

Communication, Presentations and Conversations That Sustain Remarkable Businesses

By Ian Berry



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The author welcomes conversation about any aspects of this ebook.

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I believe there are three kinds of leadership that are essential for your business to thrive: self, performance and change leadership.



In my work with more than 1000 leaders, women and men, in over 40 countries since 1991, I've learned that within these three kinds of leadership there's a combination of 15 styles and situations of communication, presentations and conversations that you and other leaders in your business must master in your own best way assuming you want to sustain a remarkable business.

In this ebook I overview each of the 15 and how candour, conviviality and compassion underpin them.

Then there's a performance possibility pulse check where you can simply see where you're at in each area and where you need to move to.

Be remarkable.

Ian

Self-leadership



In the 70's I faced a life-threatening illness. My doctor advised that meditation would help me to get better.

I couldn't even spell meditation then! Nonetheless I was willing to try anything particularly when only 1 in 5 with my illness survived in those days.

Now over 40 years later I am grateful for what has become a daily habit.

In my case I use breath meditation. It's about simply focusing on your breathing.

With practice I've learned that we are not our thoughts, rather the being who creates them. This is an incredibly empowering awareness.

I also meditate sometimes while walking.

Just Google meditation practices. Start anywhere that feels right for you. You will never regret making meditation a daily practice.



The other life-changing habit that my doctor inspired me with was to have "*an attitude of gratitude.*"

He had me every day, 3 times a day, looking in the mirror and saying "*I have an attitude of gratitude.*" At first I felt stupid and thought this was a ridiculous idea.

The need to get well triumphed. I'm still following this practice.

In addition every morning before I do anything else I write down in my journal who and what I'm grateful for.

Do your own research. You will find that being grateful is a proven habit to leading a fulfilling and highly rewarding life.



I first learned 'feedforward' from its originator Marshall Goldsmith when he gave a presentation at a conference I went to in New York in 2008. I've found it, as have my clients, to be many times more valuable than feedback.

I've written about 'feedforward' in my Changing What's Normal and The Appreciative Leader books and there's more about it in the video and download at <http://www.ianberry.biz/candid-convivial-and-compassionate-communication-and-conversations/>

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.



I believe feedback is valuable particularly when it is provided by people who know us particularly when we trust them because they genuinely have our best interests at heart.

I'm from the Alan Weiss school. He says "*I ignore feedback I didn't ask for!*"

What about you? Where do you stand on giving and receiving feedback?

I've found that when I give people plenty of notice and ask them specifically to give me feedback on an article, a presentation or whatever, then this is the most valuable feedback.

I reciprocate this kind of relationship with many colleagues.



I've been a mentor for business owners and leaders since 1991. It's a great honour to be there when people reflect and share their feelings and thoughts and use me as a sounding board.

I've been engaging mentors myself my entire working life (over 45 years) and regard the practice as integral to my learning and development and my well-being in general.

Learn more about my thoughts on mentoring at <http://www.ianberry.biz/one-on-one-and-group-mentoring/> and then get in touch with me to see if I may be the mentor for you. If we're not a fit for one another we'll both soon know. I'm very happy to recommend other possible mentors should I not be right for you.

Performance leadership



Performance partners who we can check-in with on a regular basis, particularly on a schedule, are a key to being accountable for our intentions, feelings, thoughts and actions.

In your business my key recommendations are:

Schedule online and in person 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.



I regard Performance Possibility (Execution) Plans as the most valuable one-page tool that I have ever created in the 30 years since I created my first one.

PPP's, as my clients often call them, are the key focusing tool for meaningful conversations about performance.

I've written about PPP's and how to create them extensively in *The Appreciative Leader* handbook.

Learn more and how to get your copy of the handbook at <http://www.ianberry.biz/appreciative-leader-handbook-ian-berry/>



Career development and succession planning conversations are integral to all performance leadership systems.

You should be having such a conversation at least once a year with all employees who work directly with you and they with other people in your business.

Please contact me to discuss a one-page format. I provide this advice complimentary. My telephone number is +61 418 807 898.



Perhaps the most difficult conversations to have are peer reviews. They can also be the most rewarding for everyone.

