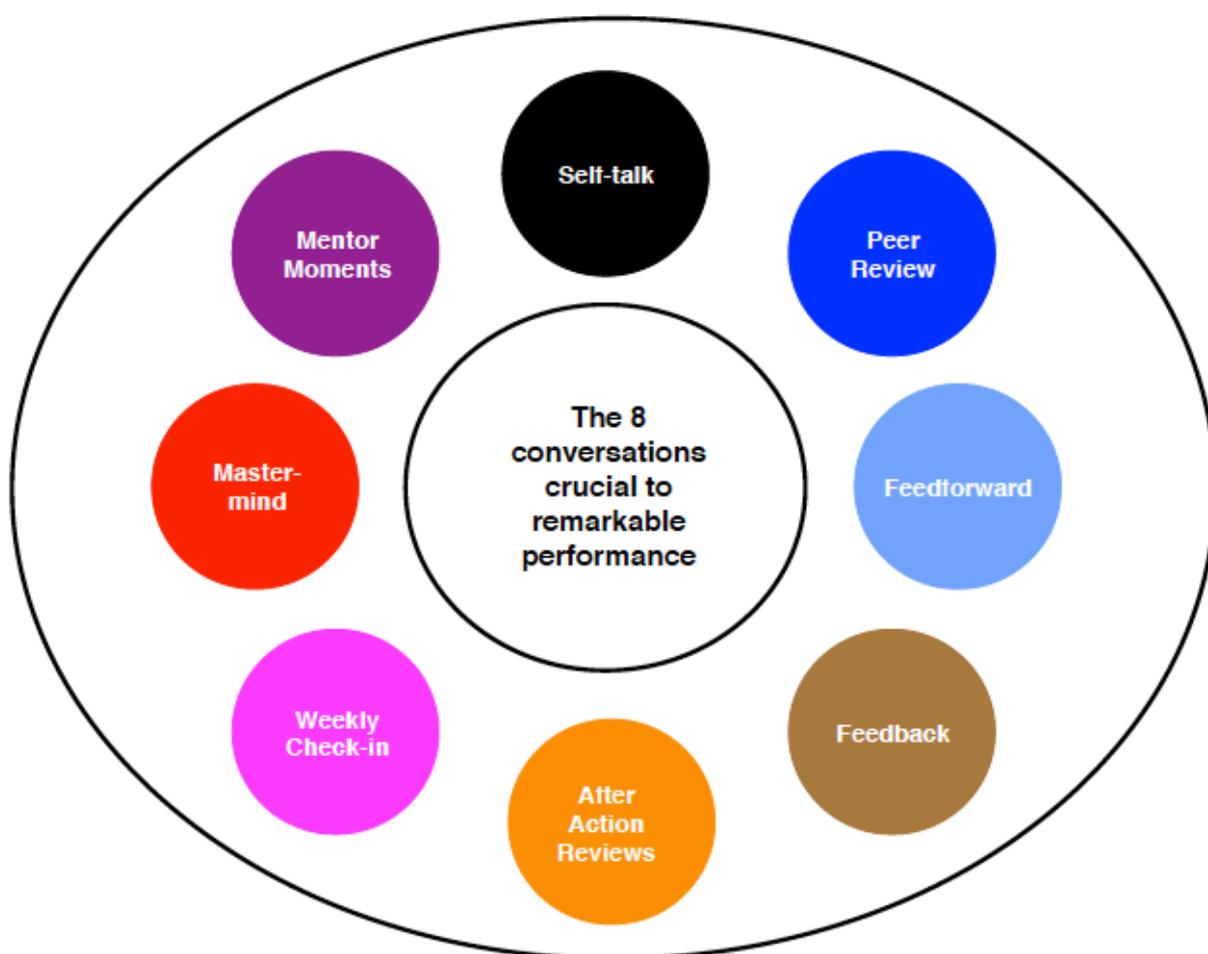


**Ian Berry's guide to using
the 8 candid and convivial conversations
in your own best way**





1) **Self-talk is** the continual conversation You have with Yourself that overcomes Your 'Resistance' and engages the very best version of You.

“There is nothing noble in being superior to your fellow man; true nobility is being superior to your former self” - said Ernest Hemingway.

If you're not yet familiar with the concept of resistance you'll find insights at the companion resources web page to The Appreciative Leader Handbook (just under the PPP video).

Suggestions

Before you go to sleep at night make a mental note of what you're grateful for.

When you rise each morning, before you do anything else, write down in your journal what you're grateful for about:

- yourself personally
- your life partner
- members of your family
- your friends
- your work colleagues
- your customers/clients
- other areas of life that are important to you

During the day catch yourself when any negative feelings and thoughts arise. Say to yourself “I'm so glad I caught that” before the feeling/thought became an action.

During the day catch yourself when you're feeling and thinking positively or are full of the joy of possibility. Give yourself a pat on the back and say “well done” out loud.

