



Encouragement Index:
Kouzes and Posner's, The Leadership Challenge

1	2	3	4	5	6	7	8	9	10
Almost Never	Rarely	Seldom	Once in a while	Some- times	Fairly Often	Often	Usually	Very Often	Almost Always
<p>1. ____ I make certain we set a standard that motivates us to do better in the future than we are doing now.</p> <p>2. ____ I express high expectations about what people are capable of accomplishing.</p> <p>3 ____ I pay more attention to the positive things people do than to the negative.</p> <p>4 ____ I personally acknowledge people for their contributions.</p> <p>5 ____ I tell stories about the special achievements of the members of the team.</p> <p>6. ____ I make sure that our group celebrates accomplishments together.</p> <p>7. ____ I get personally involved when we recognize the achievements of others.</p> <p>8. ____ I clearly communicate my standards to everyone on the team.</p> <p>9. ____ I let people know that I have confidence in them.</p> <p>10. ____ I spend a good deal of time listening to the needs and interests of other people.</p> <p>11. ____ I personalize the recognition I give to another person.</p>					<p>12. ____ I find opportunities to let people know the <i>why</i> behind whatever we are doing.</p> <p>13. ____ I hold special events to celebrate our successes.</p> <p>14. ____ I show others, by example, how people should be recognized and rewarded.</p> <p>15. ____ I make it a point to give people feedback on how they are performing against our agreed-upon standards.</p> <p>16. ____ I express a positive and optimistic outlook even when times are tough.</p> <p>17. ____ I get to know, at a personal level, the people with whom I work.</p> <p>18. ____ I find creative ways to make my recognition of others unique and special.</p> <p>19. ____ I recognize people more in public than in private for their exemplary performance.</p> <p>20. ____ I find ways to make the workplace enjoyable and fun.</p> <p>21. ____ I personally congratulate people for a job well done.</p> <p>____ TOTAL (add together all the ratings above; the lowest possible rating you can have is 21, and the highest is 210)</p>				