

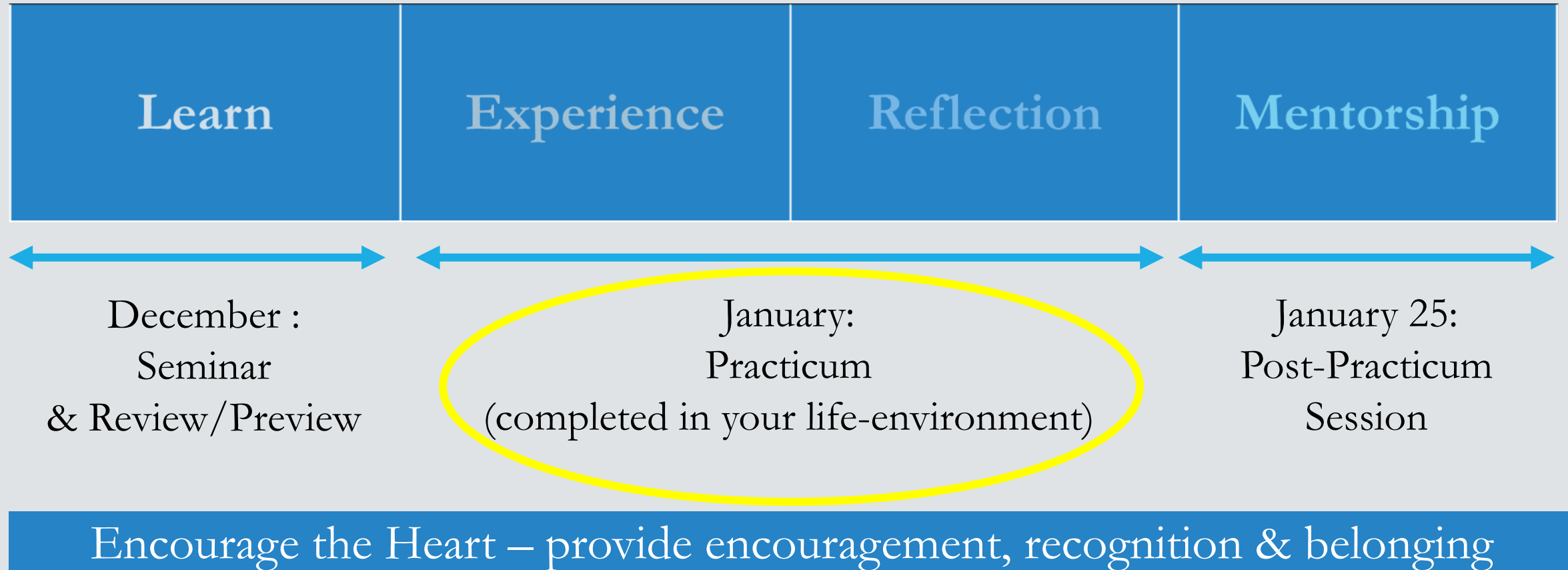
AGLP Leadership Development Curriculum

Encourage the Heart: Experiential Learning & Reflections Preview

12/19/2022

AGLP Leadership Development Sequence

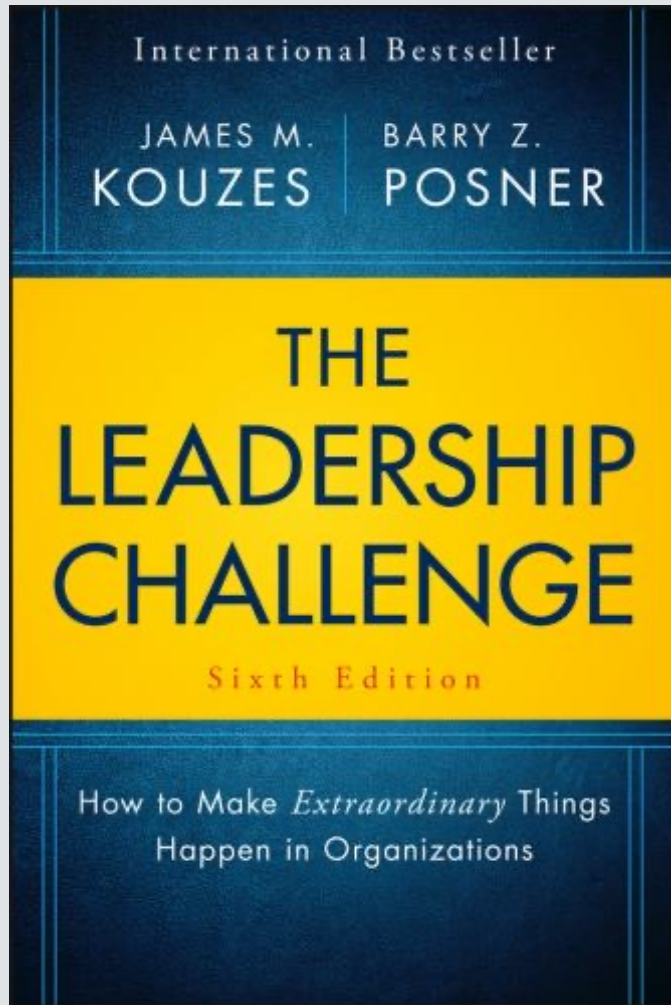
Leadership Practices: Encourage the Heart