Say out loud, “I have an attitude of gratitude”, at least 3 times a day.

Thank people when they deliver value to you.

Say thank you when other people show appreciation to you.

Say please after any request you make of other people.

Every 90 minutes stop and congratulate yourself and others you may be working with for the effort of the past 90 minutes.

Whatever other people intend, feel, think, say or do let them be accountable. Only be accountable for your own intentions, feelings, thoughts, behaviours, and actions.

“Whether you think you can, or think you can't - you're right.” Henry Ford



2) **Peer review is** the daily conversations you have with your peers that appreciate remarkable work and help everyone to be accountable.

Having focusing tools is paramount. Role Clarity Statements and PPP's explored in The Appreciative Leader handbook are such tools.

In addition to your daily appreciation and accountability conversations it is highly recommended that at least once a quarter you conduct a formal peer review session. Below are some guidelines for such a session.

Contact me if you'd like a copy of the form I created for formal peer reviews that has these headings

Name of peer _____ Reviewer _____ Date _____

Key Value Delivery I expected in the past 90 days	What's worth celebrating	What must be better

Agreed stay, stop, start actions for the next 90 days

Stay _____

Stop _____

Start _____

Peer review sessions can be conducted 1:1 and/or in groups. When in groups the following is recommended:

Have people complete the above form beforehand and come prepared to share highlights.

Conduct some sort of learning, unlearning, or relearning exercise with the group. Should you appreciate some help with such an exercise please do not hesitate to give me a telephone call.



3) **Feedforward is** suggestions from others that provide insight and foresight for you to change your behaviour.

These are far more powerful than feedback.

For more on Feedforward re-read Sparkenation 9 in my Changing What's Normal book and/or google Feedforward and Marshall Goldsmith.

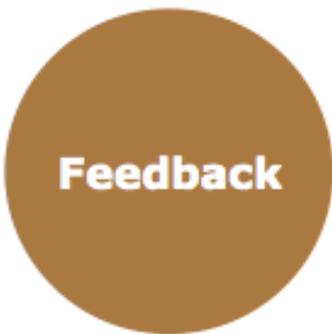
The keys to feedforward are:

you decide what areas you want feedforward on.

you don't judge feedforward you're given, just say "Thank You."

It's up to you whether you take action or not.

A word of warning. It will wear thin with people if they're giving you feedforward, and you have a habit of ignoring it. Best to always communicate with people what you're doing about their feedforward, particularly when you choose to not act on it. If your not taking action explain your reasons to people in thoughtful and grateful ways.



4) **Feedback is** gifts of hindsight from others about the past to assist you in learning from actions taken or not.

Remember that feedback is the least most valuable conversation, nevertheless it's still valuable, and in particular when you've asked for it from someone whose feelings and thoughts you value.

As a general rule ignore feedback that you didn't ask for.

Of course both feedforward and feedback should be part of the other 7 conversations, including self-talk!

When engaging with other people preface what you share with comments like:

I'd like to give you some feedforward in relation to your stated improvement area of ..., would you like to have it now?

I have some feedback for you on ..., would you like to hear it now?

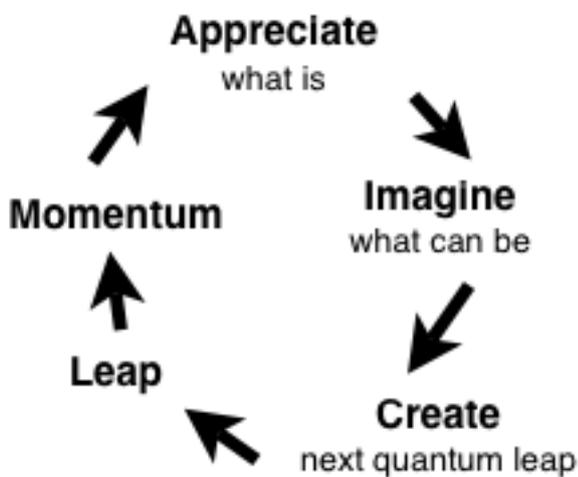


5) **After Action Reviews** are structured conversations that appreciate what was remarkable, great, good, bad, and ugly about a specific action; imagine what can be next time; create/update PPPs in ways that reflect agreed personal and business behaviour changes, and stay, stop, start actions.

Suggestions

Keep the review focus to one action.

Use the following processes for review and deciding future actions.



What are the validated results/outcomes of the action?

