

Private and confidential for owners of The Appreciative Leader handbook

On page 40 of The Appreciative Leader handbook I suggest 4 possible actions. Although each takes “deep work” the rewards and results are significant.

Below are 4 alternative actions in alignment with the above that, assuming high levels of understanding, lead to gift identification/discovery.

1) One fast track is to have people complete The Vitality Test (complimentary via <https://www.fiveinstitute.com/>) and have a conversation with them about what they heard themselves say to themselves when they read the report provided, and then focus on the value and contribution and leadership sections of the summary that is part of the report.

Such conversation will lead to the identification/discovery of a gift to enhance in the next 90 days.

2) Another fast track is to reread sparkenation 6 in my Changing What’s Normal book and help people to complete the diagnostic <http://www.ianberry.biz/wp-content/uploads/2017/01/DYLifesworkdiagnosticianBerry.pdf>

3) A third fast track is to have a conversation about what life partners/children/friends/colleagues say they love about them and pick one to enhance in the next 90 days that is relevant to the one thing actions identified in the ‘Playing a less but better high performance game exercise’.

4) On pages 3 and 4 of the tool <http://www.ianberry.biz/wp-content/uploads/2015/11/QuestionstoanswerPPP.pdf> there’s a list of frequently identified gifts. You would use this list to help people to identify a gift to enhance if you feel any of the above actions are not for them at this stage of their development.

As you know there’s nothing special about the PPP (pages 35 and 36 of The Appreciative Leader handbook) document. What’s special is when it’s used as a focusing tool for ongoing candid and convivial conversation with people about their performance.

A key differentiator between the work we’re doing and what most people are doing, (many are catching up! e.g. <http://blog.impraise.com/360-feedback/the-5-biggest-hr-trends-of-2017-performance-review>) is that we’ve abandoned traditional performance management (e.g. quarterly, half-yearly or yearly appraisals), and are embracing performance leadership.

I define performance leadership as the ongoing candid and convivial communication and conversation between leaders and employees that ensures people feel **valued**, are living **values**, and is integral to doing personally meaningful work that is delivering high **value** to other people.

Incorporating Enhancing Their (Your) Gifts into PPP’s is a catalyzer for people to bring the best version of themselves to each moment, and when they fall short (because no one is perfect), to recognise and grasp the moment they fell short of expectation, as one to learn , unlearn, or relearn, and move on.

As always if you’d like help with any of the above then please give me a call. And remember “People don’t want to be appraised. We want to be appreciated.”

Suggested Performance Leadership Framework

Daily	Weekly	Monthly	Quarterly	Annually
Candid and convivial appreciation and accountability conversations about living a meaningful life and delivering and receiving meaningful value at work.	Check-in with a colleague or client/customer about feeling valued, living values, and delivering value.	Feedback and feedforward conversation about gift enhancement progress with a performance partner. Meet with master-mind group and mentor/s.	What's worth celebrating and what can be better conversation with performance partners. Formal update of PPP.	Career conversation that reviews progress and future goals about personal and business life including dreams and aspirations.

Performance Management	Performance Leadership
People can be managed.	People can't be managed. We lead people and manage processes, procedures, policies, practices, and systems.
Appraisal (annual and maybe 6 monthly).	People don't want to be appraised, people want to be appreciated and accountable. Daily appreciation and accountability conversations mean formal review of progress at least every 90 days is a celebration of both what's working and what can be better.
It's primarily about the aspirations of the business.	It's primarily about the aspirations of the person. Business objectives are achieved as a consequence of individuals achieving their objectives.
Reluctance to have conversations about performance when there's difficulty, conflict, or disagreement.	Candour, authenticity, and engagement in meaningful conversations are integral to daily work. Conversations are about the remarkable, the great, the good, and the bad and the ugly.
Time and energy consuming.	Part of every day work that saves time and increases energy.
It's all about control.	It's all about flow.
The link to culture and strategy is hard to determine.	Everyone is co-creating the culture, owns the strategy, and their unique piece of the execution map.

See also <http://www.ianberry.biz/wp-content/uploads/2017/01/performanceleadershipsystemessentials.pdf>