AGLP Leadership Development Curriculum

Leadership Practices: Review

Leadership Competencies & Leadership Practices



Five Practices of Exemplary Leadership

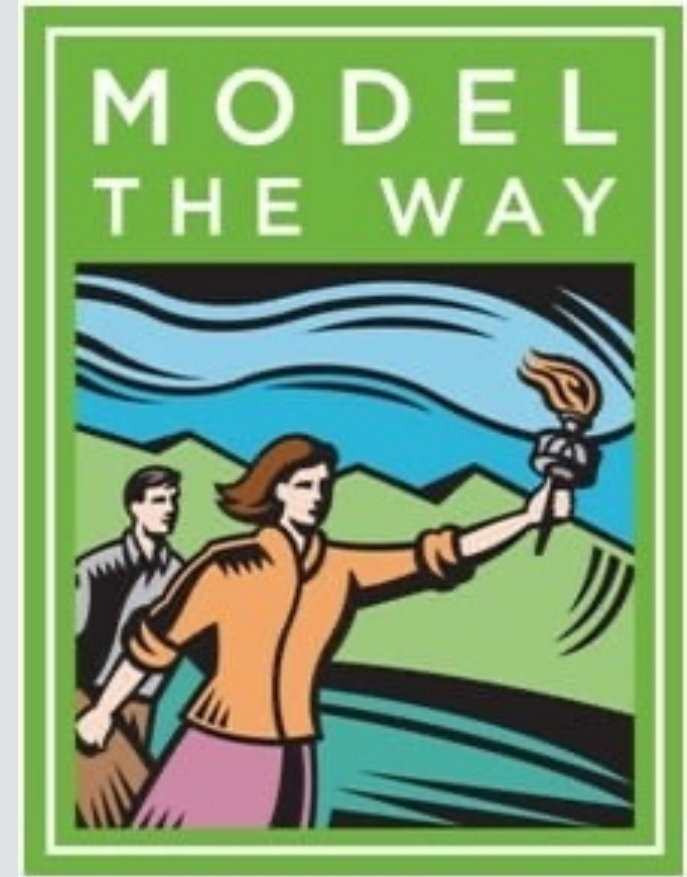


The Leadership Challenge

Leadership Practice #1: Model the Way

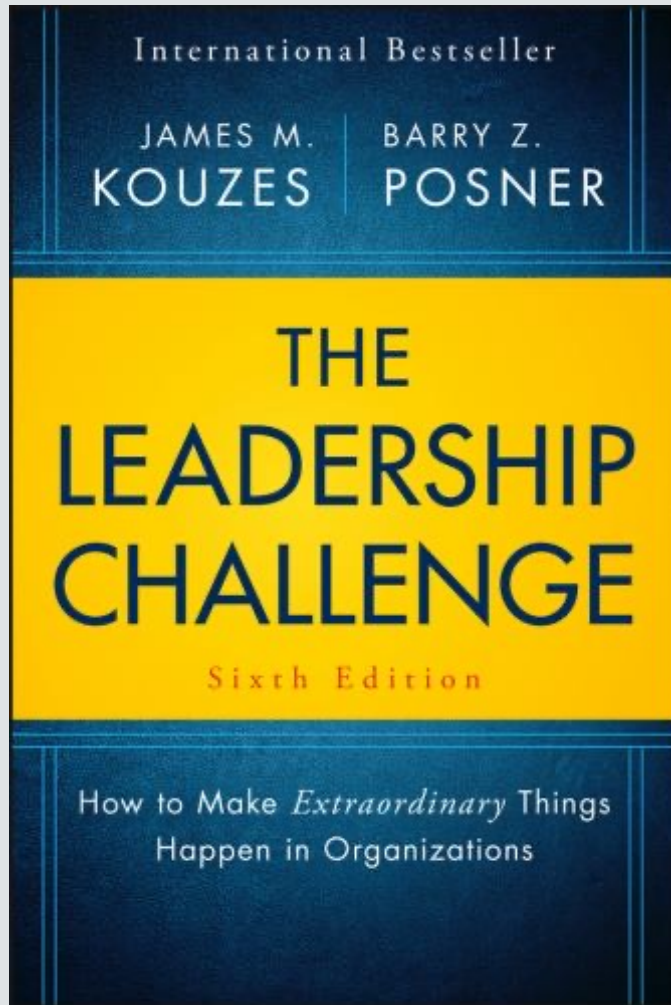


To be an effective leader, it is important to model the behavior you expect others to follow



