

The Encouragement Index

How frequently do you typically engage in this behavior?

Write the number from the scale below that best describes your response to each statement.

	Almost Never	Rarely	Seldom	Once in a While	Sometimes	Fairly Often	Often	Usually	Very Often	Almost Always
I make certain we set a standard that motivates us to do better in the future than we are doing now.	1	2	3	4	5	6	7	8	9	10
I express high expectations about what people are capable of accomplishing.	1	2	3	4	5	6	7	8	9	10
I pay more attention to the positive things people do than the negative things.	1	2	3	4	5	6	7	8	9	10
I personally acknowledge people for their contributions.	1	2	3	4	5	6	7	8	9	10
I tell stories about the special achievements of the members of the team.	1	2	3	4	5	6	7	8	9	10
I make sure that our group celebrates accomplishments together.	1	2	3	4	5	6	7	8	9	10
I get personally involved when we recognize the achievements of others.	1	2	3	4	5	6	7	8	9	10
I clearly communicate my personal values and professional standards to everyone on the team.	1	2	3	4	5	6	7	8	9	10
I let people know I have confidence in their abilities.	1	2	3	4	5	6	7	8	9	10
I spend a good deal of time listening to the needs and interests of other people.	1	2	3	4	5	6	7	8	9	10
I personalize the recognition I give to another person.	1	2	3	4	5	6	7	8	9	10
I find opportunities to let people know the <i>why</i> behind whatever we are doing.	1	2	3	4	5	6	7	8	9	10
I hold special events to celebrate our successes.	1	2	3	4	5	6	7	8	9	10
I show others, by my own example, how people should be recognized and rewarded.	1	2	3	4	5	6	7	8	9	10
I make it a point to give people feedback on how they are performing against our agreed-upon standards.	1	2	3	4	5	6	7	8	9	10

The Encouragement Index (cont'd)

	Almost Never	Rarely	Seldom	Once in a while	Sometimes	Fairly Often	Often	Usually	Very Often	Almost Always
I express a positive and optimistic outlook even when times are tough.	1	2	3	4	5	6	7	8	9	10
I get to know, at a personal level, the people with whom I work.	1	2	3	4	5	6	7	8	9	10
I find creative ways to make my recognition of others unique and special.	1	2	3	4	5	6	7	8	9	10
I recognize people more in public than in private for their exemplary performance.	1	2	3	4	5	6	7	8	9	10
I find ways to make the workplace enjoyable and fun.	1	2	3	4	5	6	7	8	9	10
I personally congratulate people for a job well done.	1	2	3	4	5	6	7	8	9	10
<input type="text"/> TOTAL (add together all the ratings above; the lowest possible total you can have is 21, and the highest is 210)										

From 21 to 65

If your score is this low, it's a pretty good bet that there is a fair amount of discontent in the ranks, or you're really tough on yourself. The good news is that you are in a position to make immense changes that not only increase productivity but make your job a heck of a lot easier. We know from our research that most people produce more in an environment where they get positive feedback, and productivity diminishes where there is little or no feedback or where they only hear from their leaders if something is wrong. Since it's your job as a leader to make sure people are earning their keep, you are probably not earning yours unless you are encouraging the heart. Make a commitment today to find something in your workplace to celebrate. Say thank you to someone who enables you to be a little more effective—and tell them so! Perhaps you don't appreciate how important encouraging the heart is for maintaining the vitality of your team. Or maybe you're just overlooking opportunities to celebrate and give recognition. Find a role model and spend some time with that person as you learn from her how she encourages the heart. Learn to work with others not through intimidation and control but through cooperation and recognition.

From 66 to 125

People are probably not working to their highest levels, and there's a part of you that is well aware of this fact. You might even get the feeling that the only time everyone is working to capacity is when they think you're watching them. There are plenty of tips in the remaining pages for you to put into practice, and then you're well on your way to becoming adept at encouraging the hearts of others. You may be feeling that there is value in encouraging the heart, but you're missing opportunities to put the practice into motion. Start paying attention to the achievements of the people around you that you feel are worthy of acknowledgement or celebration; a person going the extra mile to complete a project on time, a team within your organization completing a challenging task, or a person just doing something thoughtful that makes your job easier. Your recognition can run the gamut from a simple thank-you to an elaborate celebration.

From 126 to 185

You're doing pretty darn well. Although most of your associates are producing, you may have the feeling that they could be giving more. You know there might be some grumbling, but people are generally happy working with you. You may have the haunting feeling from time to time that there is something more you could be doing to motivate and encourage people, but you don't know exactly what it is. You clearly recognize that encouraging the heart is important, yet you may feel reluctant to commit completely to this practice daily. Ask yourself what's holding you back from encouraging more. Some people put limits on how much they encourage others because they feel that leaders need to keep an emotional distance from others. You can keep a distance even as you are acknowledging individuals and celebrating your team's accomplishments. Perhaps you're just not the cheerleader type, and you're turned off by the idea of making too much of what people are getting paid to do. Even if there is some truth to this, the fact remains that we are social animals and most of us respond well when we're acknowledged for our efforts.

From 186 to 210

You're doing great! You're probably seeing a lot of your associates producing at high levels. Morale is high. People like working with you because you keep the work environment upbeat and positive, maybe even inspiring. They feel appreciated and are feeling good about the contribution they are making. Encouraging the heart appears to be a highly developed part of your leadership repertoire. Your presence alone is an asset. Look around for someone to mentor to be as effective as you are at encouraging others.