

Key discoveries I have made about people and talent enhancement

a special report by Ian Berry



I get up each morning passionate to inspire at least one person in some significant way **to feel more valued, fulfilled and loved.**

Why these three you might reasonably ask?

In my work with leaders in over 40 countries since 1991 I have learned that the more people feel valued, fulfilled and loved, the simpler the path to higher employee driven engagement and lower employee turnover, both crucial to high-performance cultures. Key consequences are remarkable top and bottom lines, brands that are loved, and organisations making the positive societal and environmental impact that they must.

When people feel valued, fulfilled and loved they are energised, passionate, compassionate, creative, innovative, decisive, enthusiastic, fun to be with, candid, authentic, committed, and accountable. All these are paramount to being highly productive.

The keystone is enhancing people's gifts/talents.

Doing this is my life's work.

I believe enhancing people's gifts/talents – in yourself and in the people around you, to be the number one role of authentic leadership.

At the end of this paper there is a pulse check for you to complete that will help you to find out how well you're doing in this role.

We persist in referring to people as resources, as assets, or as capital, the other dreadful yet common expression. Such labels suggest that people don't matter, only the organisations balance sheet matters.

I am all about changing this. I am doing so with great respect for the many people I know who have HR in their career title. I know their label doesn't signify who they really are or what they do.

I believe that there is a nasty hangover in many organisations from the industrial revolution and particularly the Fredrick Taylor (March 20, 1856 – March 21, 1915) idea that people are replaceable cogs in an organisational machine. I believe that it is incredible that 100 years on some people still think this way. I don't. **Should your beliefs be aligned with mine you will gain a great deal from this paper.**

Be remarkable.

Ian

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for reputable business owners and leaders wanting to create and deliver remarkable value,
& achieve better business results at less personal cost, since 1991

V

In remarkable organisation's there's a strong, unbreakable bond between people feeling **valued**, living **values**, and delivering **value**. Remarkable is rare.

A

Most organisations have stated values. Very few are lived. Rarely is there a shared-view around the behaviours that demonstrate your values. Of course if you are the exception rather than the rule you have competitive advantage.

L

To help your people feel more valued, your first step is to agree with them about what your values are.

U

There must be alignment between personal and organisational values. Any disconnect means trouble. The good news is that there are many universal values. **The second step is crucial, it's about reaching a shared view with your people about what behaviours mean you live your values.**

E

With the above as a foundation **you can accurately determine and agree on what value must be delivered to all the stakeholders of your organisation.** Delivering value to others that they demand, desire and feel that they deserve is fundamental to helping people to feel valued.

D

Living values and delivering value pave the way for appreciating people which is also fundamental in helping them to feel valued.

The eminent psychologist and philosopher William James famously observed:

"The deepest principle of human nature is the craving to be appreciated."

There are many simple and common sense actions for expressing your appreciation to your employees. All of them contribute to them feeling more valued.

Here are just a few

Catch people doing things right and doing the right thing.

Give people genuine compliments.

Informally and formally celebrate with people what is going well for them.

Always say please and thank you and mean it.

Be courteous and kind.

Share stories about the successes of your people.

Be compassionate.

Many of the statements in the pulse check at the end of this paper reflect these common sense actions.

A further simple yet profound way to help people feel valued is to **find out what is really important to them and then help them to achieve whatever it is.**

The more people feel valued, the more they will deliver value to others, and the more they will live the behaviours of your values. You can see why I say that there ought to be a strong, unbreakable bond between values, value and valued.

Some time ago I wrote [Values and value based businesses are on the rise.](#)

Is your business on the rise?

Helping your people to feel valued is a key component of the journey. **When your people feel fulfilled and loved as well as valued, consistent high performance is a consequence.**

F

I love the word fulfilled because of what it means “satisfied or happy because of fully developing one's abilities or character.”

U

There are some great synonyms for fulfilled as well like “realized, carry through, accomplish, execute, carry out.”

L

The number of employees you have who you could say the above about I guarantee that your business results are a direct reflection.

Often when I begin change initiatives with organisations I interview the leadership team and the people that report to them to get a sense of who is willing and able to change. I end up with a rule of thumb assessment of where people are at in the following four categories:

F

Willing and Able	Unwilling yet able
Unable yet willing	Unwilling and Unable

I

L

I then dig deeper checking the vital signs of employees feeling fulfilled or not.

L

I am particularly interested in employee turnover and why people are leaving and staying. I also want to know the amount of time leaders are spending trying to sought out so-called people problems. Low employee turnover is a sign employees feel fulfilled. The less time leaders are spending trying to solve people issues is also a sign.

E

I then dig deeper still. I want to know what the majority of people feel and think about statements 2, 3, and 4 of the 16 statements in the pulse check at the end of this paper as follows:

D

- ✓ We understand the defining moments in people’s lives and help them to bring the lessons learned in these moments to their work.
- ✓ We are aware of and have continual conversations with people about what really matters to them.
- ✓ We help people identify what is special about them, their unique gifts/talents, and then make it simple for these gifts/talents to be enhanced.

If I find that less than 90% of the time people feel these statements are true, then I know that the organisation has got work to do.

Once I have done my investigative work as described above I design a program with my client to close performance gaps.

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The outcomes of such programs are directly and indirectly connected to increasing the number of employees who are fully alive which I detail in sparkenation 21 in my *Changing What's Normal* book.