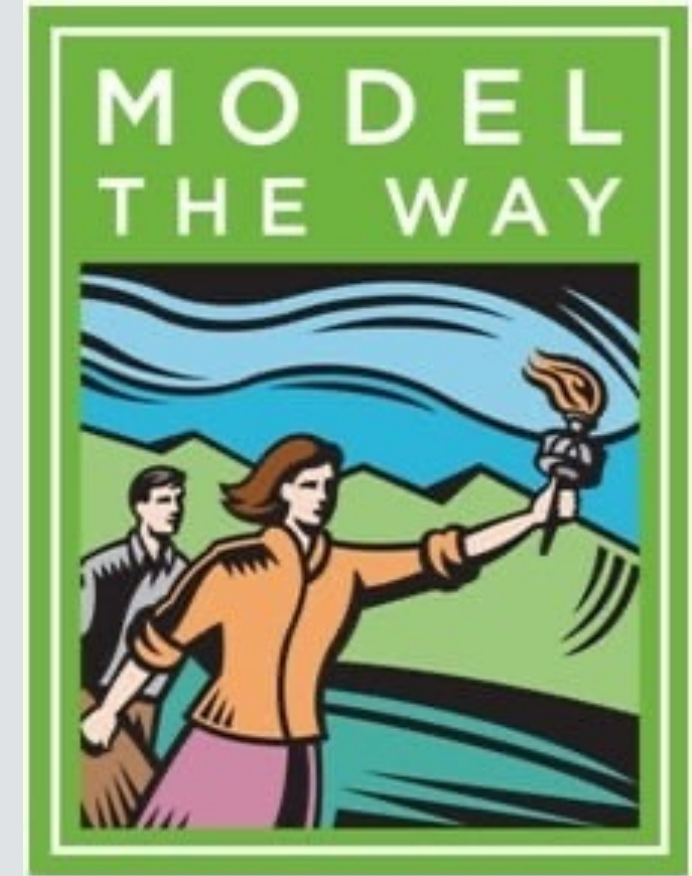
5 Exemplary Practices of Leadership

Leadership Practice #1: Model the Way



1. **Clarify values** by finding your voice & affirming shared values
2. **Set the example** by aligning actions with shared values

Do What You Say You Will Do



[The Leadership Challenge](#)

Leadership Practice #2: Inspire a Shared Vision



A leader must ask is,
"where are we going?" &
"is that where we want to go?"

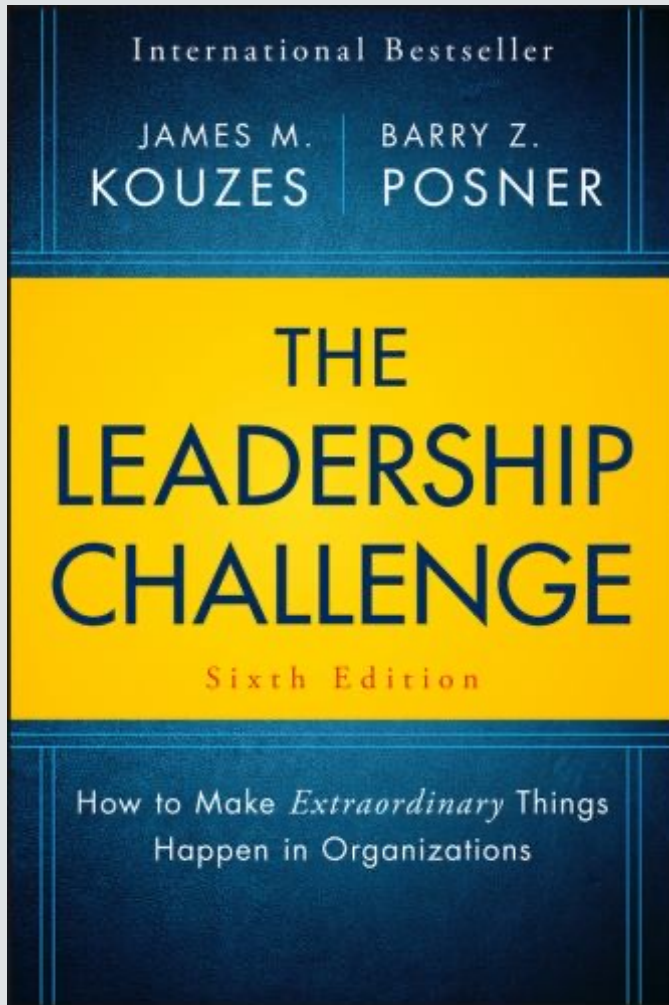
If the group is headed in a
direction that is not right, then
a leader must inspire a vision
for the group.

To do this, a leader must first
envision the future.



[5 Exemplary Practices of Leadership](#)

Leadership Practice #2: Inspire a Shared Vision



1. **Envision the future** by imagining exciting & enabling possibilities
2. **Enlist others** in a a common vision by appealing to shared aspirations



