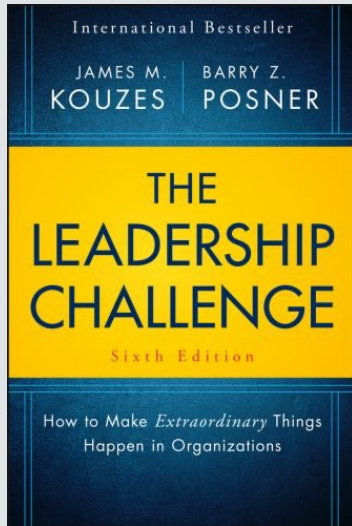


AGLP Leadership Development Curriculum

Leadership Practices:
Encourage the Heart

12/5/2022

AGLP Leadership Development Framework



The Five Practices of Exemplary Leadership® Model* (Kouzes & Posner)



Model
the Way



Inspire a
Shared Vision



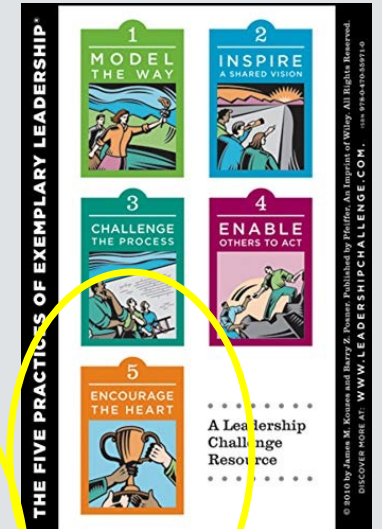
Challenge
the Process



Enable
Others to Act



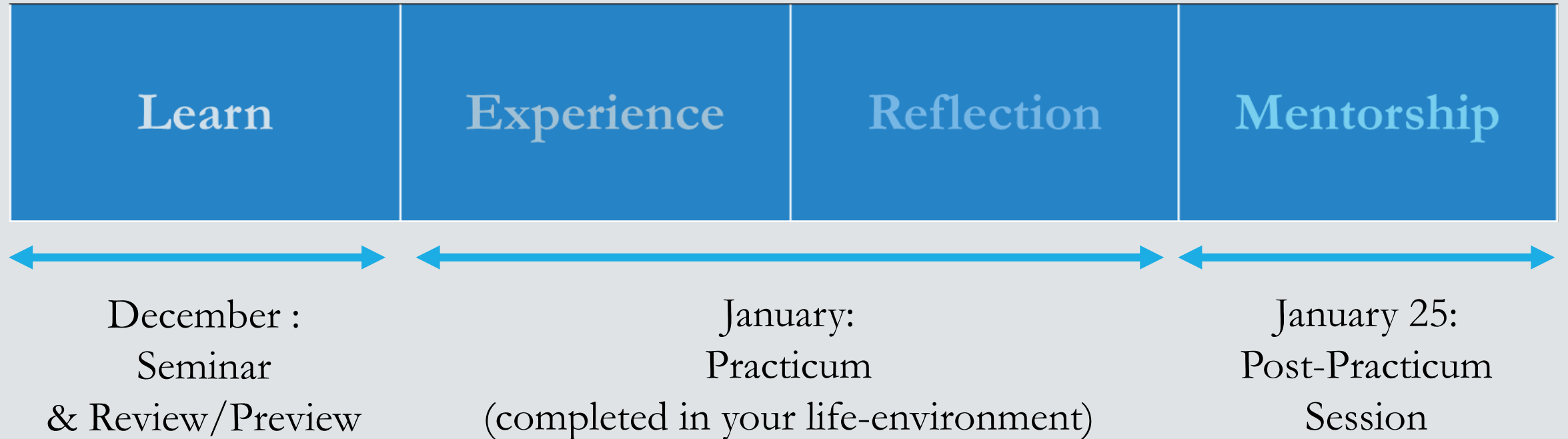
Encourage
the Heart



[*www.leadershipchallenge.com](http://www.leadershipchallenge.com)

AGLP Leadership Development Sequence

Leadership Practices: Encourage the Heart



Encourage the Heart – provide encouragement, recognition & belonging

Encourage the Heart: Outline



- Recognize Contributions
 - expect the best
 - personalize recognition
- Celebrate Values & Victories
 - create a spirit of community
 - be personally involved
- Take Action
- Case Studies

Encourage the Heart

[Encourage the Heart Overview Video](#)



Recognize Contributions: Expect the Best



- *“believe in people’s abilities is essential to making things happen”*
- **show them you believe in them:** *“when you believe that people are winners, you behave in ways that communicate that to them that they are precisely that”*
- **be clear about the goals and the rules:** *“goals focus people’s attention on shared values & standards”*
- **provide & seek feedback:** *“learning doesn’t happen without feedback”*

Recognize Contributions: How Can You Expect the Best?

