The Power of Hope
Outcomes

- I can explain what hope is
- I have a working knowledge of hopeful thinking
- I have at least 3 ideas for increasing my hopefulness to achieve a personal goal
- I have at least 3 ideas for increasing hope in those around me
- I’ve had fun
The Needs of Followers

What leader has the most positive influence in your daily life?

List three words that best describe what this person contributes to your life?

<table>
<thead>
<tr>
<th>TRUST</th>
<th>COMPASSION</th>
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<tbody>
<tr>
<td>Honesty</td>
<td>Friendship</td>
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<tr>
<td>Integrity</td>
<td>Happiness</td>
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<td>Respect</td>
<td>Love</td>
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<td>STABILITY</td>
<td>HOPE</td>
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<td>Security</td>
<td>Direction</td>
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<td>Strength</td>
<td>Faith</td>
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<td>Support</td>
<td>Guidance</td>
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<td>Peace</td>
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What Followers Need

Hope is...

the belief that the future will be better than the present, along with the belief that you have the power to make it so.

Hope is..

a positive **motivational state** that is based on an inter-actively derived sense of successful:

**agency** (Willpower and goal directed energy)

and

**pathways** (Waypower and planning to meet goals)

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Hope is…

a perceived capacity to produce clear goals along with routes to reach those goals and the motivation to use those routes.

Hope is not a lottery ticket
What Hope is

Pathways

Waypower

Present

Goal

Future

Willpower

Agency

Self Efficacy

What Hope is
Shane Lopez
(1970-2016)
The Hope Monger
C.R. Snyder
(1944-2006)
University of Kansas
Marty Seligman
University of Pennsylvania
Why Hope?

All other conditions equal… Hope leads to:

- 12% ↑ academic performance
- 14% ↑ workplace outcomes
- 10% ↑ happiness

Lopez (2013).
Measuring Hope

- Putting Hope to the Test
- Adult Hope Scale
- Gallup Student Poll
Putting Hope to the Test

Questions 1 - 5

25

21 to 25- you are a high-hope person whose thinking about the future is an asset

16 to 20- hope is an asset to you every day, but there are strategies that can help increase it

Below 15- hard work and much practice are needed to raise the score

Lopez (2013).
Putting Hope to the Test: Readiness

Questions 6 & 7

The higher your score, the more you believe that your future is dominated by your past and present circumstances, and the less room you have for hope.

Lower score: Learn to expand your sense of personal freedom without denying the realistic constraints we all face. Take even more control of the future.

Lopez (2013).
Above 12, you are a model for others and consciously boost the hope of those around you.

A low score suggests that you would benefit greatly from seeking out the support and companionship of high-hope people in your daily life.

Lopez (2013).
Measuring Hope

✓ Putting Hope to the Test
✓ Adult Hope Scale
✓ Gallup Student Poll
Adult Hope Scale

- Add odd numbered questions
  \[ \text{Score} = \text{Waypower Thinking} \]

- Add even numbered questions
  \[ \text{Score} = \text{Willpower Thinking} \]

- Add all questions
  \[ \text{Score} = \text{Hope} \]

Snyder (2003).
Adult Hope Scale

Lower Willpower
Plenty of options with no follow-through

Lower Waypower
Partly stuck

Lopez (2013).
Measuring Hope
✓ Putting Hope to the Test
✓ Adult Hope Scale
✓ Gallup Student Poll
Gallup Student Poll

The Gallup Student Poll is a 24-question survey that measures the engagement, hope, entrepreneurial aspiration and career/financial literacy of students in fifth through 12th grade.

The Gallup Student Poll includes non-cognitive metrics with links to student success.

Gallup (2016).
Gallup Student Poll
2017 Results

The Ideas and Energy Students Have for the Future

46% Hopeful

34% Stuck

20% Discouraged

N=767,188

Gallup (2016).
Gallup Student Poll

• 92% of students strongly believed they would graduate from high school.

• Only 62% strongly believed that they could come up with many ways to get good grades.

Gallup (2016).
How do you build Hope in followers?
Hope

Pathways
Waypower

Present

Willpower
Agency
Self Efficacy

Goals
Future
Great Leaders

Rally People to a Better Future
Hopeful Leaders

Create and Sustain Excitement about the Future
How can you create and sustain excitement in others about the future?
Develop a Shared Vision
WE not ME
OURS not MINE

People and communities evolve toward their vision of the future
Appreciative Inquiries:

The future is consciously constructed upon the positive core strengths of the organization.

- Placebo Effect
- Pygmalion Effect
- Positive Thinking
Futurecasting: Storytelling

Define the future in such vivid terms, through your actions, words, images, pictures, heroes and scores that we can all see where you, and thus us, are headed.
Future

Default and Idealized Futures

Activities that engage followers to visualize the future if…
Great Leaders

Provide Clarity
Hopeful Leaders

Inspire goals that matter!
How can you design and inspire meaningful goals for your followers?
Goals

Shared,

Meaningful (salient),

Clear,

Goal with a

Measurable Metric
Goals

Ask your followers:
If you could spend your time at work all day on a single goal what would it be?
Goals

Ensure followers know what is expected of them at work everyday.

– What gets measured gets managed
– You get what you inspect
– Clarity
Goals, Strengths and Talent

Find out what you do best and do more of that!
- Donald Clifton

As an organization or individual:
  Who do you serve?
  What is your core strength?
  What is your core metric?
Reclaim willpower from the pursuit of unattainable goals

Re-goal when circumstances demand it
Hope

Pathways
Waypower

Present

Goals
Future

Willpower
Agency
Self Efficacy
Great and Hopeful Leaders

Ensure followers have the opportunity to do what they do best at work everyday
How can you develop willpower in your followers?
Willpower

Agency must be aimed at something

– Self Efficacy
– Clear Goals and Expectations
Willpower

Belief in success is contagious
– Pygmalion Effect
Willpower

Strengths Awareness and Development

Agency

Hope

Engagement-emotional commitment

Productivity

GALLUP® Strengths Center
Hope

Pathways
Waypower

Goals
Future

Present

Willpower
Agency
Self Efficacy
Great Leaders

Plan for if
Hopeful Leaders

Knock down existing obstacles to goals and don’t put up new ones
Pathways

Where there is a way…
there is a will!
Pathway Blindness
How can you help your organization create waypower?
Waypower
Generate Alternative Pathways

Thinking about multiple pathways to a goal is a core skill of hopeful people and organizations.
Waypower

Plan

Plan alternative pathways for unforeseen barriers
Waypower

Fill resource gaps
Help build pathways from strengths/talents
Turn work into play
Appreciative Inquiry
The leader's expectations have their strongest and most powerful influence in times of uncertainty and turbulence.

When accepted ways of doing things are not working well enough, then a leader’s strong expectations about the destination (future), the processes to follow (waypower) and the capabilities of the team (willpower) serve to make dreams (hope) come true.
Followers need HOPE

Hopeful Thinking is an infinite resource regardless of budget.
Hope

...matters.
...is a choice.
...can be learned.
...can be shared with others.
What will you do so the future will be better than the present?
“Hope” is the thing with feathers—
That perches in the soul—
And sings the tune without the words—
And never stops—at all—

And sweetest—in the Gale—is heard—
And sore must be the storm—
That could abash the little Bird
That kept so many warm—

I’ve heard it in the chillest land—
And on the strangest Sea—
Yet, never, in Extremity,
It asked a crumb—of Me.

Emily Dickinson
References, Handout, PowerPoint

https://inspired-engagement.com/hope/

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Outcomes

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https://www.surveymonkey.com/r/DS283Y2