEART



# MODEL THE WAY

- Clarify values by finding your voice and affirming shared ideals
- Set the example by aligning actions and shared values



# INSPIRE A SHARED VISION

- Envision the future by imagining exciting and ennobling possibilities
- Enlist others in a common vision by appealing to shared aspirations



# CHALLENGE THE PROCESS

- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve
- Experiment and take risks by constantly generating small wins and learning from experience





# ENABLE OTHERS TO ACT

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



# ENCOURAGE THE HEART

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



# Reasons Managers Do Not Give More Encouragement

- Managers assume that outstanding performance is just part of the job
- The stereotype that “professionals” or “adults” don’t need any recognition as an integral part of their motivation and drive to be successful
- Expressing genuine appreciation for the efforts and successes of others means we have to talk about our feelings in public, making ourselves vulnerable to others



# My Most Memorable Recognition

- Describe the situation: *What was your accomplishment?*
- Describe the setting: *Where did this recognition take place?*
- Describe the other person's actions: *What did the person do and say?*
- Describe the effect on you: *How did the recognition feel?*
- Draw some conclusions: *Based on your experience, what makes recognition truly meaningful and enduring? What are the implications for you as a leader?*



# The Seven Essentials of Encouraging the Heart

1. Set Clear Standards
2. Expect the Best
3. Pay Attention
4. Personalize Recognition
5. Tell the Story
6. Celebrate Together
7. Set the Example



# The Seven Essentials Exercise

1. Write the essential assigned to your group
2. How should this practice be conducted in your organization?
3. Give specific examples of how you can demonstrate this essential practice in your court



# Some Court Examples

- Set Clear Standards
  - Staff meeting topic: Our values
  - Pictorial depiction of goal achievement
  - Conduct a class on goal setting
- Expect the Best
  - Reader's program *The Little Engine that Could*
  - Show and discuss: *My Fair Lady*
  - Listen and discuss MLK's *I Have a Dream* speech
- Pay Attention
  - Leave desk 15 minutes per day: CBWA
  - Acknowledge great service/actions immediately
  - Send birthday or work anniversary notes



# Some Court Examples...cont.

- Personalize Recognition
  - Tell most memorable recognition story/exercise
  - Refer to staff and coworkers as colleagues
  - Create your court's "Hall of Fame"
- Tell the Story
  - Tell story of your most meaningful recognition
  - Keep a journal: Events for story telling
  - Use voicemail and email for recognition





# Some Court Examples...cont.

- Celebrate Together
  - Visit a party store to pick up ideas to make events festive
  - Put up a “Bragging Board”
  - Cards: “I Heard Something Good About You”
- Set the Example
  - Become more visible
  - Three coins in the pocket
  - Offer to teach a course/conduct a meeting on Encouraging the Heart



# Action Plan Task Summary

Action Plan Task Summary: Exercise strengths

- One action you'll take during the next three weeks to strengthen your ability to Encourage the Heart
- One action you'll take to recognize and reward one of your constituents who does something to advance the organization's standards
- What results, if any, that you expect



Flatter me, and I may not believe you.  
Criticize me, and I may not like you.  
Ignore me, and I may not forgive you.  
Encourage me—and I may not forget you.

—William Arthur Ward



Everybody wants to feel that they matter.

You can get a lot accomplished by  
making other people feel important.

—Manish Chandra, Siebel Systems



Thank You!