- Bulletin board displays
- SEAS News / SEAS Magazine
- Research as art (& journal covers)
- SEAS awards / Yale awards
- Professional society awards
- Just “do it” for a friend/colleague

Blavatnik Awards for Young Scientists

U.S. REGIONAL

“As a young researcher, I felt the most inspired and empowered when I saw a female speaker leading discussions in a room full of male scientists.”

SHRUTI PURI, PHD
YALE UNIVERSITY
2020 BLAVATNIK REGIONAL AWARDS FINALIST
PHYSICAL SCIENCES & ENGINEERING

BLAVATNIK FAMILY FOUNDATION

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12/02/2022
GRANT WILL HELP YALE TEAM DEVELOP DIAGNOSTIC TOOL TO EVALUATE TUMORS

Department: Biomedical Engineering, Mechanical Engineering and Materials Science
The Yale Center for Clinical Investigation (YCCI) has awarded a research pilot award to an interdisciplinary team of Yale researchers for a project titled, “Utilizing Machine Learning to Model the...”
[learn more...](#)

12/01/2022
FIVE SEAS FACULTY MEMBERS MAKE ‘HIGHLY CITED RESEARCHERS’ LIST

Department: Applied Physics, Chemical and Environmental Engineering, Electrical Engineering
Five Yale School of Engineering & Applied Science faculty members were named to Clarivate Analytics’ 2022 ranking of “Highly Cited Researchers.” Each year, the company selects scientific and

2021-22

2020-21

2019-20

2018-19

2017-18

2016-17

[Or, view print version – 17MB PDF]

[Or, view print version – 17MB PDF]

[Or, view print version – 15MB PDF]

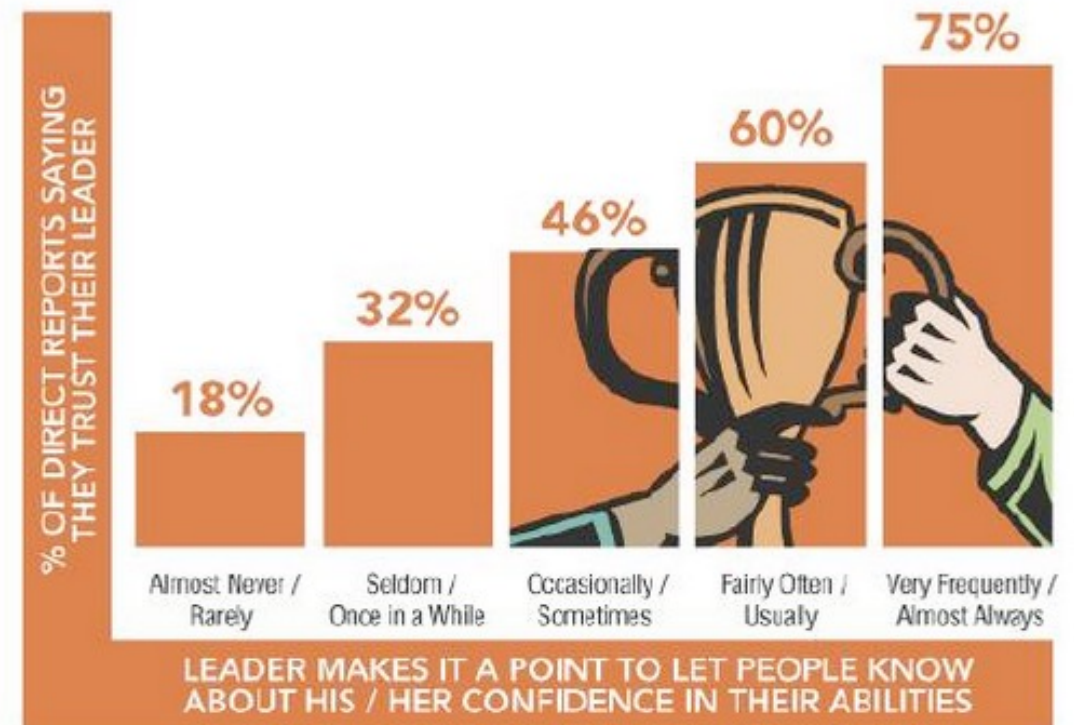
Yale University

SCHOOL OF ENGINEERING

Recognize Contributions: Personalize Recognition

- *“To encourage people to do their best, you should be able to recognize their achievements & make them feel trusted & valued. It has to be personal, precise, & visible.”*
- **get to know constituents:** *“stoke individual fires in each person”*
- **be creative about incentives:** *“it’s all about being considerate”*
- **just say Thank You:** *“people who practice gratitude... are healthier, more optimistic, more positive, and better able to cope with stress”*

Figure 11.1 How Expressing Confidence in Direct Reports' Abilities Increases Their Trust in The Leader



To Encourage the Heart, you must *recognize contributions by showing appreciation for individual excellence*. This means you must:

1. Maintain high expectations about what individuals and teams can accomplish.
2. Communicate your positive expectations clearly and regularly.
3. Create an environment that makes it comfortable to receive and give feedback.
4. Find out the types of encouragement that make the most difference. Don't assume you know. Ask. Take the time to inquire and observe.
5. Be creative when it comes to recognition. Be spontaneous. Have fun.
6. Make saying "thank you" a natural part of your everyday behavior.