In addition to your daily appreciation and accountability conversations, learn more at <https://blog.ianberry.biz/2018/01/appreciation-accountability-and.html> it is highly recommended that at least once a quarter you conduct a formal peer review session.

Contact me if you'd like a copy of the one-page form I've created for formal peer reviews.

Please get in touch with me to explore how I can facilitate a formal peer review session for you and in the process pass on my learnings for you to use in future reviews.



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).

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.

The three worlds and the immense power of shared view



This of course reflects the concept of sustaining shared-view in the seven areas of significance where the most successful leaders stand out.

Learn more about shared-view including a short video on each of the seven areas and download the diagnostic at <http://www.ianberry.biz/sustaining-shared-view/>

Change leadership



One of the great concepts is Management By Wandering Around or WBWA which I first learned from Tom Peters who learned it from Hewlett Packard.

I changed this recently to LBWA or leadership by wandering around because I believe all leaders need to be out and about amongst their employees.

I say leadership because in my experience management in the very best workplaces is now about process which includes policies, procedures, practices and systems. All together I call these PPPPS. Learn more at <https://blog.ianberry.biz/2014/08/do-your-pppps-make-it-simple-for.html>

If you want to impact and influence change in positive ways be visible and support your employees as they co-create PPPPS's that mean it's simple for them to bring their best to their work every day.



Engaging in healthy debate is not just good for the soul, it's great for healthy relationships in all aspects of our lives.

Set the rules for your debates. This way every knows the boundaries. The best way to do this of course, like most things, is with the people who will be involved so there's commitment and ownership.

All healthy debate leads to better informed and more creative decisions which of course mean better business.



I believe that decisions must be made where and when it matters.

I believe in an old adage - the devolution of responsibility to those who do the work.

How many times does it happen that you are dealing with someone and need a decision and they have to refer the decision to somebody else? For me this happens far too often and simply illustrates a lack of training, a lack of trust in people, and people being over-managed and under-led.

For all key transaction and interaction points (what Jan Carlzon once famously called 'moments of truth') of your product/service delivery path, the people at the coalface should be willing, able, and allowed to make decisions, period.

Some decisions do need to take awhile: There's a model for this at <https://blog.ianberry.biz/2010/06/decisions-must-be-made-where-and-when.html>

Please also view this slideshare <https://www.slideshare.net/ianberry/ian-berry-the-right-decisions-at-the-right-time-by-the-right-people>



Town Hall is the descriptor I use for presentations to small and large groups.

You have no excuse for not being a good if not great public speaker. And you need to be to have influence, make a difference and leave a legacy.

The particular skill essential is story-sharing. We humans are wired for stories particularly those we can feel ourselves in. There's an example of such a story at <https://blog.ianberry.biz/2017/02/the-significance-of-who-with-where-and.html> where there's also a link to the books I believe you must read and learn from.



After-action-reviews are for me the most powerful of conversations.

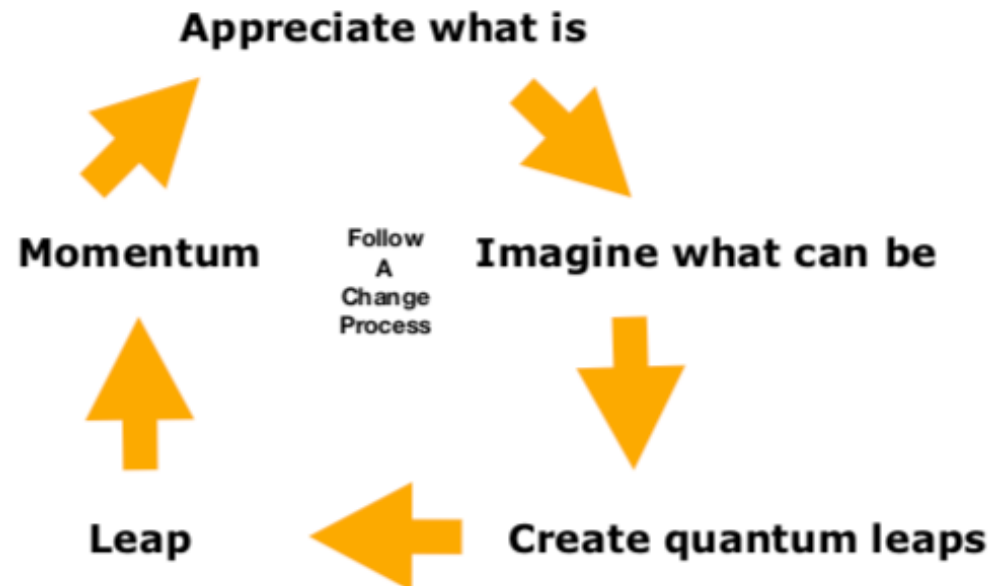
These are structured conversations that appreciate what was remarkable, great, good, bad, and ugly about a specific action.

