

# The 8 Roles The Appreciative Leader Plays Remarkably Well

handbook #4. from Ian Berry



This handbook provides resources for you to dig deeper into the 'one great idea' presented in each of the eight Monday Morning Momentum videos May - August 2016.

**You can view the videos at**

<http://www.ianberry.biz/better-business-results-less-personal-cost-may-august-2016/>

**This handbook is also a companion to 3 previous handbooks** in which I explore what I believe to be the founding principles for leading a purpose driven business that guarantees better business results at less personal cost.

**View the videos and download handbook #1. - 'The four fundamentals for increasing employee engagement'**

<http://www.ianberry.biz/better-business-results-less-personal-cost-january-2016/>

**View the videos and download handbook #2. - 'Leadership, Management, and Culture 3.0'**

<http://www.ianberry.biz/better-business-results-less-personal-cost-february-2016/>

**View the videos and and download handbook #3. - 'Sustaining shared-view in the seven areas of significance where the most successful leaders stand out.'**

<http://www.ianberry.biz/better-business-results-less-personal-cost-march-april-2016/>

**Should you love to have all of the above resources in one place then ensure you get your numbered, limited edition copy of 'The Appreciative Leader' handbook.**

**Find out more at** <http://www.ianberry.biz/appreciative-leader-handbook-ian-berry/>

## The 8 Roles The Appreciative Leader Plays Remarkably Well



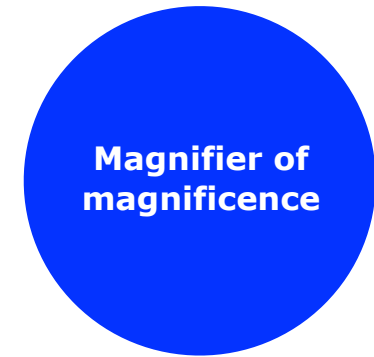
Foundation role



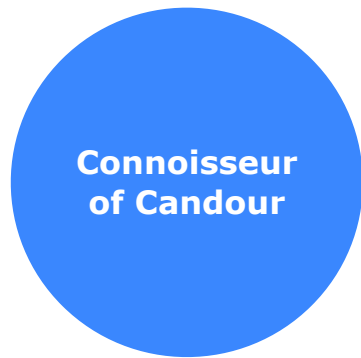
Intention role



Pivotal role



Focus role



Authenticity role



Traction role



Credibility role



Purpose role

**How remarkable are You in the 8 roles The Appreciative Leaders Plays?**  
Please place an X where you are now and a ✓ where you believe you need to move to

<b>The 8 Roles</b>	<b>Good</b> i.e. basic standards of performance are being achieved	<b>Great</b> i.e. above average; better than basic	<b>Remarkable</b> i.e. "conspicuously extraordinary"
<b>Maverick Thinker</b> I think like a rebel, radical, dissenter, disrupter, heretic, non-conformist, contrarian.			
<b>Maestro of gift/talent enhancement</b> I see people as they can be rather than as they are and help them every day to bring their best to their work through enhancing their gifts (talents).			
<b>Mentor for the Motivated/Disrupter for the demotivated</b> I continually prevent and remove barriers in the way of optimum performance and let people loose within agreed boundaries. I'm a master of accountability conversations.			
<b>Magnifier of magnificence</b> I'm continually catching people doing things right and doing the right thing. I'm a master of appreciation conversations and praise people for their behaviours. I'm co-creating a culture where people feel valued, fulfilled, and loved.			
<b>Connoisseur of Candour</b> I say what I mean and mean what I say; I speak up and am willing to be vulnerable by naming elephants in the room. I'm never guilty of willful blindness. I do all this in convivial ways.			
<b>Story-sharer of significance</b> I share inspirational stories other people feel themselves in about what is and what can be and how to go there.			
<b>Exemplar of Execution</b> I own my piece of the quilt map (execution plan), I'm achieving it, and inspiring others every day to do the same.			
<b>Disruptive influence for good</b> I'm being the change I want to see in the world. My life and work are making the world a better place.			

## 1. Maverick Thinker - foundation role

The 'one great idea' is that the most successful people understand conventional wisdom isn't always wise, and therefore think differently.

The Steve Jobs narrated version of Apple's Famous "Think Different" Ad is my favourite. You can watch it at <https://youtu.be/cpzvwr1RYU>

**"HERE'S TO THE CRAZY ONES. THE MISFITS. THE REBELS.  
THE TROUBLEMAKERS. THE ROUND PEGS IN THE SQUARE HOLES.  
THE ONES WHO SEE THINGS DIFFERENTLY. THEY'RE NOT FOND OF RULES.  
AND THEY HAVE NO RESPECT FOR THE STATUS QUO.  
YOU CAN QUOTE THEM, DISAGREE WITH THEM, GLORIFY OR VILIFY THEM.  
ABOUT THE ONLY THING YOU CAN'T DO IS IGNORE THEM.  
BECAUSE THEY CHANGE THINGS. THEY PUSH THE HUMAN RACE FORWARD.  
AND WHILE SOME MAY SEE THEM AS THE CRAZY ONES, WE SEE GENIUS.  
BECAUSE THE PEOPLE WHO ARE CRAZY ENOUGH TO THINK  
THEY CAN CHANGE THE WORLD, ARE THE ONES WHO DO."**

mavericks - misfits, rebels, troublemakers, radicals, dissenters, disrupters, heretics, non-conformists, contrarians, the label doesn't really matter, think differently.