Recognize Contributions

ENCOURAGE THE HEART



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Recognize Contributions

ENCOURAGE THE HEART



NORTH DUMPLING ISLAND

CERTIFICATE
NO. 627

COMMISSIONS COMMISSION

DEPARTMENT OF DEPARTMENTAL DEPARTMENTS

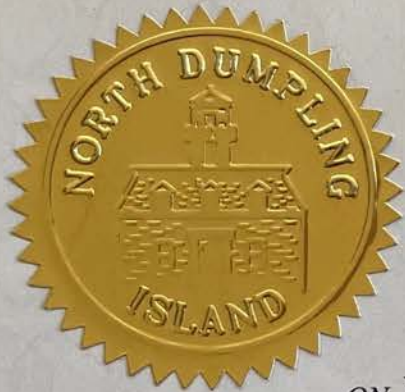
APPOINTMENT CERTIFICATION CERTIFICATE

THIS IS TO CERTIFY THAT

Vincent Wilczynski

HAS BEEN DULY APPOINTED

Summa Cum Serf



*ON November 18, 2022 AND IS HEREBY GRANTED ALL THE PRIVILEGES
AND RESPONSIBILITIES ACCORDED THIS MARGINALLY PRESTIGIOUS OFFICE.*

This Certificate is issued subject to compliance with the rules and regulations of the Commission, the provisions of which are made a part hereof as though written herein, and will remain in full force and effect until revoked for cause, notwithstanding the actual existence of said rules and regulations.

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Celebrate Values & Victories: Create a Spirit of Community

- **celebrate accomplishments in public:** *“public ceremonies ... serve as a collective reminder of why people remain with an organization, and of the values and visions they share”*
- **provide social support:** *“when people are personally involved w/ the task & feel connected w/ their colleagues, they can achieve extraordinary feats”*
- **have fun together:** *“having fun enhances people’s problem-solving skills”*



Celebrate Values & Victories: Create a Spirit of Community

- **show you care:** being present *“not only demonstrates you care, but also makes you more real, more genuine, more approachable, and more human”*
- **spread the stories:** *“by telling stories you accomplish more effectively the objectives of teaching, mobilizing, and motivating that through ppt, or tweets”*
- **make celebrations part of organizational life:** *“you need to put celebrations on the calendar”*



Qatar World Cup 2022: Why flag thobes are 'so hot right now'

How Can You Create a Spirit of Community?



NEWS.YALE.EDU

New data science institute debuts with interdisciplinary vision



Celebrate Values & Victories

ENCOURAGE THE HEART



To Encourage the Heart, you must *celebrate the values and victories by creating a spirit of community*. This means you must:

1. Find, and also create, occasions to bring people together to publicly celebrate accomplishments.
2. Take actions that demonstrate that you “have people’s backs” and ensure they feel “part of the whole.”
3. Make fun a portion of your work environment—laugh and enjoy yourself, along with others.
4. Get personally involved in as many recognitions and celebrations as possible. Show you care by being visible in the tough times.
5. Never pass up an opportunity to relate publicly true stories about how people in your organization went above and beyond the call of duty.
6. Calendar celebrations and look, as well, for spontaneous opportunities to link shared values with victories.