In a great book *Who Do We Choose To Be?* Margaret Wheatley suggests four great questions for After-Action-Reviews:

- 1) What just happened?
- 2) Why do you think it happened?
- 3) What can we learn from this?
- 4) How will we apply these learnings?

I use these questions as key to all client engagements where progress needs to be visible as well as being aware of exactly where we are in the change process which I define as illustrated opposite.

For more about this and other applications of Law of the Farm Leadership aka fully human leadership please visit <http://www.ianberry.biz/who-before-do-companion-resources/>



Candour, Conviviality and Compassion

Candid, convivial and compassionate communication, presentations and conversations are the antithesis of a post-truth, fake-news world. Therefore we need them more than ever.

I once believed that being candid was enough. In the last few years I've add being convivial and compassionate because being candid can be seen as in-human or arrogant or non-caring.

For more insights into ensuring your communication, presentations and conversations are candid, convivial and compassionate please read the following blog posts:

<https://blog.ianberry.biz/2018/04/3-kind-ways-to-not-be.html>

<https://blog.ianberry.biz/2017/05/co-creating-culture-is-never-ending.html>

And watch the videos at <http://www.ianberry.biz/better-business-results-less-personal-cost-january-2016/>

Performance Possibility Pulse Check

On the next three pages complete the pulse check on yourself with input from your colleagues, friends and family so that you have a 360 degree view.

Then email your results to ian@ianberry.biz I'll then call you to schedule your complimentary 30 minute mentoring session.

You will be under no obligation following this session. We will only explore working together to help you to master Candid, Convivial and Compassionate Communication, Presentations and Conversations, should you raise the possibility with me.

Thank You and best regards
Ian

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PS It might seem a bit old fashioned to complete the pulse check below manually. I've found that doing this exercise non digitally, and without the obligatory computer generated report, to be good for the soul.

Your name

Your email

Your telephone number

Please place an X where you feel you're at as a whole (Good, Great or Remarkable) and a ✓ where you believe you need to move to

Ian Berry's Candid, Convivial and Compassionate Communication, Presentations and Conversations Pulse Check	Good i.e. basic standards of performance are being achieved	Great i.e. above average; better than basic	Remarkable i.e. "conspicuously extraordinary"
Self-talk - meditation			
Self-talk - gratitude			
Feedforward			
Feedback			
Reflection - mentor			
1:1 check-in			
Performance possibility			
Career development			
Peer review			
Master-mind			
Visibility (LBWA)			
Debate			
Decision			

Ian Berry's Candid, Convivial and Compassionate Communication, Presentations and Conversations Pulse Check	Good i.e. basic standards of performance are being achieved	Great i.e. above average; better than basic	Remarkable i.e. "conspicuously extraordinary"
<p>Town Hall I share stories other people see themselves in.</p> <p>People remember the key message/s of my presentations.</p> <p>People are inspired to take action after experiencing my presentations.</p> <p>The messages I share with people help them to feel good about themselves.</p>			
<p>After-action-reviews</p>			

Ian Berry's Candid, Convivial and Compassionate Communication, Presentations and Conversations Pulse Check	Good i.e. basic standards of performance are being achieved	Great i.e. above average; better than basic	Remarkable i.e. "conspicuously extraordinary"
<p>General communication</p> <p>Before I send a message I check my intention to ensure I have a shared outcome in mind.</p> <p>I ask great questions and stay silent to really get people's answers.</p> <p>I reflect back to people to ensure I have fully understood their message.</p>			
<p>Candid, Convivial and Compassionate</p>			

Your name

Your email

Your telephone number