### Working on yourself and on your business exercises

- 1) In what areas of your life is your thinking out of sync with who you want to be? What change/s will you make today?
- 2) In what areas of your business is the status quo (normal) no longer serving you or your stakeholders? What change/s will you make today?
- 3) In what areas of your life and/or work does stupidity or idiocy have a hold? What change/s will you make today?

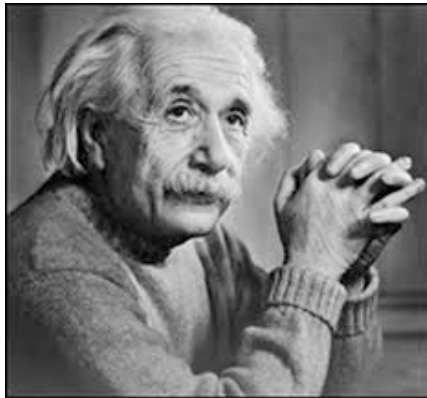
Someone said that the definition of **stupidity** is

**“Expecting a different result by continuing to do the same old thing”**

Someone else said that the definition of idiocy is

**Doing something different and still getting the same result.”**

**4) Crucially in what areas of your life and/or work are you trying to solve problems or overcome challenges using the same thinking that created them in the first place? What change/s will you make today? How will you think like a Maverick?**



*We cannot solve our problems with the same thinking we used when we created them.*

5) Make a list of people who think differently like I have done at <https://au.pinterest.com/berry1428/maverick-thinkers-inspiring-people-maverick-thinki/> **How could you emulate how your heroes think in your own best way?**

*Outstanding people tend to be maverick, not mainstream.* - Alan Weiss

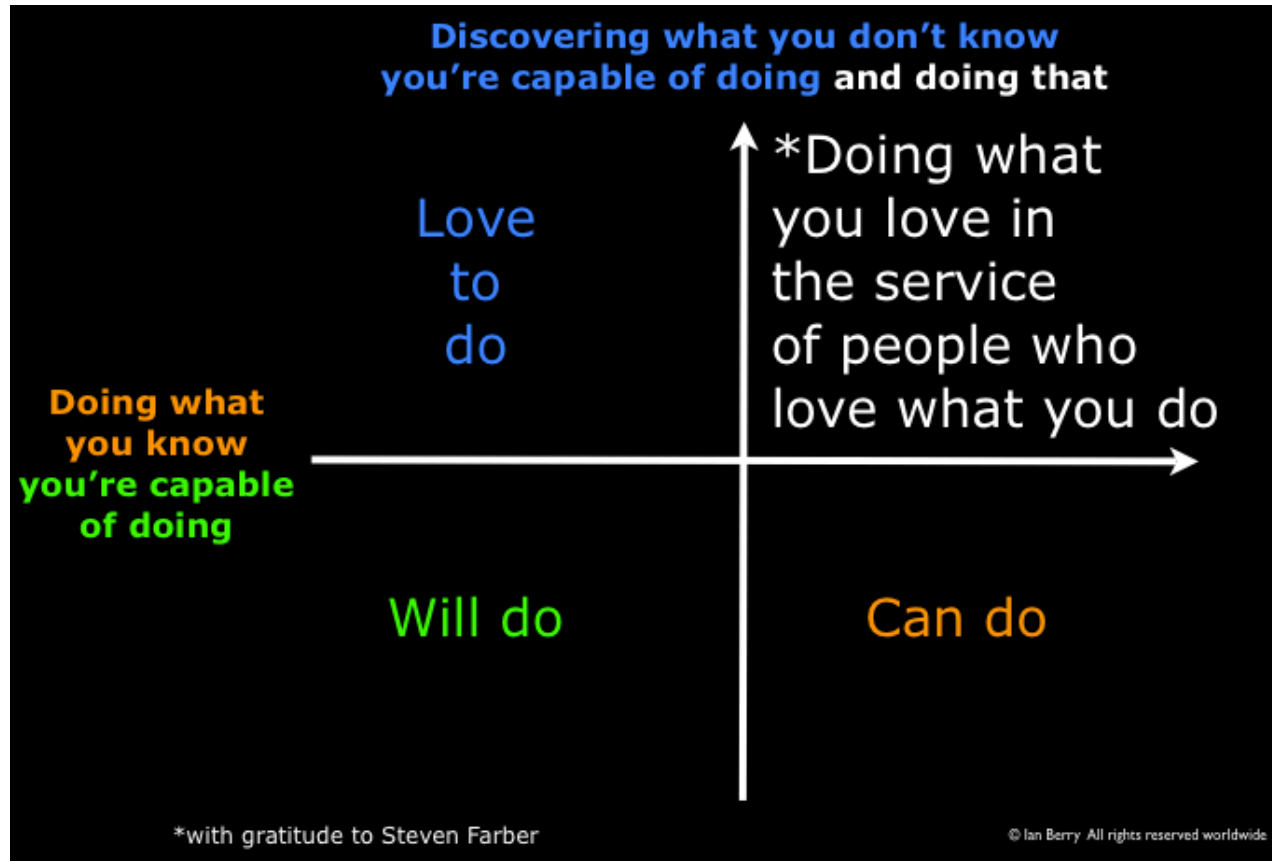
<https://www.amazon.com/Million-Dollar-Maverick-Differently-Decisively-ebook/dp/B011DCQYVC>