Celebrate Values & Victories

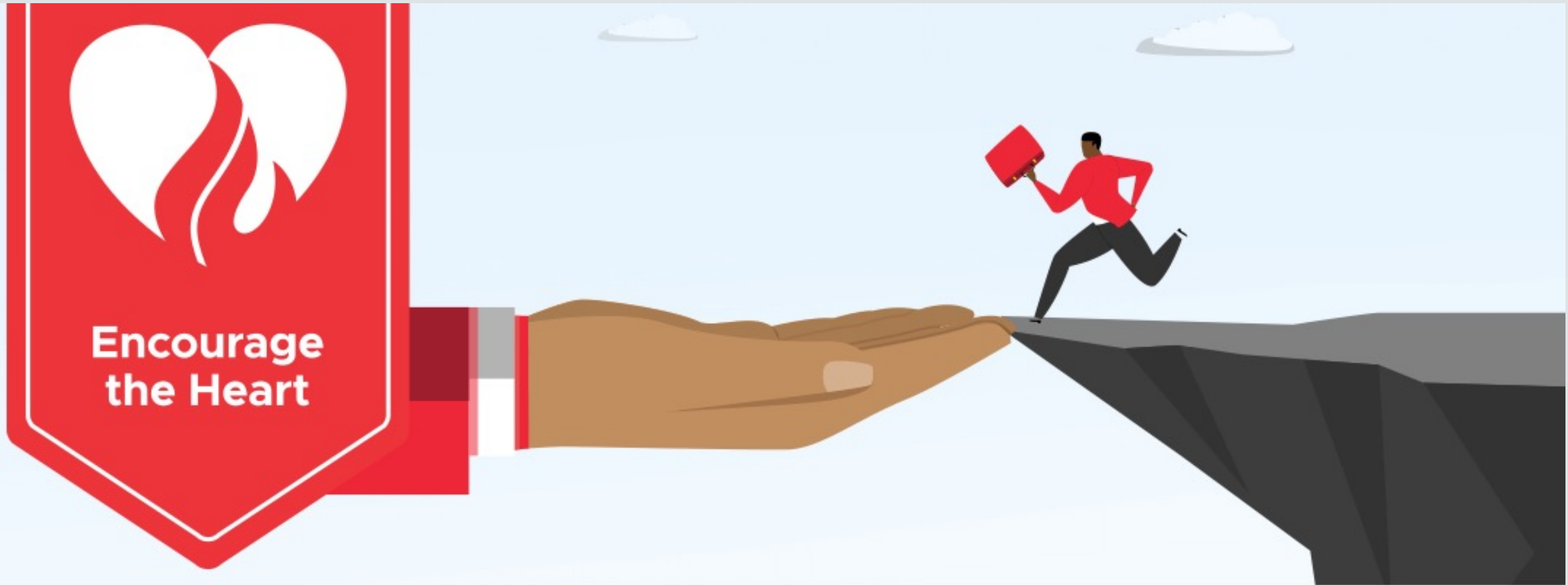
ENCOURAGE THE HEART



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Take Action



Encourage the Heart to Build Community and Achieve Results

[Kouzes & Posner: The Leadership Challenge – Encourage the Heart](#)

How to Recognize Contributions



Celebrate small wins



Frequent check-ins to
keep everyone on track



Create clear goals so people
know what to work towards

How to Celebrate Victories



Create a spirit of
community



Celebrate accomplishments
in public



Be personally involved in
the recognition and
celebration

How to Personalize Recognition



Get to know your people
so you understand what
kind of recognition would
be meaningful



Be creative about incentives



Say a personal “thank
you” for a specific
contribution

Steps to Encourage the Heart

1

Maintain high expectations about what individuals and teams can accomplish.

2

Communicate your positive expectations clearly and regularly.

3

Create an environment that makes it comfortable to receive and give feedback.

4

Find out the types of encouragement that make the most difference.

5

Be creative when it comes to recognition. Be spontaneous and have fun!

6

Make saying “thank you” a natural part of your everyday behavior.

Case Study

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December 3, 2022

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ESSAY

The Power of Mattering at Work

For employees, knowing that they are valued can be key to job satisfaction and mental health



Mattering at the Intersection of Psychology, Philosophy, and Politics

Isaac Prilleltensky

Highlights

- Reviews the construct of mattering.
- Discusses mattering in the context of contemporary political debates.
- Relates mattering to existing constructs within community psychology.

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Abstract Mattering is an ideal state of affairs consisting of two complementary psychological experiences: feeling valued and adding value. Human beings can feel valued by, and add value to, self, others, work, and community. To make sure that the need for mattering is fulfilled, we must balance feeling valued with adding value. Moreover, we must balance adding value to self with adding value to others. Unfortunately, the dominant neoliberal philosophy does not support the values required to ensure the experience of mattering. Whereas a healthy and fair society would require equilibrium among values for personal, relational, and collective well-being, the dominant philosophy in many parts of the world favors personal at the expense of relational and collective values. Neoliberal economic and social policies have resulted in diminished sense of mattering for millions of people. Some people respond to cultural pressures to achieve higher status by becoming depressive or aggressive. Some marginalized groups, in turn, support xenophobic, nationalistic, and populist policies in an effort to regain a sense of mattering. To make sure that everyone matters, we must align the psychology, philosophy, and politics of mattering. The political struggle for a just and equitable

A version of this paper was presented at the Biennial Conference of the Society for Community Research and Action in Chicago, June 27, 2019, on the occasion of the receipt of the Seymour B. Sarason Award. I wish to thank Ora Prilleltensky for many insightful comments and helpful feedback. I also wish to thank Rebecca Lamperski and David Yaden for sharing valuable resources and data on the scholarship of mattering.

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distribution of mattering takes place in social movements and the policy arena. The perils and promises of these efforts are considered.

Keywords Mattering · Feeling valued · Adding value · Nationalism · Personal well-being · Relational well-being · Communal well-being · Moral values · Fairness

Introduction

One thing I observed living in various continents is that many different, even contradictory behaviors, have common origins: the need to belong and the need to matter (Baumeister & Leary, 1995; Flett, 2018; Sarason, 1988). In some places, it is easier to feel like you matter and you belong than in others. When I was a professor at Vanderbilt University, I had a friend who used to say that Nashville is a place that makes you feel *more* welcome than you really are. Here in Miami, I have another friend who claims that Miami is a city that makes you feel *less* welcome than you really are. Appearances can be deceiving, but you know when you are welcome and when you feel like you matter.