The Leadership Challenge

Yale SCHOOL OF ENGINEERING
& APPLIED SCIENCE

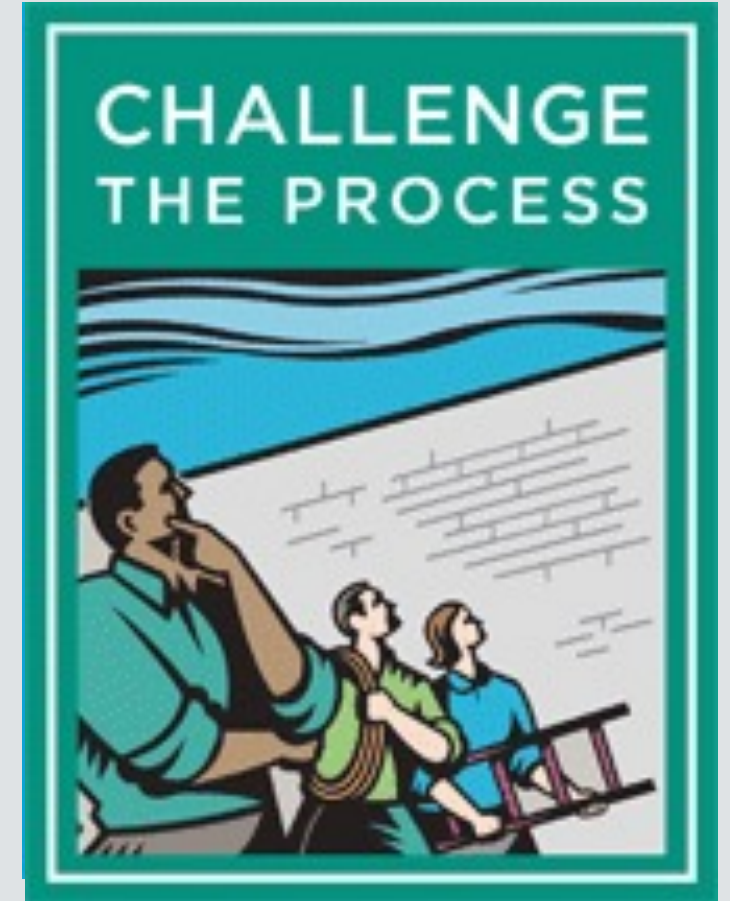
Leadership Practice #3: Challenge the Process



Recognizes what works for a group and what does not.

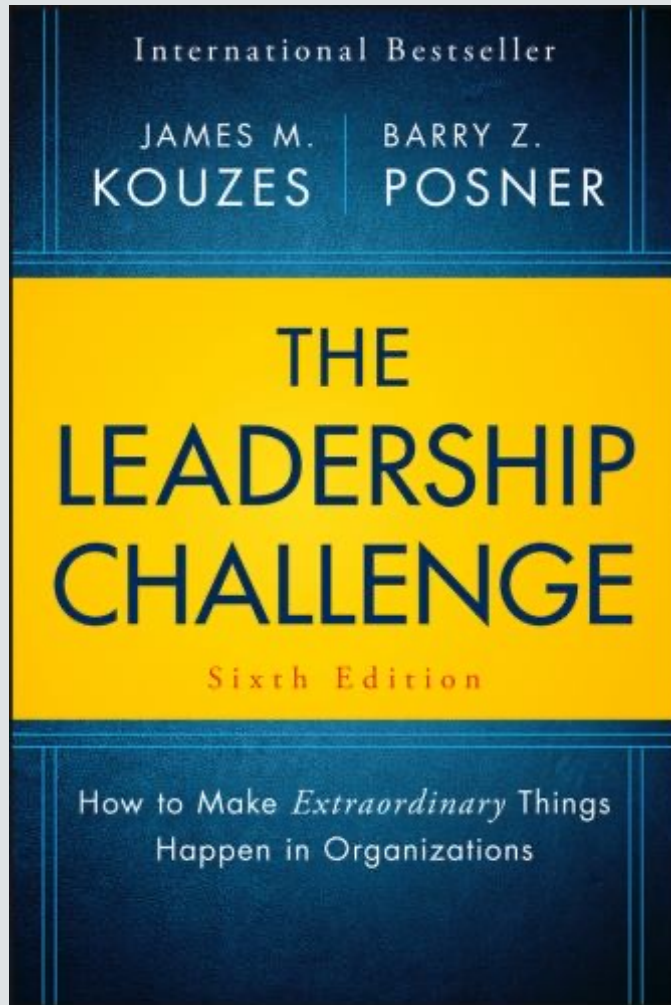
Requires seeking opportunities that allow the group to grow & become more effective.

Mistakes are okay if the group learns from those mistakes & does not repeat the same mistakes again.

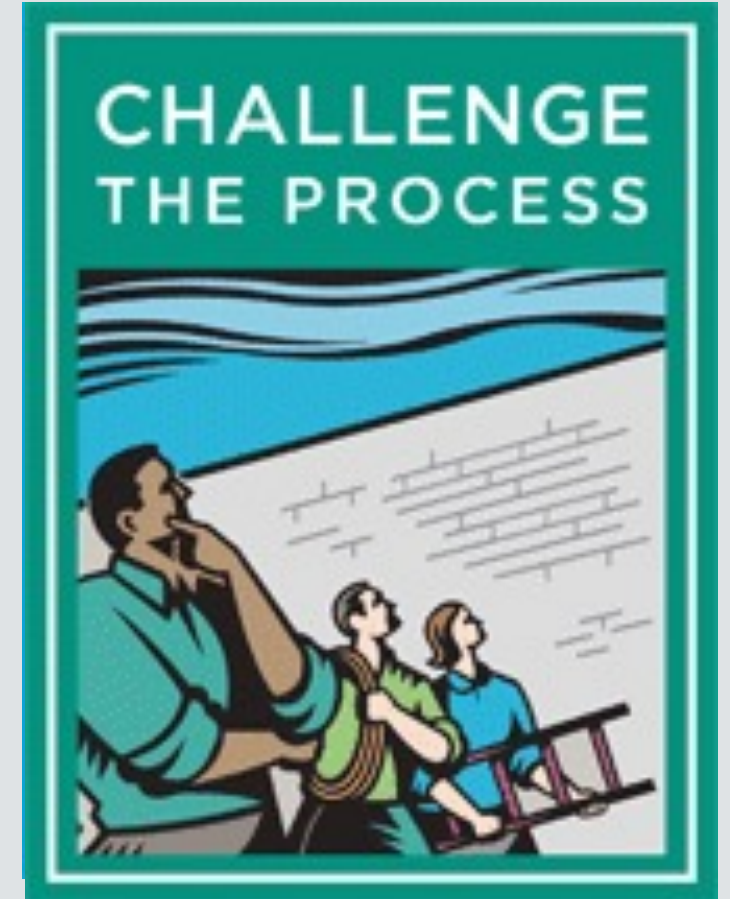


5 Exemplary Practices of Leadership

Leadership Practice #3: Challenge the Process



1. **Search for opportunities** by seizing the initiative and looking outward for innovative ways to improve
2. **Experiment and take risks** by consistently generating small wins and learning from experience