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**Better Business Results Less Personal Cost for Business Owners & Leaders since 1991**

## 2. Maestro of gift (talent) enhancement - intention role

The 'one great idea' is that when you fulfill this role more people will be doing what they love in the service of people who love what they do, and you'll have more time and energy to do the same yourself.



Imagine your workplace being full of people doing what they love in the service of people who love what they do!

Start with yourself.

All change is personal first.

The exercises on pages 8 - 10 will help you.

As you begin to apply the principles in your own best way engage with others and help them to first do what they love, and then to do this in the service of people who love what they do.

## Working on yourself and on your business exercises

- 1) If you're not yet familiar with the concept that the number one role of leadership is to help people to unleash and enhance their gifts (talents), **check out the four key ways to unleash and enhance your gifts and those of the people you live and work with on pages 6 and 7** of the Leadership, Management and Culture 3.0 handbook which you can download via the link below

<http://www.ianberry.biz/wp-content/uploads/2016/02/LeadershipManagementCulture3.0IanBerry.pdf>

- 2) To dig deeper into gift enhancement listen to my interview with Gihan Perera. It's 35 minutes and you'll find it at the link below

<http://gihanperera.com/2015/03/remarkable-leadership-with-ian-berry/>

- 3) The framework on page 9 was inspired by four of my heroes, Ken Robinson, Joseph Campbell, Steve Farber and Daniel Pink. Find a quiet place and reflect on the framework before undertaking the diagnostic on page 10.



In an excellent book 'The Element - how finding your passion changes everything', Ken Robinson says about the element "the place where the things we love to do and the things we are good at come together."



**"Follow your bliss"**  
Joseph Campbell  
'Hero of a thousand faces'



"Autonomy:  
the urge to direct our own lives  
Mastery:  
the desire to get better and better at something that matters  
Purpose:  
the yearning to do what we do in the service of something larger than ourselves"



**"Do what you love,  
in the service of people  
who love what you do."**  
Steven Farber  
'The Radical Leap'

Daniel Pink in *Drive - the surprising truth about what motivates us*



**Discovering our life's work** is a key to making the difference we were all born to make

**How do I**

Serve others?  
Help people achieve what is important to them?  
Solve people's problems?  
Offer solutions to people's challenges?

**Can do**

What do I know?  
What are my key skills?  
What is my real expertise?  
How do I practice what I know?

**People who love what I do**

**Life's work**

**Will do**

My purpose in life is?  
I am passionate about?  
Joy is?  
My art is?

**Love to do**

What is my attitude to living?  
What am I really committed to?  
How can I be more disciplined in taking action?  
How I am really different from others who do what I do?

For a great example of someone doing their life's work watch <https://www.creativelive.com/30-days-of-genius/brandon-stanton>

**Tick one box per statement in the diagnostic below that best describes where you are now.**

Decide on one area you will work on in the next 30 days that would lead to you doing more of what you love in the service of people who love what you do.

**Share this with your colleagues and have them do this exercise too.**

**Section 1: Can Do**

I am using the most important things I know in my work  
 I get to use my key skills daily  
 I can express my expertise freely and openly  
 I know my limitations and what I still need to learn to be remarkable

**Section 2: Will Do**

I maintain a great attitude to my life and work  
 I work weekly for at least one cause that is greater than myself  
 I am disciplined in turning feelings and thoughts into action  
 I can articulate how what I do differentiates me from others

**Section 3: Love to do**

I am very clear on what my purpose in life is  
 People who know me know what I passionate about  
 I can articulate what makes me joyful in a few sentences  
 I can express my art (what comes naturally) in many different ways

**Section 4: People who love what I do**

I see serving others as the easiest way to meet my own needs  
 I help other people achieve what is important to them  
 I know precisely how I help people solve their problems  
 I offer a myriad of solutions that can help others overcome their challenges

No	Rarely	Occasionally	Often	Fully					
1	2	3	4	5	6	7	8	9	10

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### 3. Mentor for the motivated/disrupter for the demotivated - pivotal role