Mattering, the experience that you are valued and that you can add value, is highly relatable across geographic and cultural boundaries (Goldstein, 2015; Prilleltensky, 2014). Yet, despite being highly sought after, and much needed for thriving, mattering is not evenly distributed across populations. Some have too much of it, while others have too little. I discuss in this paper mattering at the intersection of psychology, philosophy, and politics, with the aim of making mattering accessible, in the right dosage, to everyone. I will make the point that too little or too much mattering can result in deleterious personal and communal consequences.

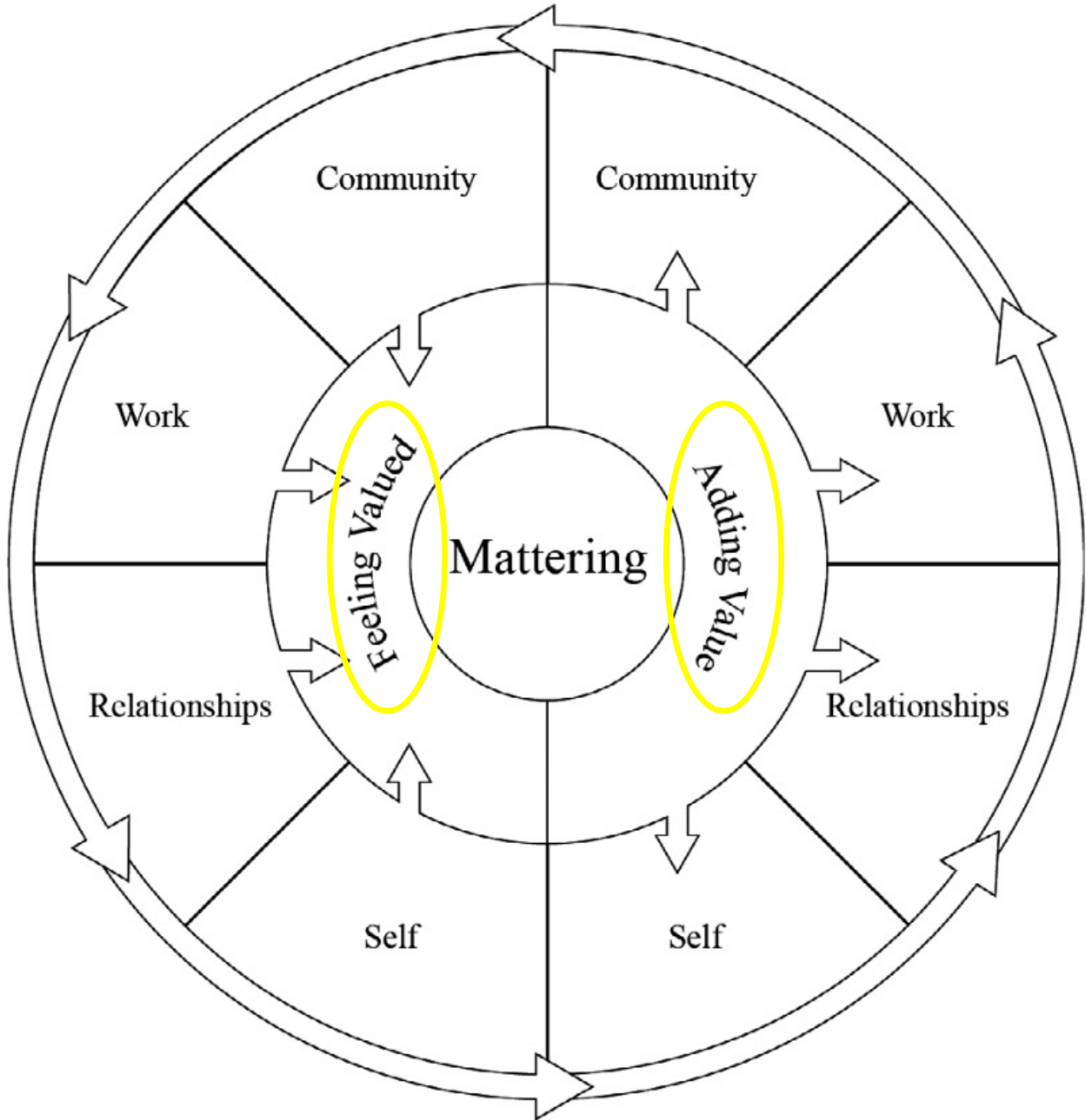


Fig. 1 The mattering wheel: A conceptual framework

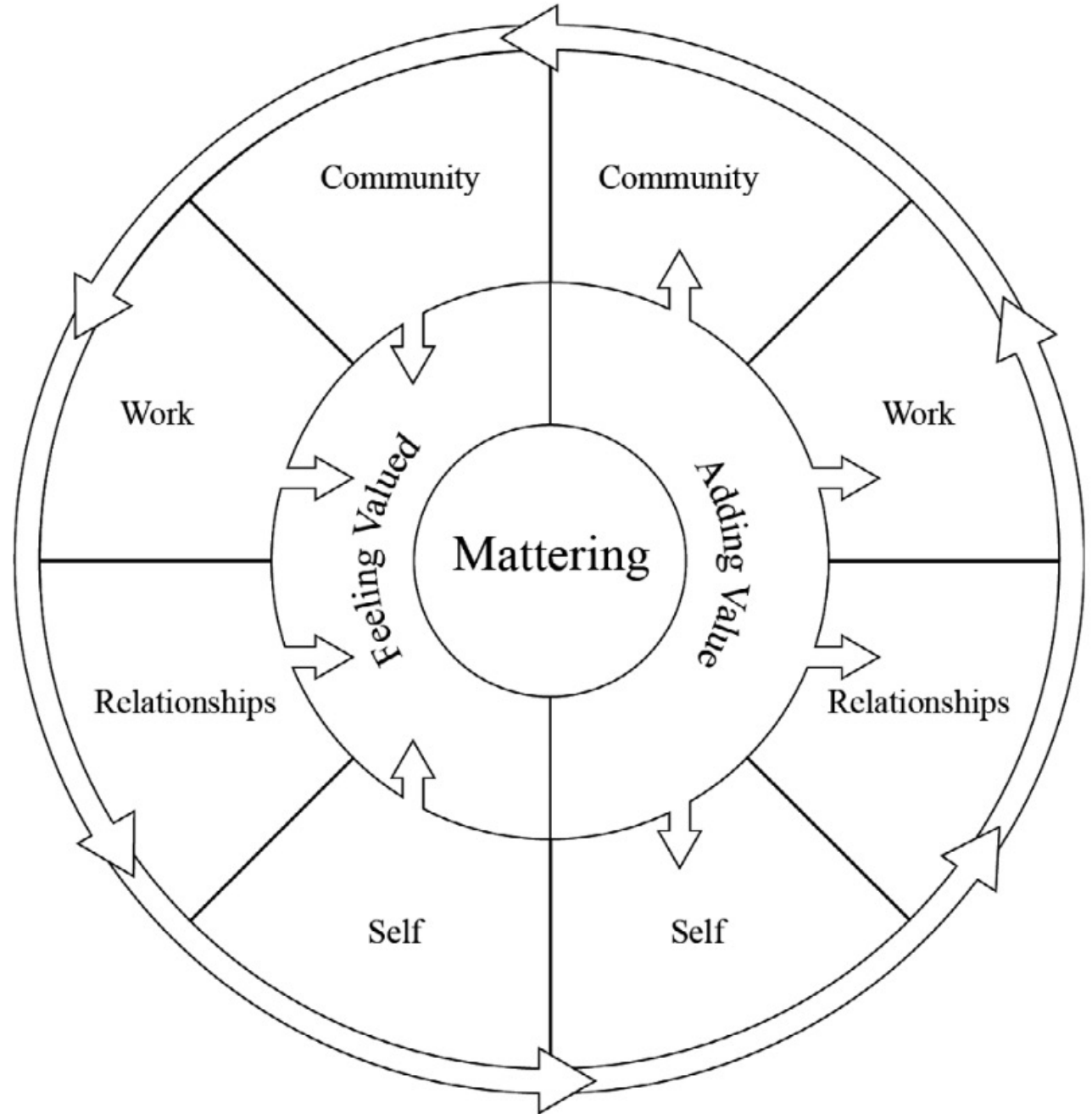
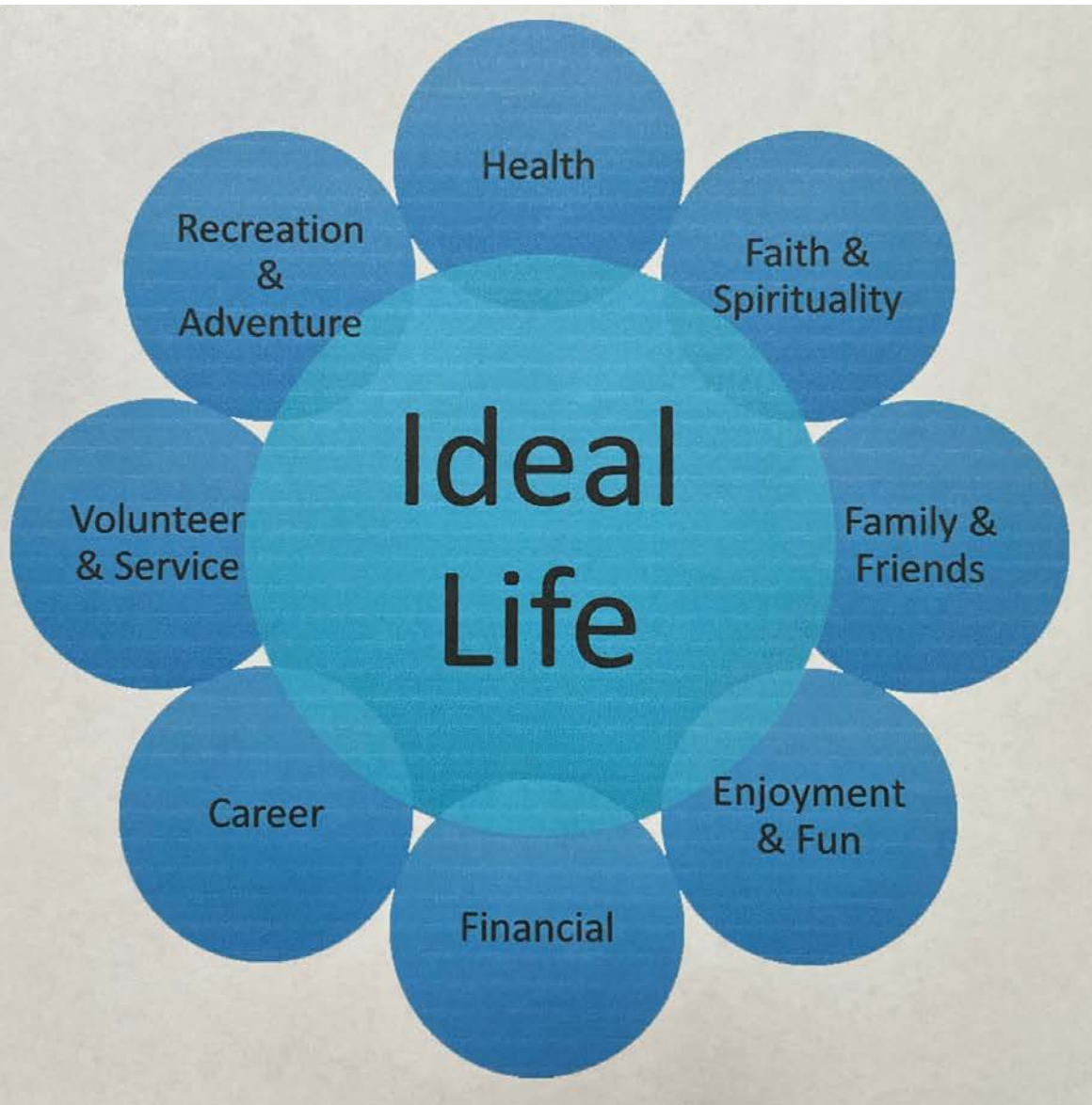


