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motivate those  
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by helping them  
find their voice  
and making them  
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~~the heart' a~~

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in keeping team members motivated and is a powerful intangible reward that all leaders have at their disposal. Some leaders think that high functioning people do not need encouragement.

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~~Leaders — Donna~~

~~Schilder  
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The Heart should  
be encouraged in  
the direction of  
the vision.

Lacking a clear  
vision, leaders  
may encourage  
the heart but do



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So chasing a current fad or copying another organization.

We've all seen leaders who frequently change

directions and yet expect people to be consistently enthused about each new

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direction. And we've all seen followers start yawning over the flavor of the month.

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accomplishment  
for employees  
helps each  
understand  
their...

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Heart When  
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Virtually~~

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practice that connects us with one another.

When nurse

Leaders commend staff for

achieving the values or goals

of the organization,

they give them courage,

inspiring them to experience

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their own  
ability to  
deliver—even  
when the  
pressure is on.

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insightful, easy-  
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hope, ownership,  
and achievement.  
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sincerity is  
essential to his  
ability to~~



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influence.  
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augment their  
influence  
through five  
leadership  
practices,  
including  
modeling the  
way, inspiring a  
shared vision,  
enabling others  
to act,  
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process, and encouraging the heart. Leaders have a

tremendous opportunity to expand dignity, respect, and value and

legitimately make the world a better place.

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leaders stand

for something.

They have

created or found

something in

life that truly

matters to them.

To place this in

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Kouzes and Barry  
Z. Posner.

Jossey-Bass  
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1999, 199 pp.

Kouzes and Posner have researched what

makes good leadership for more than 20

years. They are the authors of best selling

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Chapter 4

James M

explains why  
encouraging the  
heart begins by  
being clear  
about standards.

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standards. In chapter 7, the power of personalizing recognition is explained.

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Heart is filled with practical ideas for helping others believe in themselves, celebrate their uniqueness, and discover their own value. It shows leaders how they can find their voice and their hearts

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and, through  
caring and  
courage,  
mobilize people  
to personal and  
organizational  
greatness.

Recognizing

Others James M

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