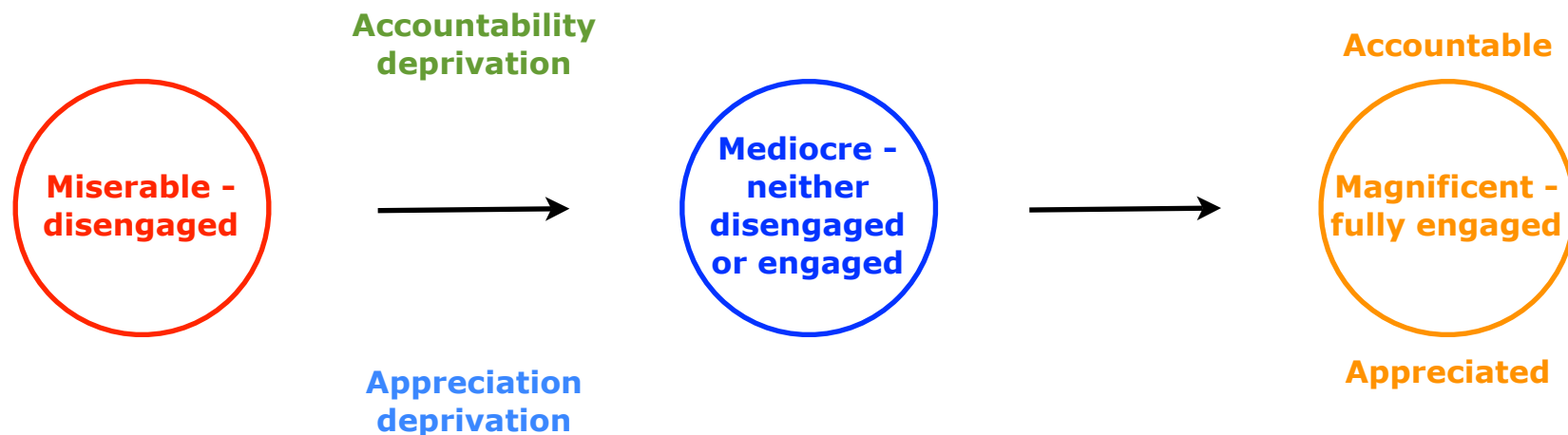
The 'one great idea' is that employee engagement is often the simple yet profound consequence of ensuring people are not deprived of appreciation and the opportunity to be accountable.

Broadly speaking I find that there are three kinds of people in the workplace:

**The happy being miserable are** your demotivated and disengaged people. You view them as people fearing change, and/or having a cynical attitude towards change. You feel that these folk are your chief change resisters.

**The happy being mediocre are** your fence sitters. They do their work, yet often not to the best of their ability. You view them as fearing change, and/or being sceptical about change. The good news about these people is that they're open to persuasion, and they'll go along with change when they can see the benefits for them.

**The happy being magnificent are** your motivated and highly engaged people. These folk love change and create change.



As surveys by Gallup, Towers Perrin, and many others over decades show us, most people in most organisations are neither disengaged or engaged. If this is the case in your organisation what a wonderful opportunity you have!

My guess is that you're investing most of your time, energy, and money with the disengaged or the neither disengaged or engaged. By engaged I mean consistently bringing their very best to their work every day.

The working on yourself and on your business exercises on page 13 will help you to change this simply yet profoundly. The key will be to ensure that there's no accountability or appreciation deprivation as illustrated in the diagram on page 11. I've found such deprivation to be the major underlying cause of people being miserable or mediocre.

Appreciation and Accountability are two sides of the coin. Get both right for you and you'll dramatically increase the likelihood of all your stakeholders achieving their aspirations.



The Appreciative Leader Series - [ianberry.biz](http://ianberry.biz)



### **1. Debate the 3 questions below in a candid and convivial way with your team.**

Don't leave the room until you all agree on what your answers mean behaviourally, and what the consequences will be for anyone (including you) who betrays agreements.

- 1) What does it mean to fully appreciate and get the best out of ourselves and other people every day?
- 2) What does it mean to be responsible for, and answerable to, our actions and behaviour (accountability) every day?
- 3) How do the aspirations we are striving to achieve every day as a business, help our employees, customers, and other stakeholders to achieve their aspirations too?