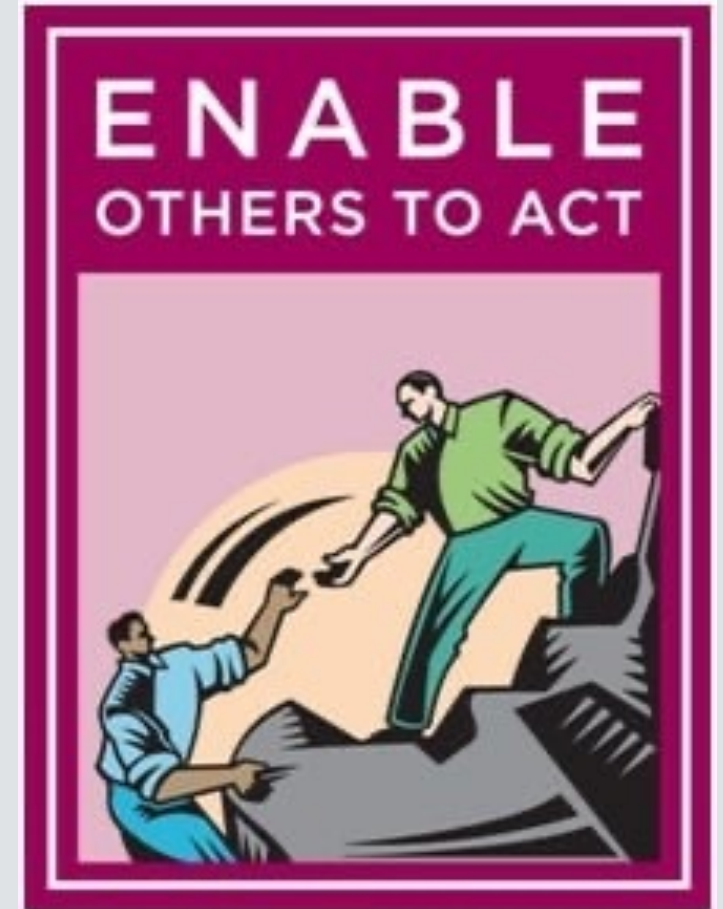


[The Leadership Challenge](#)

Leadership Practice #4: Enable Others to Act

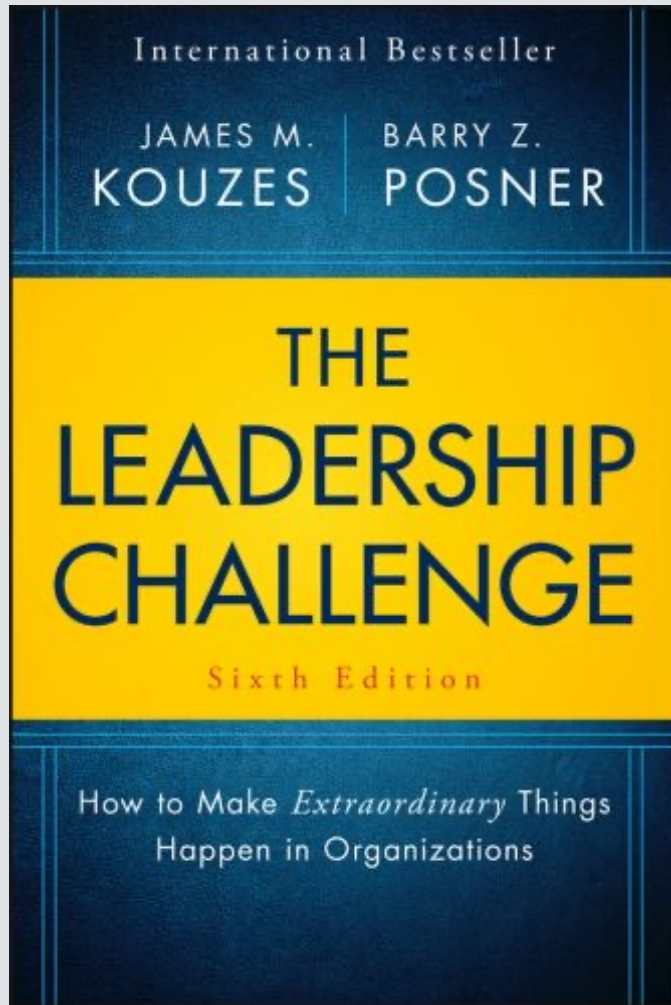


A leader must seek out individuals & create roles for those individuals so that they can grow personally, as well as benefit the group.

