**Encourage the Heart**

To Encourage the Heart, you *recognize contributions* by showing appreciation for individual excellence, and you *celebrate the values and the victories* by creating a community spirit.

Here are examples from the personal-best cases we’ve collected of how leaders Encourage the Heart:

The new coach of a high school football team took the same team of boys who’d had a losing season the prior year and applied a positive approach to creating a winning season the next year. His method was simple. Instead of always pointing out the negatives, he would start with “Here’s what you guys did right,” and then “Here are two or three things you can improve on.” He also required the team members to stay positive with each other.

The senior vice president of a bank wanted to do something special for one employee who had reached a personal milestone. To make the public recognition special, he staged a “This Is Your Life” production, complete with a conference call from the employee’s mother.

The general manager and executive chef of a university faculty club sent an “Open Letter of Thanks” to club members, university departments, and club staff. She described in glowing detail the celebration of the club’s dramatic turnaround at the end of a year-long effort.

When his team reaches a key milestone, a project manager shakes the hand of each team member, takes several key team members to lunch, calls each team member to thank him or her for effort and contributions personally, and hosts a small cake-and-coffee celebration party.

The director of operations took on the project of turning around the sales of his company. To capture everyone’s attention, he used what he called the “closing coat.” Whenever a sale was made, the salesforce would select someone to wear the “closing coat”—a bright yellow polyester jacket. The coat-wearer would then walk around the company with the director of operations and tell the story of the sale. When people saw someone wearing the coat, they knew they were one step closer to their goal.

**OBJECTIVES**

As a result of completing the worksheets in this chapter, you will be better able to:

* Recognize individuals for their contributions to the success of the project.
* Tell recognition stories that will recognize individuals and reinforce key values and standards.
* Celebrate team accomplishments.
* Build informal social support among team members.

**Reflection**

Think back over the times when someone had personally recognized and rewarded you for outstanding performance—the times when someone showed genuine appreciation for what you accomplished.

Select one time that you would consider your most memorable recognition—a time when you felt the most appreciated by someone. Recall the story in as much vivid detail as you can.

What made this time so memorable? Why did you select this experience? **Discuss with your team members.**

***Recognize Individual Contributions***

Recognizing individual contributions to the values and the achievement of your project is your opportunity not only to Encourage the Heart of your team members but also to reinforce your project values.

In the chapter on Model the Way, your team agreed on shared values. Recognition for individual contributions to the project should always be framed in the context of those values.

**KUDOS TO A COLLEAGUE (Do this for all team members)**

Team Member: abdelkareem yousef mamdoh soubar

The shared value that was exemplified:

* Responsibility
* Friendship
* Wisdom

Team Member: mohammad alzawahra

The shared value that was exemplified:

* Responsibility
* Courage
* Creativity

Team Member: Hamza Al-Habash

The shared value that was exemplified:

* Determination
* optimization
* Independence

Team Member: zaid alhusaini

The shared value that was exemplified:

* Love learning
* loyalty
* Wisdom

Team Member: Mohammad Douli

The shared value that was exemplified:

* Influence
* kindness
* Citizenship

What did the team member do to exemplify the value? Be very specific and descriptive.

It all started when we took the minors from the mind lab and by that they explained to us how important is to keep an eye on the minors and how they may think of doing something that we would never think of, which made us feel how important is to make sure everything goes as planned with everything being safe when the tour started everything was fine and we stopped the traffic until the minors got to the university from there we took them on a tour in the university building and started to talk about some history from the university before the new building came up, by this time our team was changing accordingly to what courses they had and who was free to keep up with the minors, also all the time we had to be completely honest with the couches that came with from the mind lab so we wouldn't get any sort of surprises on the way by the time we reached the soft area, the minors where ready for interviewing the college students.

How can I personalize the recognition? What can I do to make the recognition special for this person?

In our case each one of us covers for each other one in case of need, each one of us had his moment by all of us kept changing the thing that is being done and each person was able to tell if they like the task or not, plus all of us where honest when the person says i cant do this, he means it.

As we said before each had a moment of shine either in the presentation or in the tour it self.

Where and when will I recognize the person?

To recognize a person you need to pay attention to their reactions and body language, where you would reach a point that you can tell how they are feeling and if t hey think what they are doing ir right or not plus you express more by trying to tell the person what they feel and as if you are correct and mostly people are recognized by there actions not only talking.

Who else should know about this person’s achievement and the action this person took to accomplish what she or he did? How can I publicize it?

Any member of the sociaty that feels the sense of responsability