### **2. Review the regularity & effectiveness of your appreciation and accountability conversations**

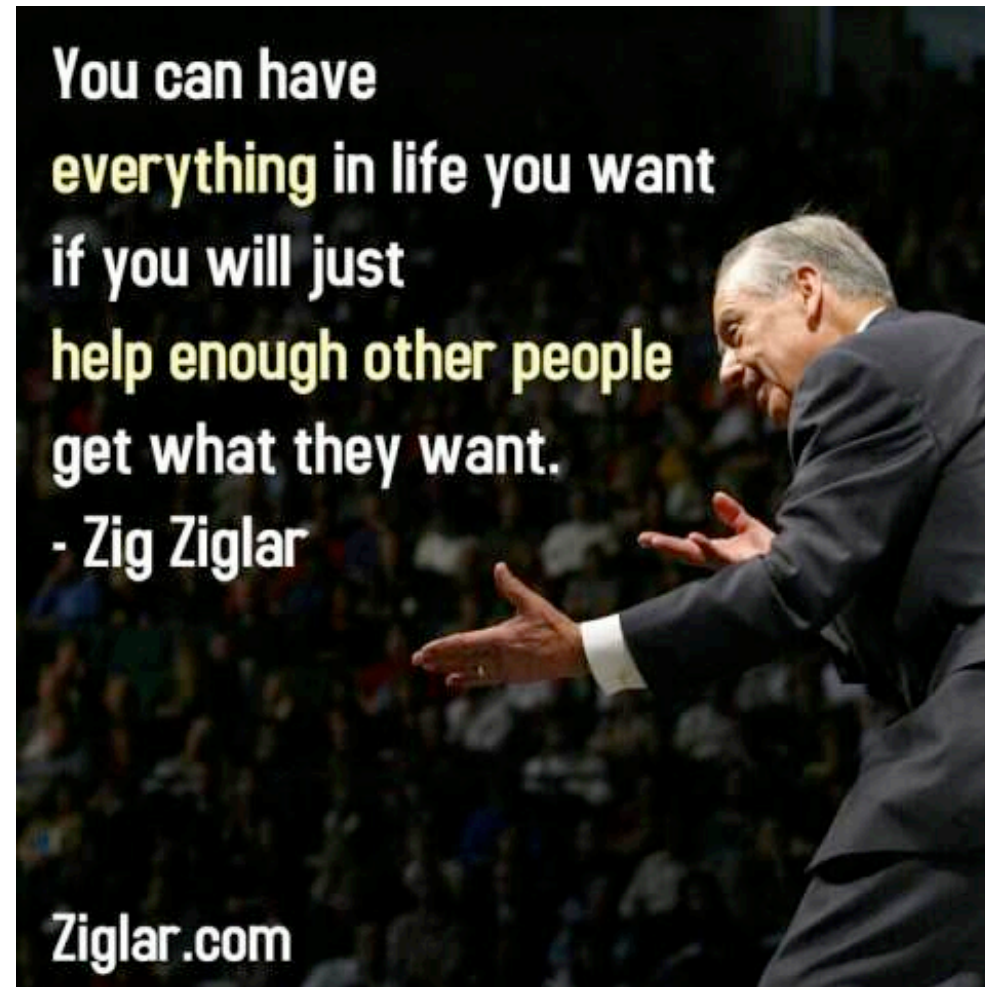
If you haven't yet begun this practice revisit action 2) on page 17 of handbook #3. If necessary revisit the four fundamentals of employee engagement referenced and linked to at the bottom of page 17. You can download handbook #3. at <http://www.ianberry.biz/wp-content/uploads/2016/03/SustainSharedViewIanBerry.pdf>

### **Important**

Never overlook your work as a mentor for the magnificent, your highly engaged people. We all need mentors who regularly have appreciation and accountability conversations with us. Such conversations are key to retaining your very best performers.

The happy being magnificent also love to be mentors. Give them the space and the learning and development to be mentors.

See and treat your highly engaged people as peers. Doing so is a key to leading for leaders.



#### 4. Magnifier of Magnificence - focus role

**The 'one great idea' is that when your focus as an Appreciative Leader is on catching people doing the right thing, more people do more of what's right.**

Bad bosses are always trying to catch people doing the wrong thing. It's a nasty hangover from command and control management which has zero place in the modern world unless it's in matters of life and death.

Some bad bosses are even on the look out for chastising people who are doing what's right and the right thing, just not in the way/s the boss arrogantly thinks is best.

**Being an appreciative leader is how you, moment by moment, express genuine gratitude when one of your fellow one-of-a-kind human beings is being the best version of themselves, a consequence of which is doing the right thing.**

#### Working on yourself and on your business exercises

**1) Meet with your team and decide how you could better include your personal effectiveness and efficiency as a key topic in all key conversations** (self-talk, peer review, feedforward, feedback, after-action-reviews, weekly check-ins, mentor moments, and in your master-mind group/s).



*Efficiency is doing the thing right.  
Effectiveness is doing the right thing.*  
Peter Drucker

**2) Meet with your team and determine better ways to more systematically review and update your processes, policies, procedures, practices, and systems (management) so that such mean it's simple for people to do the right thing?**

**3) Ask all team leaders in your organisation to meet with their team members and come up with 3 innovative ways** (never been done before, change that adds value) **of catching people doing the right thing.**

Have some fun with this. Run a competition. Do something different. Don't do a survey!

Implement the best ideas as chosen by employees.