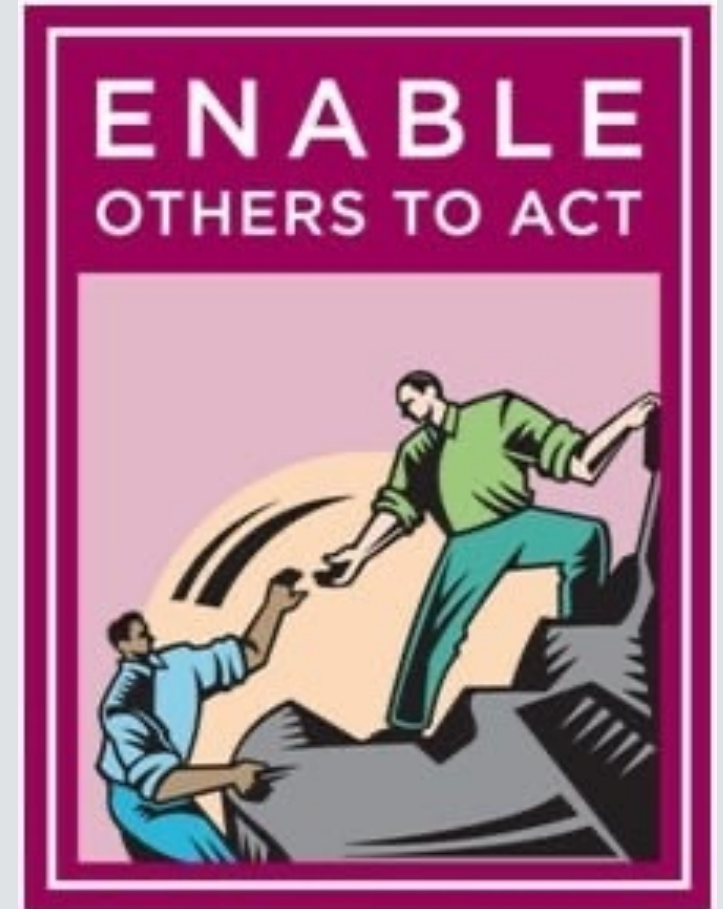


5 Exemplary Practices of Leadership

Leadership Practice #4: Enable Others to Act



1. **Foster collaboration** by building trust & facilitating relationships
2. **Strengthen others** by increasing self-determination & developing competence



[The Leadership Challenge](#)

Leadership Practice #5: Encourage the Heart

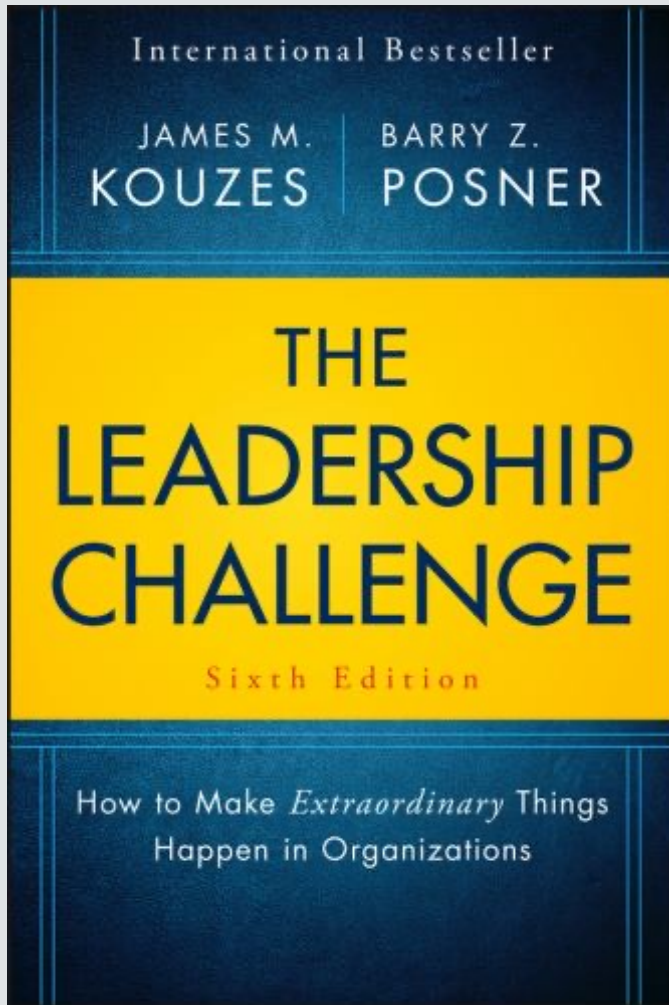


The heart is the driving force in motivating a group. Sometimes as leaders we get too caught up in authority, deadlines, paperwork, process, etc., when really what we should be doing is speaking with our hearts rather than our minds.



[5 Exemplary Practices of Leadership](#)

Leadership Practice #5: Encourage the Heart



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



[The Leadership Challenge](#)

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



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.

How Can You Create a Spirit of
Community?

