



Chapter 1

How to Use This Workbook

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

The best leaders see every one of their experiences as a learning opportunity. But there's a catch. Unexamined experiences don't produce the rich insights that come from reflection and analysis. Thus, if you want to become a better leader, you need to study your own behavior and become more conscious about the choices you are making and how you act on your intentions. That's what the activities in this workbook will help you do. There are two main ways to use the workbook: (1) on your own, in a self-study program to assess and develop your skills and abilities to Encourage the Heart, and (2) in a facilitated group learning session where you will gain an idea of your strengths in the practice of Encourage the Heart and identify opportunities for improvement.

LEARN, REFLECT, APPLY, ASSESS

Whether you are working on your own or participating in a group learning session, the *Encouraging the Heart Workbook* gives you information, questions, and activities that are designed to help you in the learning process.

- The *reflection questions* will help you think about what you learn. We've provided these questions to challenge your thinking and to help you become more conscious about how well you engage in the behaviors related to each of the seven essentials of Encourage the Heart.
- The *activities* will help you apply what you learn to your role as a leader. We've included lots of activities because we believe that one important way people learn is through experience.
- The *assessment questions* will help you evaluate the results of the activities—the results of applying what you're learning about the seven essentials.

GUIDELINES FOR COMPLETING *THE ETH WORKBOOK*

Following an ETH Workshop

Selected learning activities plus reflection and assessment questions will be on the workshop agenda, and the facilitator will direct you to the appropriate pages in this workbook for working through them. After attending an Encouraging the Heart (ETH) workshop, we recommend you work through the rest of the workbook on your own to enhance your understanding and solidify your skills. In doing so, you can follow the guidance below for working on your own, except that you will not repeat activities or questions already covered in your workshop.

Working on Your Own

If you haven't had the opportunity to learn about how to Encourage the Heart in a workshop or other group learning session, you can use the workbook to develop your leadership skills on your own.

After you finish reading the Introduction and this chapter, work through Chapter 2, which provides the foundation for understanding the seven essentials of Encouraging the Heart.

Although we suggest following the order of the workbook, you can, if you wish, complete Chapters 3 through 9 in any order. For example, you might prefer to start with the essentials on which you most need to work.

Save Chapter 10 for last. In that chapter, you'll pull together everything you've learned and develop an action plan for moving forward.

Whether or not you go through the chapters in order, do the following to make sure that you get the full benefits of the work you do:

- *Schedule the time.* We're all so busy these days that we seldom get things done unless we schedule the necessary time to do them. Treat completing this workbook the way you'd treat any important project—write it into your calendar.

The ETH Workbook is not designed to be completed at one sitting. Many of the activities ask you to apply what you learn over a period of time and then return to some questions about your experiences and observations. We recommend that you allow yourself four weeks to complete the entire workbook.

- *Answer all the questions and do all the activities.* The questions and activities in this workbook are designed to help you learn. If you think you already know the answer to a question, already have a good understanding of a concept or topic, or are already skilled in a behavior, pause long enough to make sure before moving on to the next part of the workbook.

