



Leaders are responsible for encouraging, inspiring, and pushing the team through words, and most importantly actions, to achieve a closer integration of mind, body, and soul.

Recognize Contributions

Recognition is about **acknowledging** good results and **reinforcing** positive performance, shaping an environment in which everyone's contributions are noticed and appreciated. Recognition can spur people to give their **personal best** whenever extraordinary effort is needed. It starts with expecting the best, setting high expectations for yourself and your team.

Expectations are powerful because they are the frame into which people fit reality.

- Expectations have a way of becoming self-fulfilling prophecies
- People are likely to see what they expect to see even if it differs from what's occurring—and are likely to act in ways that are consistent with their expectations

Expectations play an important role in developing people and drawing out their **highest potential**. Even though some people may be anxious about going out and delivering their personal best, high expectations make them willing and excited about the challenges they face.

When working with others, you need to make sure your followers see themselves as capable and successful. Being clear about what you expect from others and what you're trying to accomplish is essential to helping people stay the course, especially when the going gets tough.

For people to give their all, you need to focus positive expectations on outcomes and make sure that there are some consistent norms about how the game is played. Goals and values provide people with a set of standards that concentrates their efforts

- **Standards** refer to both shorter-term goals and the longer-term values that form the basis for goals

- **Values** set the stage for action
- **Goals** release the energy, helping people experience “flow”

People are motivated to perform well when they have a challenging goal and receive **feedback** on their **progress**. Clear goals and detailed feedback help people become self-correcting, understand their place in the big picture, determine what they need from others, and see who might benefit from their assistance.

Providing a **clear sense of direction** along with feedback encourages people to do their best.

- **Encouragement** is positive information that tells people they are making progress, are on the right track, and are living up to the standards. It shows that you care and strengthens trust.

Personalizing recognition sends the signal that the leader took the time to notice achievement and makes certain that others realize you are paying attention to behaviors that are consistent with shared values. Spontaneous, unexpected rewards—such as a sincere word of thanks, public praise, and small gifts—are often more meaningful than formal rewards such as awards and certificates.

Celebrate the Values and Victories

At the other end of the spectrum from individual personalized recognition are celebrations—those significant occasions on which respect and gratitude are proclaimed **publicly**.

In acknowledging **community** (“common unity”), leaders create a sense of belonging and team spirit, building and maintaining the necessary social support, especially in stressful times. The best leaders know that every gathering of a group is a chance to renew **commitment**. Celebrations, ceremonies, and similar events offer opportunities to communicate and reinforce the actions and behaviors that are important in realizing shared values and goals. Celebrations also provide social support.

Public celebrations of accomplishment build commitment because they make people’s actions **visible** to their peers and therefore difficult to deny or revoke. They also help to strengthen commitment of the people involved by increasing their visibility. You should take advantage of the way public celebrations remind people that we are all in this together and depend on one another.

Conclusion

By maintaining a positive outlook and providing motivating feedback, student leaders stimulate, rekindle, and focus people’s energies and drive. These are all essential in encouraging the heart of your constituents.