**4) Ask your team members to read this book**

<https://www.amazon.com/Everybody-Matters-Extraordinary-Caring-People/dp/1591847796>

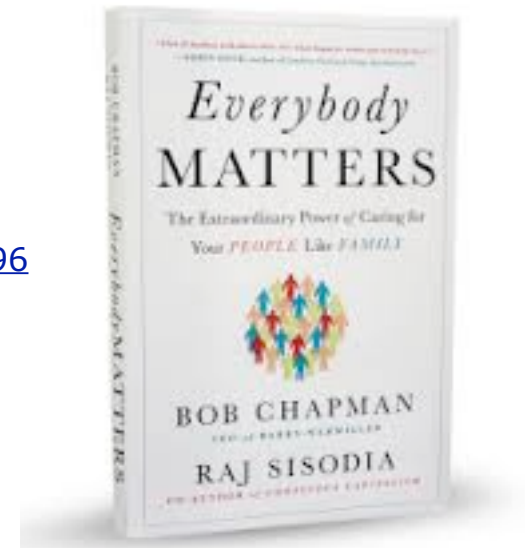
Agree together on how you can apply the insights from this book in your own best way and get going.

**5) Live the platinum rule**

*Treat others the way they want to be treated.*

**Dr. Tony Alessandra**

**As Tony says** *"The focus of relationships shifts from "this is what I want, so I'll give everyone the same thing" to "let me first understand what they want and then I'll give it to them."*





## 5. Connoisseur of Candour - authenticity role

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**The 'one great idea' is that candour precedes creativity and innovation beyond your wildest dreams.**

**A Connoisseur** ("A person with expert knowledge or training, A person of informed and discriminating taste") **of candour**

Says what she means; Means what he says; Speaks up - Speaks out; Is prepared to be vulnerable by naming elephants in the room; and is never guilty of wilful blindness.

### Working on yourself and on your business exercises

- 1) **Together with your team watch the TED talk 'Dare to Disagree' by Margaret Heffernan** author of the wonderful book '[Wilful Blindness](#)'  
You'll find the TED Talk at [https://www.youtube.com/watch?v=PY\\_kd46RfVE](https://www.youtube.com/watch?v=PY_kd46RfVE)

**Decide how'll you will have more candid and convivial conversations, particularly when there is difficulty, conflict or disagreement.**



- 2) **Decide how you will encourage and enable the naming of 'elephants in the room'**

Most of what could be better about an organisation is known yet unsaid (it is said underground and away from the organisation). For 25 years I have been walking into organisations as an adviser and I am told, usually within an hour, of what could be better and yet no one has raised issues with insiders for fear of reprisal or fear for their jobs and other nasty reasons. A common reason is a cultural issue of not talking about what can be perceived as unpleasant.

Sometimes I name the elephants myself. Once or twice I have been thrown out for doing so! Usually I mentor people to name the elephants themselves. The outcome usually is relief and very quickly elephants are humanely removed. Soon creativity and innovation happen. Often the reaction is why was this not spoken about before?

Taking this action is a key to unleashing creativity in your organisation.

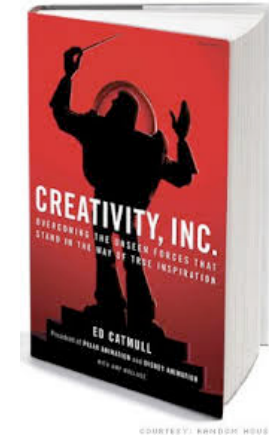
3) **Ask members of your leadership to team to read Ed Catmull's book**

<https://www.amazon.com/Creativity-Inc-Overcoming-Unseen-Inspiration/dp/0812993012>

**Decide together the next action you will take together to build more of a culture of candour.**

*"Creativity has to start somewhere, and we are true believers in the power of bracing, candid feedback and the iterative process-reworking, reworking, and reworking again, until a flawed story finds its through line or a hollow character finds its soul."*

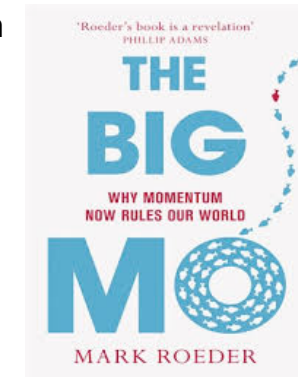
**Ed Catmull, co-founder of Pixar and President of Walt Disney and Pixar Animation Studios, in Creativity, Inc.**



This blog post may spark some ideas for you as well <http://blog.ianberry.biz/2015/05/13-ways-to-be-remarkable-communicator.html>

4) **If your business or industry (or your country!) is in the grip of negative momentum I highly recommend you read** Mark Roeder's excellent book 'The Big Mo' and take the actions he suggests

<https://www.amazon.com/Big-Mo-Momentum-Rules-World/dp/0753539373>



*Telling the truth and making someone cry is better than telling a lie and making someone smile.*

**Paolo Coelho**

## 6. Story-sharer of significance - traction role

**The 'one great idea' is that to sustain positive momentum in your business as many people as possible must be inspiring sharers of stories that other people feel themselves in.**

The most successful leaders have been mastering the art of sharing stories since the beginning of time.

