### Exhibit 3.2: The Encouragement Index

<table>
<thead>
<tr>
<th>Item</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I make sure we set a standard that motivates us never</td>
<td>1</td>
</tr>
<tr>
<td>2. I express high expectations about what people are expected to do</td>
<td>2</td>
</tr>
<tr>
<td>3. I pay more attention to the positive things people do</td>
<td>4</td>
</tr>
<tr>
<td>4. I personally acknowledge people for their accomplishments</td>
<td>5</td>
</tr>
<tr>
<td>5. I tell stories about the special achievements</td>
<td>6</td>
</tr>
<tr>
<td>6. I make sure our team knows our expectations</td>
<td>7</td>
</tr>
<tr>
<td>7. I get personally involved when we recognize the accomplishments</td>
<td>8</td>
</tr>
<tr>
<td>8. I deeply communicate my personal values and achievements of others</td>
<td>9</td>
</tr>
<tr>
<td>9. I let people know I have confidence in their abilities</td>
<td>10</td>
</tr>
<tr>
<td>10. I spend a good deal of time listening to the needs of others</td>
<td>11</td>
</tr>
<tr>
<td>11. I am interested in other people’s professional standards everyone on the team.</td>
<td>12</td>
</tr>
<tr>
<td>12. I recognize the recognition I give to another</td>
<td>13</td>
</tr>
<tr>
<td>13. I hold special events to celebrate our successes</td>
<td>14</td>
</tr>
<tr>
<td>14. I personally congratulate people for a job well done</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL:** The number from the scale below that best describes how frequently do you typically engage in this behavior.

<table>
<thead>
<tr>
<th>How frequently do you typically engage in this behavior?</th>
<th>Almost Never</th>
<th>Rarely</th>
<th>Occasionally</th>
<th>Often</th>
<th>Very Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10</td>
<td>9</td>
<td>8</td>
<td>7</td>
<td>6</td>
<td>5</td>
</tr>
</tbody>
</table>

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Encouraging the Heart

but you don't know exactly what it is.
more you could be doing to motivate and encourage people.
the same thing even if you're just being very kind.
people are generally happy working with you, you may have
be giving more. You know these things be some kind.
ones you're doing pretty darn well. Although most of your assets-

From 66 to 105

Boating

Encouraging the Heart is to avoid becoming too repetitive, predictable, or
You're already doing it. You've already done it. You're already doing it.
Encouraging the Heart appears to be a highly developed

From 186 to 210

You yourself account for the following explanations of your score.

Once you've done the scoring at the bottom of the El.

From 66 to 105

Boating

Encouraging the Heart is to avoid becoming too repetitive, predictable, or
You're already doing it. You've already done it. You're already doing it.
Encouraging the Heart appears to be a highly developed

From 186 to 210

You yourself account for the following explanations of your score.

Once you've done the scoring at the bottom of the El.

From 66 to 105

Boating

Encouraging the Heart is to avoid becoming too repetitive, predictable, or
You're already doing it. You've already done it. You're already doing it.
Encouraging the Heart appears to be a highly developed

From 186 to 210

You yourself account for the following explanations of your score.

Once you've done the scoring at the bottom of the El.
The Encouragement Index

Boothing Your Score

control but through cooperation and recognition

true leadership has its own intrinsic rewards; they come

courses the heart

some time with the lesson as you learn her how she is

are ideas with the help of courses. Find a role model and learn

these are important ideas to your own recognition and after recognition.

Encouraging the Heart

You to be a little more effective—and tell them so! Perhaps you

encouragement today to find something in your

encouraging the Heart:

You are probably not earning your unless you are

encouraging the Heart:

You are probably not earning your unless you are

encouraging the Heart:

You are probably not earning your unless you are

encouraging the Heart:

You are probably not earning your unless you are

encouraging the Heart:

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