Fulfilled human beings are spiritually alive, emotionally healthy, mentally alert, physically active, and universally aware.

Spiritually alive
Feel valued

Emotionally healthy
Feel at peace

a human being
fully alive

Mentally Alert
Feel clear

Find out more
pages 63 - 66 and 76 & 77
Changing What's Normal

Physically active
Feel well

Universally aware
Feel connected

Imagine even just a small increase in the number of your employees feeling more alive!

L

Most people live in fear.

Most people are frightened of being hurt.

Most people fear they won't be liked if they take a certain action.

Most people fear losing.

O

Most people fear the possible consequences of naming the elephant in the room - the obvious truth that is being ignored or going unaddressed.

V

I drew a laugh recently when someone in a meeting asked me for my thoughts. Without referring to anyone in particular I said "I can't speak at the moment because the elephant in the room has got her foot on my throat."

E

After the laughter died down and a long silence, the person we probably all least expected had the courage to finally name the elephant. Everyone felt better straight away.

I notice over and over that when fear is named it vanishes or at very least we feel able to confront it.

D

If you want to help people enhance their talents and to perform more consistently at higher levels then help them, support them, encourage them to face their fears.

The opposite of fear is love.

The Ancient Greeks had four words for love. You no doubt know two - eros (romantic love) and agape (love in a spiritual sense). The third is storge, meaning natural affection like parents feel for their children.

The fourth, philia, is the one I find the most insightful. Philia is often translated as affectionate regard or friendship. We need more philia in our organisations.

I find it simple (not always easy) to have affectionate regard for people because I know everyone of us is a one-of-a-kind human being. Only the hardest of heart can't not love a one-off.

When there is affectionate regard or friendship in our workplaces better performance follows. Usually in my experience very, very quickly.

In Q & A sessions that follow a lot of my presentations I often break the ice by asking people what they are passionate about. The most common answer is family. I then go on and ask the following four questions:

1. What makes great families great?
2. What do great parents do?
3. What do great life-partners do?
4. What do you notice about siblings who really get along?

Whatever the answers I then ask: What would happen in your organisation tomorrow if you began to apply the principles behind your answers?

L

I leave you to answer these questions and then apply the principles behind your answers in your workplace.

Improved performance will follow your actions I promise.

O

“Love drives out fear” say many of the ancient texts in all sorts of ways.

“A life lived in fear is a life half-lived.”
From the film ‘Strictly Ballroom’.

V

Maybe Modern Greece needs a lot more eros, agape, storge and philia. And a lot less financial advice!

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A

Take this paper to heart and then follow your heart using your head and your hands.

C

Below are two possible actions for you to take:

T

1. Complete the pulse check on the next page. You just might be staggered by the results it will reveal to you.

I

2. When you have completed the pulse check, scan it and email it to me.
I’ll then contact you to arrange a time to provide you with a complimentary 30 minute breakthrough session.

O

My promise is that I’ll take the most valuable diamond that I’ve got in my bag for you in the moment and give it to you as a sparkenation (*a spark that ignites passion that leads to action that changes what’s normal*) for you to create and deliver remarkable value, & achieve better business results at less personal cost.

N

We will do this online and in camera with the session being recorded for your ongoing use.

Be remarkable.

Ian

The Valued, Fulfilled Loved Performance Possibility Pulse Check

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Guide for completing this pulse check. Please click one box per statement

1. Only click this box if you feel the statement is hardly ever true for you
2. Click this box if less than 50% of the time you feel the statement is true you
3. Click this box if more than 50% and less than 75% of the time you feel the statement is true for you
4. Click this box if between 75% and 89% of the time you feel the statement is true for you
5. Click this box if more than 90% of the time you feel the statement is true for you

1 2 3 4 5

- | | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. We see people as they can be, not as they are. | <input type="checkbox"/> |
| 2. We understand the defining moments in people's lives and help them to bring the lessons learned in these moments to their work. | <input type="checkbox"/> |
| 3. We are aware of and have continual conversations with people about what really matters to them. | <input type="checkbox"/> |
| 4. We help people identify what is special about them, their unique gifts/talents, and then make it simple for these gifts/talents to be enhanced. | <input type="checkbox"/> |
| 5. We lead people in ways that inspire and positively influence them. | <input type="checkbox"/> |
| 6. We manage systems and processes not people. | <input type="checkbox"/> |
| 7. We catch people doing things right and let them know we caught them by having appreciation conversations with them. | <input type="checkbox"/> |
| 8. We formally celebrate with each employee what's going really well and what could be better at least every 90 days. | <input type="checkbox"/> |
| 9. We help our employees to create personal and business development plans that mean they own their piece of our strategy execution plan. | <input type="checkbox"/> |
| 10. We ensure conversations about performance with employees are about what has been agreed to in their plan. | <input type="checkbox"/> |
| 11. We help people to be accountable when things don't go according to plan, not by being critical, rather by asking great questions that inspire candor and authenticity. | <input type="checkbox"/> |
| 12. We are kind to people at every opportunity. | <input type="checkbox"/> |
| 13. We excel at telling and sharing authentic and inspirational stories about our people's successes and we publicise these stories widely. | <input type="checkbox"/> |
| 14. We are open and honest about mistakes and celebrate and share the learning. | <input type="checkbox"/> |
| 15. We recognise and reward people for remarkable performance in ways they suggested. | <input type="checkbox"/> |
| 16. We gift without attachment to getting back. | <input type="checkbox"/> |