It's been said that stories are the fabric of culture. I couldn't agree more.

I was blessed that my parents, grandparents, and many of my relatives told great stories, and so it was natural that I would become a story-sharer myself. I still pinch myself though that I've made a living out of doing so for 25 years.

You don't have to become a professional, however you do have to be able to share stories well in order to be an Appreciative and successful Leader.

*"The best story isn't my story or your story; the best story is our story."* says Mark Sanborn.

Therefore the best stories we tell are those other people recognise themselves in.

The best stories tell us what is and what can be and inspire us to go there.

### **Working on yourself and on your business exercise**

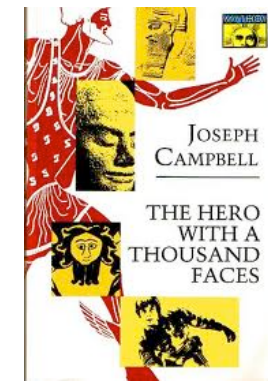
**Decide you'll become the best story-sharer you can be, and make it simple for everyone else to become the best story-sharers that they can possibly become.**

There are many ways you can do this. **On the next page are my top 3 suggestions.**

- 1) Read Joseph Campbell's book. It's all about what he calls the 'mono myth', the single story that is in every culture. Understanding this story, often referred to as 'The Hero's Journey' is fundamental to understanding why stories are so powerful.

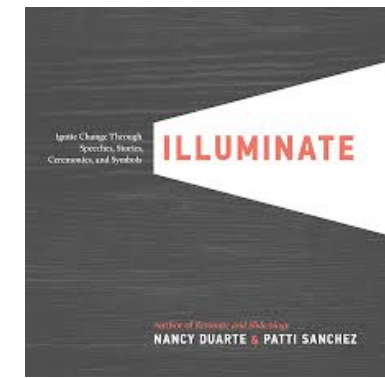
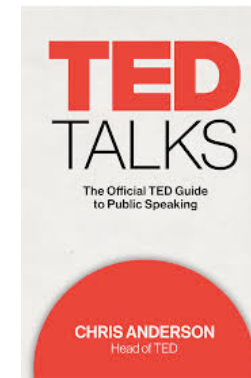
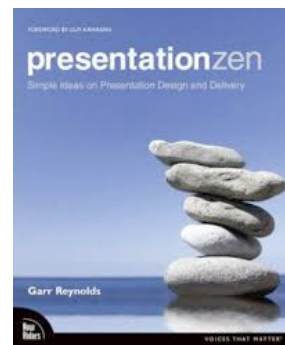
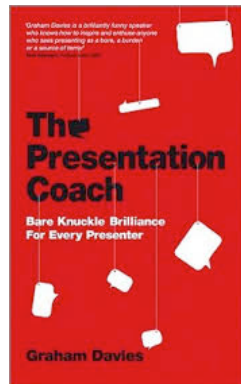
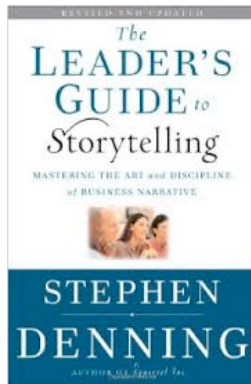
You can get the book at

<https://www.amazon.com/Thousand-Faces-Collected-Joseph-Campbell/dp/1577315936>



- 2) Invest in your communication, presentation and story-sharing skills and those of other people. You can join a Toastmasters, Rostrum, or similar Club, and/or engage with well credentialed mentors or coaches, so that stories and their sharing become central to your culture.

- 3) Below are several books that I would highly recommend that you add to the shelves of the physical and/or electronic library in your business and regularly discuss applying their lessons.



[www.stevedenning.com](http://www.stevedenning.com)   [www.grahamdavies.co.uk](http://www.grahamdavies.co.uk)   [www.garreynolds.com](http://www.garreynolds.com)   <http://www.duarte.com/>  
<https://www.ted.com/read/ted-talks-the-official-ted-guide-to-public-speaking>

*"Anyone who has a new idea and wants to change the world will do better by telling stories than by any amount of logical exhortation."*

Stephen Denning, *The Leader's Guide to Storytelling: Mastering the Art and Discipline of Business Narrative*

I would also recommend Nancy Duarte's TED talk and adopting her great structure in your own best way.  
[www.ted.com/talks/nancy\\_duarte\\_the\\_secret\\_structure\\_of\\_great\\_talks](http://www.ted.com/talks/nancy_duarte_the_secret_structure_of_great_talks)

Michael Dodd's regular newsletter [www.michaeldoddcommunications.com](http://www.michaeldoddcommunications.com) and his book 'Great Answers To Tough Questions At Work' are also great resources.