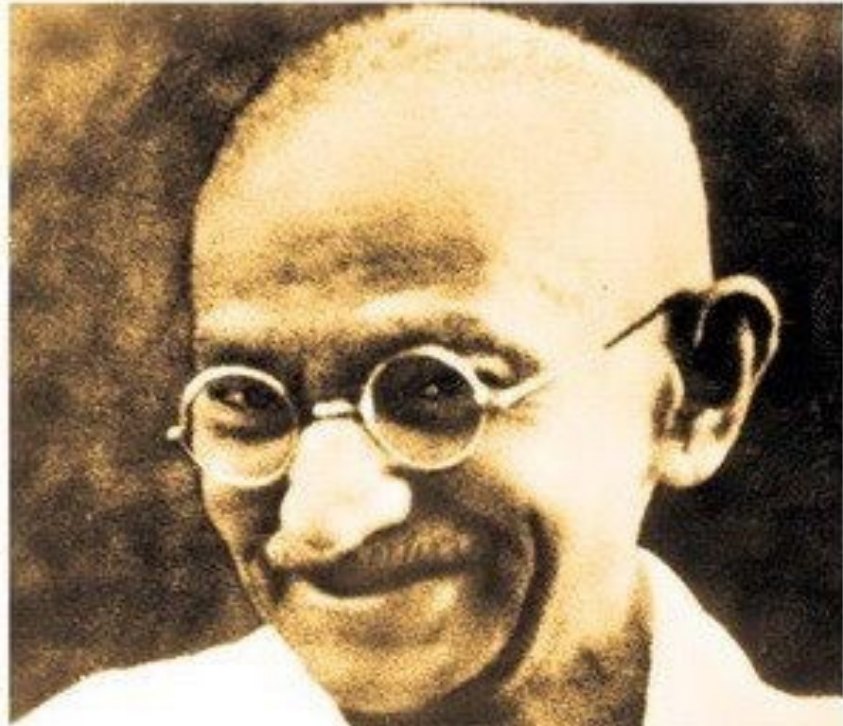
SEAS End of Year Party!

WEDNESDAY, DECEMBER 21
3-5:30 PM

YALE
COMMONS
DINING HALL

SCHWARZMAN
CENTER

Leadership Practice #5: Encourage the Heart



**"BE THE CHANGE
YOU WANT TO SEE
IN THE WORLD."**

MAHATMA GANDHI



5 Exemplary Practices of Leadership



Encourage the Heart: Experiential Learning Scenario

- **lab environment** – celebrate values & victories

Can you initiate a victory celebration? How do lab values manifest themselves in the celebration?

- **writing environment** – recognize contributions by showing appreciation for individual excellence

Can you show “creative thanks” to a co-author?

Encourage the Heart: Experiential Learning Scenario

- **teaching environment** – Create a spirit of community by celebrating victories

Can you create a spirit of community by celebrating victories in a spring term course?

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.



- **home environment** – “feel the heart”