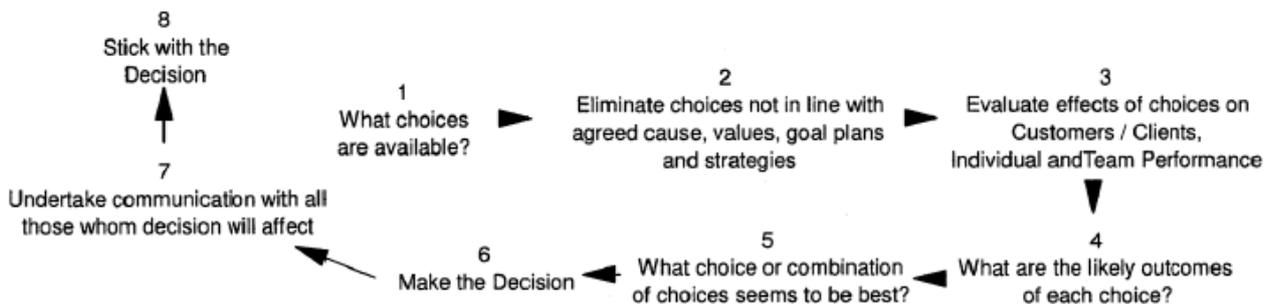
What can be done better and by whom in the next 90 days?

How will you implement improvements in future actions?

What metrics will we use to confirm we're on track to successfully implementing improvements?

How will we integrate leaps into the other 7 conversations?

Major Decision Making Model



Where appropriate ensure individual accountabilities for improvements are documented in PPP's and other performance records.



6) **Weekly Check-ins** are short, sharp, weekly meetings online and/or in person where individuals and/or teams review what's happened and what's next, and agree on actions and accountability for the coming week.

Suggestions

Schedule 1:1's and team check-ins a month in advance with the preference that at least one is held in person.

"Meet" for no more than 15 minutes answering together the following questions:

What's worth celebrating this week?

What must be better next week?

Conclude check-in by deciding together on stay, stop, start actions.

Confirm these actions via email.

Update Performance Record immediately after the check-in. This can simply be a cut and paste of confirmation email and may include answers to the two questions.

Where appropriate ensure individuals update their PD's (role clarity statements) and PPP's.

Important to keep in mind

Weekly check-ins are not about you, rather about your team member or team.

You should be having weekly check-ins that are about you with your leader!



7) Appreciative Leaders have mentors and are being mentors for others.

I am often asked *“what is the difference between a coach and a mentor?”*

My answer is that there doesn't need to be a difference in terms of labels, yet making a distinction can be very useful in terms of roles. You can read more about this in *The Appreciative Leader handbook*.

In broad terms in my view mentoring is about commitment (will), whereas coaching is more about competency (skill).

We all have moments where our willingness is tested, and up-coming moments where we know we will be tested, therefore scheduling regular sessions with our mentors helps us to maintain a high level of performance.

Personally I meet with my mentors once a month.

Should you not yet have formal arrangements with a mentor please contact me to explore an arrangement.

Informal mentoring is also highly valuable. I have relationships with several mentors who I can contact any time to run something past them, test an idea, vent, whatever.

Being a mentor yourself

One of the great ongoing learning and development experiences is being a mentor yourself. I highly recommend finding someone you can mentor and setting up formal arrangements. Should you want some help with these do give me a shout.

Reverse mentoring

The idea that younger people can be mentors for older people is gaining momentum. Who is providing such mentoring for you?

The bottom-line

Every encounter with another human being is an opportunity for learning, unlearning, or relearning. Don't waste any moment.

Be the kind of Appreciative Leader who is inspiring as a mentor, and as someone who is inspiring to be mentored.



8) The majority of successful people I know are part of one or more master-mind groups (people mutually committed to each others' success who meet regularly).

Each of the 7 conversations that really count explored previously are critical to successful master-mind groups.

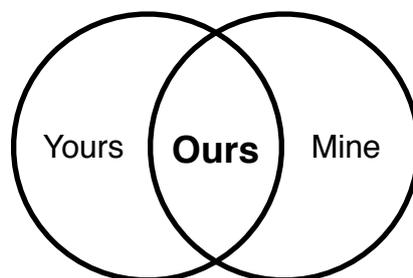
The most successful teams are master-mind groups. This page is dedicated to helping you ensure that your team is a master-mind.

Should you not be a member of a master-mind group with peers external to your business, please consider joining an Appreciative Leader Master-mind group. Please contact me for vacancy details.

In the classic best-selling book 'Think and Grow Rich' Napoleon Hill says:

"No two minds ever come together without thereby creating a third, invisible intangible force, which may be likened to a third mind [the master-mind]."

I liken a master-mind group to finding the third way. There's yours and my way, and then there's the better way that we agree on together. This of course reflects the concept of sustaining shared-view in the seven areas of significance where the most successful leaders stand out.



I highly recommend that as you integrate all eight conversations into your work, that you continually have your written status in the seven areas with your team, as your reference point.

1. Where are you now (reality)?
2. Where are you going (possibility)?
3. Why are you going there (purpose)?
4. How will you get there (strategy)?
5. Who will do what and when (execution)?
6. How will you know you're on track (milestones and lead measures)?
7. How will you behave along the way (culture and values)?