## **7. Exemplar of Execution - credibility role**

**The 'one great idea' is that people emulate the behaviours and actions of the leaders who walk their talk.**

**In every aspect of life there are:**

people who've heard the talk, don't believe it, and therefore don't walk the talk.

Then there's those folk who've heard the talk, believe it, but don't walk the talk.

And then there's people who've heard the talk, talk the talk, but still don't walk the talk.

**Always be a leader who walks your talk.**

### **Working on yourself and on your business exercises**

1. Ask your team members for feedback on how they rate you as a doer of what you say you will, and then ask them for feedforward in the areas you choose to improve.
2. Every time you deliver on a promise, give credit where it's due and show appreciation to those who helped you to achieve the success.

3. When other people deliver on their promises praise them in public and show appreciation to them when they give credit where it's due and have showed appreciation to others.
4. **If you don't have a process for making major decisions in your business, create one today.** Call me on +61 418 807 898 if you'd like a template to get you started.

There are two major reasons why decisions don't get executed. Firstly people are unable to see how the decision was arrived at, and therefore won't act on the decision in their own best way. Secondly people are unclear on what they're accountable for.

5. Ensure that what people are accountable for is crystal clear in their role clarity statement and performance possibility plans (PPP's).
6. Ensure you're being a role model by fulfilling your role as described in your own role clarity statement and that you, by your actions, are exemplary in fulfilling your own PPP.

For a refresher on the fundamentals for increasing employee engagement, including role clarity and PPP's, download handbook #1. at <http://www.ianberry.biz/better-business-results-less-personal-cost-january-2016/>

7. Regularly review the effectiveness of your After Action Reviews. For a refresher on these download handbook #1. above.

*Discipline is the bridge between thought and accomplishment.*

**Jim Rohn**

## 8. Disruptive influence for good - purpose role

**The 'one great idea' is that you're being the change you wish to see in the world. The question is How great is the difference you're making?**

*Leadership is about influence, nothing more, nothing less.*

**John Maxwell**

I believe leadership is only partly about influence, yet it's a large part.

A key question I ask is "*Influence to be or do what exactly?*"

As a teenager I struggled greatly with school. I was so bored most of the time that I tried to compensate by amusing myself and other people.

This led to many of my report cards featuring the words "*Ian is a disruptive influence in class!*"

Frustrated my father once exclaimed "*Why can't you be a disruptive influence for good?*"

Long story short my father had planted a seed that would eventually lead me to an overarching purpose in my life - to be the change I wish to see, particularly in the business world. It's still the big purpose that drives me today.

*Be the change that you wish to see in the world.*

**Mahatma Gandhi**

*It's innovation if you lead it, disruption if you don't.*

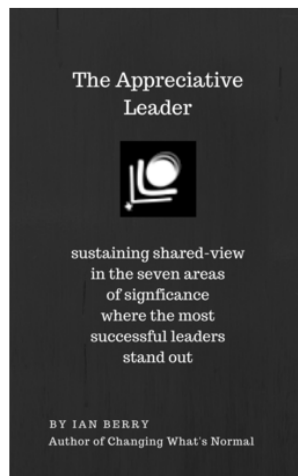
**Seth Kahan**

## Working on yourself and on your business exercises

1. Be the change you wish to see at home first. My 'Be a hero in your own home first' story may help you. There's an 11 minute video version of it at [https://youtu.be/wW2cn\\_LxrL8](https://youtu.be/wW2cn_LxrL8)

What change/s could you make that would mean you're better being the change you wish to see? What will you do next?

2. Discuss with your team members how each of them is being the change they wish to see in the world. How can you help them? What will you do next?
3. What kind of partnerships or regular relationships do you have in place with individuals, groups, other businesses, customers, etc in the communities in which your business operates? What could you do better or more uniquely that would make your world a better place? What will you do next?
4. Redo the diagnostic on page 4. What jumps out at you as the most important area you could work on in the next 90 days that would mean you're more of a disruptive influence for good?



### The Appreciative Leader handbook

Since I began producing the Monday Morning Momentum videos and the 4 associated handbooks in January 2016 I have been taking onboard feedback and suggestions. I've rewritten about 30% as well as added new material and put everything together into one resource along with a companion web page.

Find out more about this and how to get your copy at

<http://www.ianberry.biz/appreciative-leader-handbook-ian-berry/>





## Let's Have An Off-the-record Chat

Since 1991 I've been helping business owners and leaders to fully appreciate and get the best out of yourself and other people in the simplest ways possible.

A consequence is Better Business Results At Less Personal Cost.

Maybe I can help you.

To discuss your situation please call +61 418 807 898 and we'll set up a no obligation appointment.

All of my work with my clients is grounded in a simple yet profound insight - we can all do better at appreciating ourselves and the people around us.

When appreciating ourselves and other people is at the heart of what we do, the best version of ourselves, and the same in other people, leaps from the shadows. A result is that more people become accountable.

*The deepest principle in human nature is the craving to be appreciated.*

William James