When with families & friends, notice the joy of the heart



Gracious Professionalism

meaningful life

satisfaction

happiness

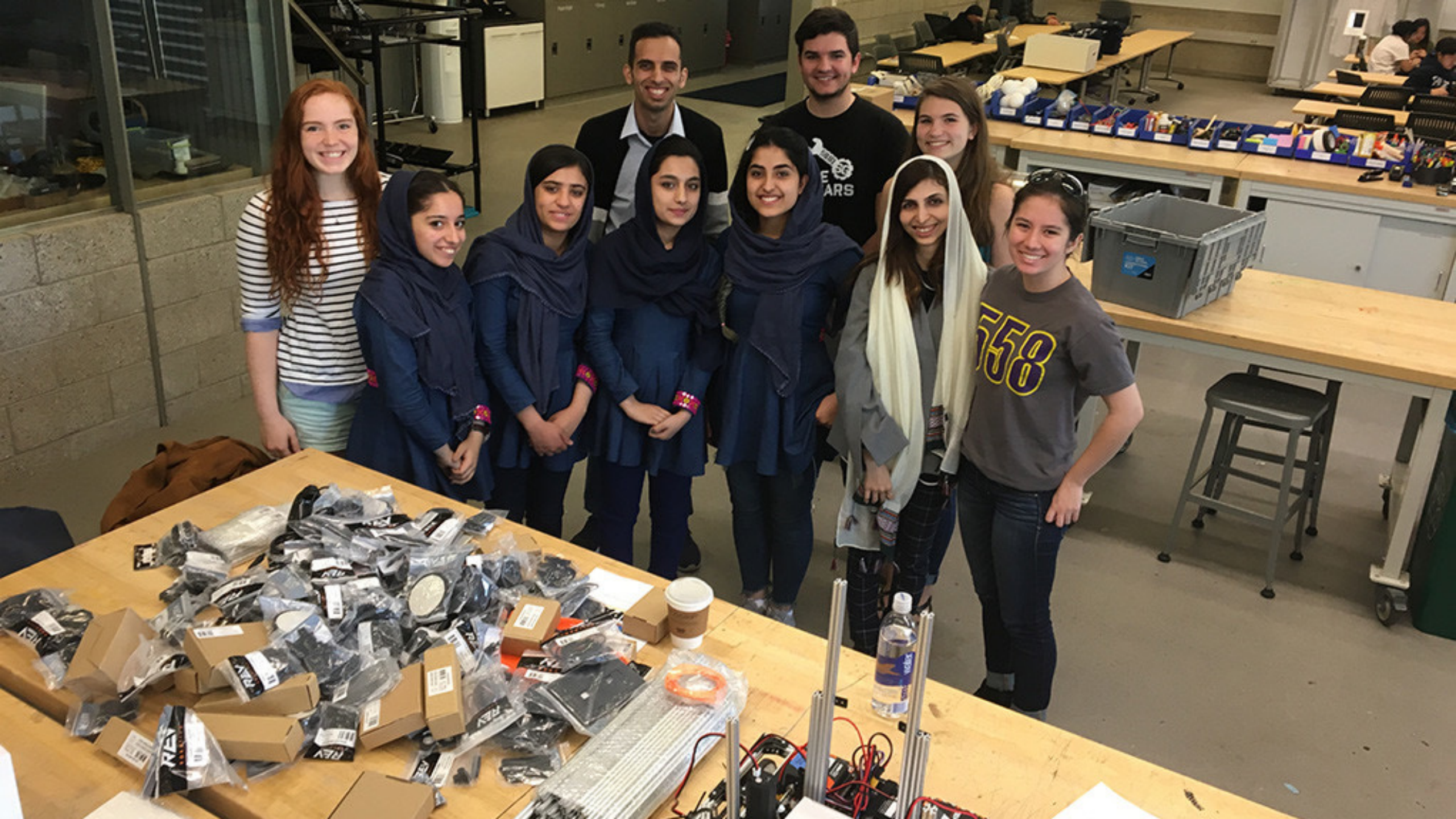
joy

fun

Encourage the Heart: VW Reflections on Experiential Learning

- **Dr. Woodie Flowers** – MIT Professor, Founder of Hands-On Open-Ended Design – Emotional Leader of FIRST Robotics







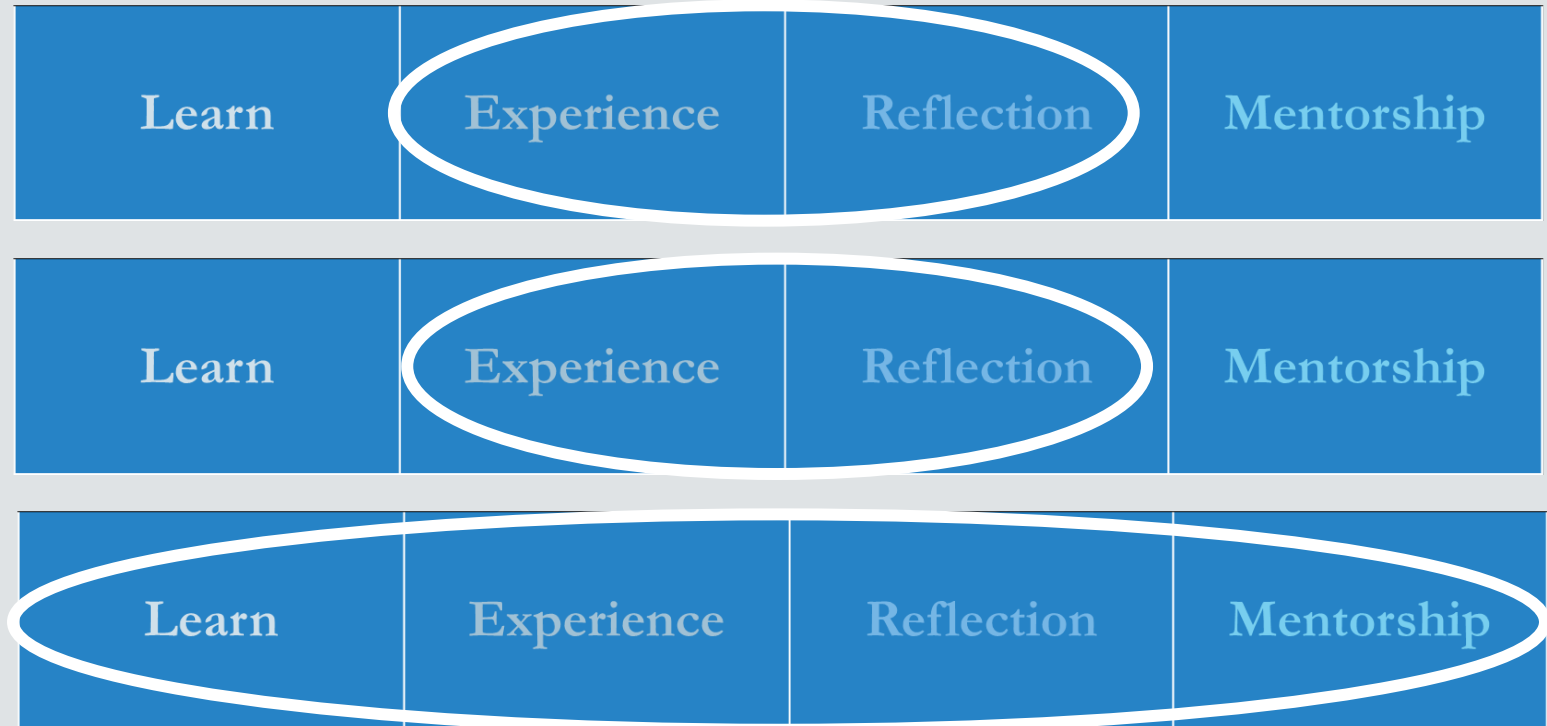
Yale SCHOOL OF MANAGEMENT





Next Steps

- EL & R: Enable Others to Act – all DEC
- EL & R: Encourage the Heart– all JAN
- Learn: Program Debrief – JAN 9



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