Fig. 1 The mattering wheel: A conceptual framework

Case Study

- what is the message?
- how is it conveyed?
- what community is the target audience?



[image source: Footy Headlines](#)



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Case Study

- what is the message?
- how is it conveyed?
- what community is the target audience?



[image source: Footy Headlines](#)

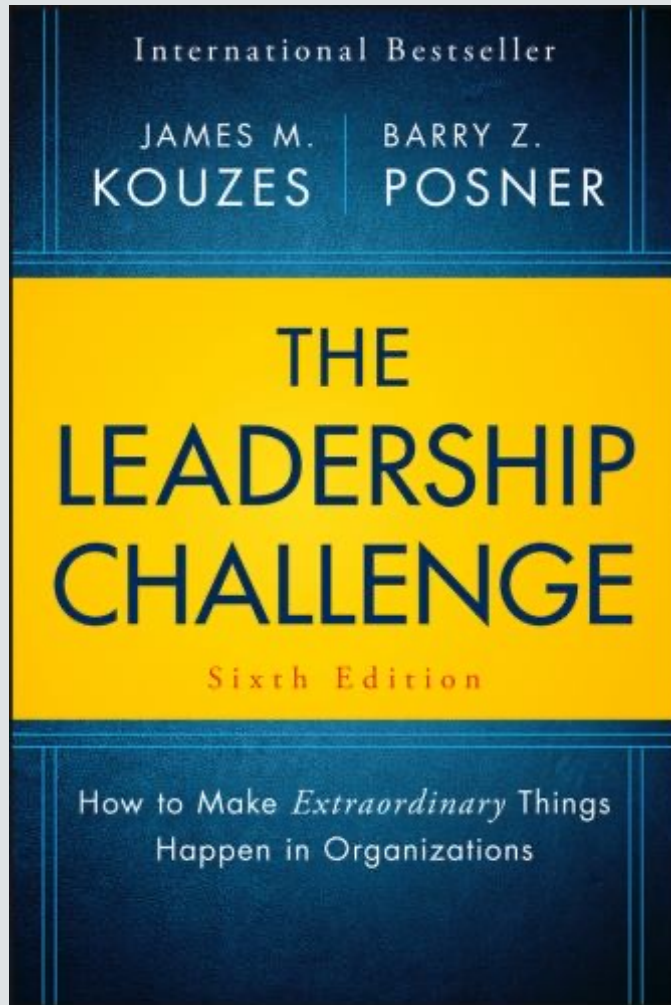
ENCOURAGE THE HEART



Between the Lines:
an interview with
Jim Kouzes



Leadership Practice #5: Encourage the Heart



Leadership Commitments:

