

Elevate, Reinvigorate, Simplify, Reflect, Integrate -

a proven pathway to better business results at less human and business cost

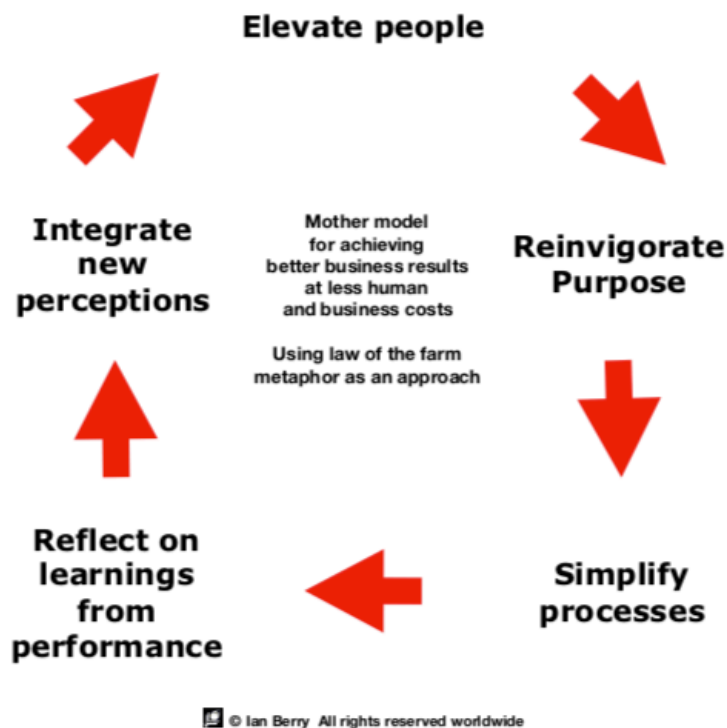
a red (action) paper from Ian Berry



In my 1:1 and group work with more than 1000 business people, women and men, in over 40 countries since 1991, I have determined that there is a proven pathway to better business results at less human and business cost.

Crucially it's a pathway that you can apply in your own best way. My tradition since I began this work is that what I say is important yet nowhere near as important as what you hear yourself say to yourself, who you become and the work you undertake personally and in collaboration.

Using the law of the farm as a metaphor and operating system I have come to call this pathway my mother model for personal and business success.



The Fertile Ground

Elevate people through increased self-governance and accountability.

Ploughing

Reinvigorate purpose through wise alignment of personal, community and organisational aspirations.

Seeding

Simplify processes so that meaning in human work is maximised as is delivery of value. Processes include policies, procedures, practices, philosophies, principles, systems and structures.

Nurturing

Reflect on learnings from performance through after action reviews (what happened and why? what did we learn, relearn, and unlearn? How can we be better, wiser and more valuable in applying these learnings? Who will we become? What will we do next?)

Harvest

Integrate new perceptions with what is already working well.

In this **red (action) paper** I recommend a cluster of actions for each of the 5 components. Before these is a pulse check on page 3.

Current performance for

Please place an X where you are now and a ✓ where you believe you need to move to

Elevate, Reinvigorate, Simplify, Reflect, Integrate	Good i.e. basic standards of performance are being achieved	Great i.e. above average; better than basic	Remarkable i.e. "conspicuously extraordinary"
We elevate people through increased self-governance and accountability.			
We regularly reinvigorate purpose through wise alignment of personal, community and organisational aspirations.			
We are forever simplifying processes (including policies, procedures, practices, philosophies, principles, systems and structures) so that meaning in human work is maximised as is delivery of value.			
We reflect on learning, relearning and unlearning from performance through after action reviews where we objectively answer previously agreed questions.			
We integrate new perceptions following after action reviews with what is already working well.			

Our key insights gleaned from above pulse check are:

- 1.
- 2.
- 3.

The Fertile Ground

Elevate people through increased self-governance and accountability.

Recommended cluster of actions

Review position descriptions and development plans for your employees and upgrade/modify them to ensure:

- ✓ Role is clarified in terms of who the individual has working relationships with and the value being delivered to these people.
- ✓ Development plans for each individual reflect their movement to greater self-governance and more accountability.
- ✓ Development plans are being used as conversation focusing tools to continuously discuss progress.
- ✓ Development plans are reviewed with peers and formally updated at least every 90 days.
- ✓ Candour, conviviality and compassion are evident in all communication and conversations.

Ploughing

Reinvigorate purpose through wise alignment of personal, community and organisational aspirations.

Recommended cluster of actions

Turn your current mission or purpose statement over to a vertical slice of your employees and charge them with coming back to you with an upgraded one to three sentences that means:

- ✓ Your purpose or cause beyond profit is clearly articulated.
- ✓ Your customers will identify with your new purpose statement.
- ✓ Members of the communities in which you operate will identify with your new purpose statement.
- ✓ Ask each employee to upgrade their role clarity statements with a sentence or three on the purpose of their role ensuring it's aligned to your new organisational purpose statement.

Seeing

Simplify processes so that meaning in human work is maximised as is delivery of value.

Processes include policies, procedures, practices, philosophies, principles, systems and structures.

Recommended cluster of actions

- ✓ Review the operating structure of your business without people in mind. Imagine value delivery roles inside your business and to your customers and other stakeholders.
- ✓ Have groups of employees do the same and hold forums to compare your findings to your current org chart.
- ✓ In collaboration with employees begin a project to better match people to roles.
- ✓ Embrace every day innovation by systematically reviewing policies, procedures, practices, philosophies, principles, and systems and upgrading/modifying them to ensure it's simple for people to bring the best version of themselves to their work, and that their work is meaningful to them and highly valuable to others.

Reflect on learnings from performance through after action reviews (what happened and why? what did we learn, relearn and unlearn? How can we be better, wiser and more valuable in applying these learnings? Who will we become? What will we do next?)

Recommended cluster of actions

- ✓ Make it standard practice in your organisation for individuals and teams to incorporate after action reviews into all forms of work.
- ✓ Use the questions at the top of this page or in collaboration with your employees and other stakeholders create your own set of questions.
- ✓ Make sure that after-action reviews also apply to all forms of learning and development.
- ✓ In collaboration with customers and other stakeholders establish regular forums with them to apply the after action review process to interactions and transactions with them.
- ✓ Upgrade your language so that conversations about performance are elevated and relationships enriched.

Harvest

Integrate new perceptions with what is already working well.

Recommended cluster of actions

To evolve we sometimes replace old with new. Mostly however the trick is to integrate what we have learned, relearned and unlearned (therefore new perceptions) with who we are and what we do that is already working well.

- ✓ Transform rituals/routines/standards to reflect new perceptions.
- ✓ Put great energy into how you celebrate progress with family, friends and colleagues.
- ✓ Make meaningful progress visible ("*the progress principle*").
- ✓ Share success stories and case studies in print, via video, via audio reflecting on the past situation, the changes you've made and how you're integrating them.
- ✓ Make a list of what you are grateful for every day and encourage others to do the same.

What's next?

Should you love some help in elevating people, reinvigorating purpose, simplifying processes, reflecting on performance and/or integrating new perceptions, please check out my professional services and contact me for a no obligation conversation.

<http://www.ianberry.biz/professional-services/>

Do Your Work.

Be remarkable.

Ian Berry

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