1. **Recognize contributions** by showing appreciation for individual excellence
2. **Celebrate values & victories** by creating a community of spirit



www.leadershipchallenge.com

AGLP Leadership Development Curriculum

Encourage the Heart Questions

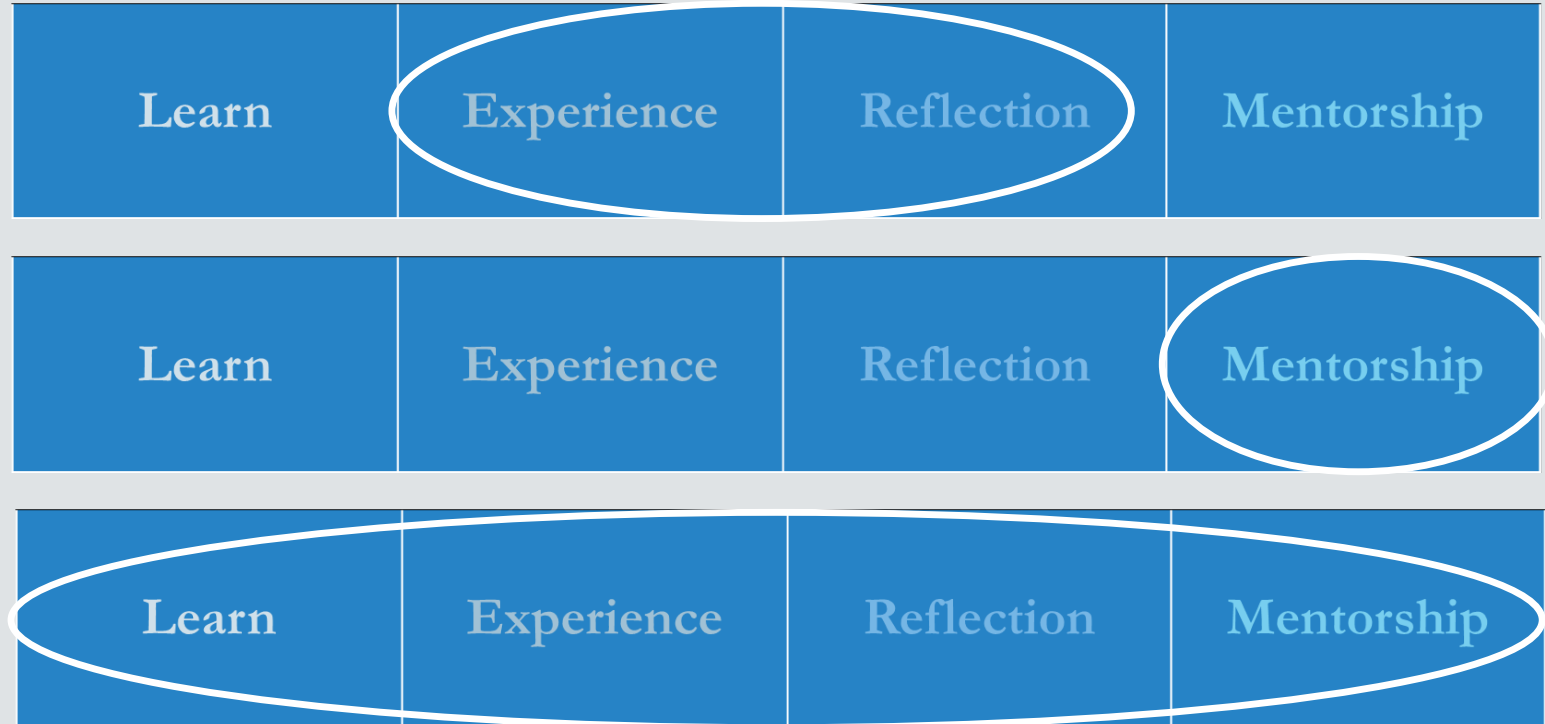
12/5/2022

Encourage References

- “Challenge the Process” – chapters 11 & 12 of J. Kouzes & B. Posner’s *The Leadership Challenge*, 2017 ([available as a pdf download or as an on-line read via the Yale Library System on this link](#)) – also available as your personal hard copy, compliments of the AGLP
- “Encouraging the Heart” – R.S. al-Baradie, *International Journal of Pediatrics and Adolescent Medicine*, 2014, Vol.1, 11-16 ([available on-line](#))
- “Mattering at the Intersection of Psychology, Philosophy, and Politics” – I. Prilleltensky, *Am. J. Community Psychology*, 2019, 1–19 ([available on-line](#))

Next Steps

- EL & R: Enable Others to Act – all DEC
- Mentorship: Challenge the Process – DEC 7
- Learn: Program Debrief – JAN 9



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Leadership Practices:
Encourage the Heart

12/5/2022