

There are two parallel concepts which form the architectural underpinnings for the Performance Values Assessment methodology. The first is the fundamental idea that every individual has the capacity to achieve a level of value and contribution through their actions simultaneous to the achievement of performance excellence, and that if they become aware of this capacity, would more often than not desire and choose to act in a manner that achieves both results of performance excellence and value and contribution. Hence, when someone becomes aware of and chooses to act in such a manner, or perceives that their actions have in fact produced the desired effects of performance excellence and value and contribution, at that moment the possibility arises of what Khandwalla in his paper "Thorny Glory: Toward Organizational Greatness," describes as "organizational greatness" which he defines as follows:

"Organizational greatness is postulated to require both performance excellence vis-à-vis organization centered, conventional indicators and exalted conduct or contribution of a moral, spiritual, ethical, idealistic, or socially beneficial nature."

For the purposes of this paper we will define this combination of performance excellence and value and contribution as, valued (or exalted) performance and contribution. In this light, when the actions of an individual in a specific job are analyzed, there is a continuum with clear points of demarcation between on-the-job behavior that delivers effectiveness, success and valued (or exalted) performance and contribution. When an individual's actions and behavior are looked at on this continuum, it becomes clear that valued (or exalted) performance and contribution encompasses success, and that success encompasses effectiveness. It is also equally clear that effectiveness can be present without success, and that success can be present without valued (or exalted) performance and contribution. Therefore, the distinction valued (or exalted) performance and contribution represents a higher actualization of intent and achievement of superior results.

The second architectural underpinning for the PVA methodology is the idea that while values are immutable and fixed, the evidence that any one value exists within a person's life can only be determined by viewing that person's behavior. This logically means that it is absolutely possible to define what optimal values-representative behavior would look like for any person who is or would be in a specific set of circumstances. However, given that the exact circumstances of life are in a state of constant change, while optimal values-representative behavior can be determined, a person's behavior will always be influenced, shaped by and evolve dependent upon the changing set of circumstances confronted.

Taken at an abstract level, this points to a core view of reality that says the natural state of the universe is one that is constantly changing and evolving. And while there are core principles which can be discerned through observation, reality is constantly in flux.

When this concept is applied to an individual, the natural extension is that while the circumstances a person confronts are always changing, and these changing sets of circumstances require and lend themselves to different behavioral responses, there are core behavioral attributes (values-representative behavior) that can be observed and discerned.

Combining these two concepts of (1) valued (or exalted) performance and contribution, and (2) that values-representative behavior can be observed and discerned even within the changing circumstances confronted in life, moves us directly into the domain of understanding, observing, and developing leadership as follows:

1. If the highest actualization of a person's intent and self expression achieves a superior result of valued (or exalted) performance and contribution; and,
2. it is possible to define the optimal values-representative actions a person can take in a set of circumstances; and,
3. the circumstances a person confronts in life are constantly changing, and

4. while these changing sets of circumstances call for different responses, there are core behavioral attributes (values-representative behavior) that can be observed and discerned; then,
5. the greater level of awareness a person brings to understanding these changes and what optimal values-representative behavior would look like, their ability to bring values-representative behavior to bear within current and future circumstances will powerfully increase over time.

Lastly, the sequence of logic explained above also has a reverse quotient as follows.

1. If a person is constantly increasing his or her ability to bring values-representative behavior to bear within the current and future circumstances of his or her life; then,
2. the level of valued (exalted) performance and contribution they experience and cause others to experience will increase; and,
3. because valued (exalted) performance and contribution represents a higher actualization of intent and achievement of superior results, this will lead to the sustainment of high-performance and contribution delivering Khandwalla's state of "organizational greatness."

The PVA methodology is a system which incorporates these architectural distinctions and principles in its very design. And when used as the basis to assess individuals for leadership development, for interviewing potential new hires and assessing the performance of existing employees, it clearly produces the result in both people and within an organization that there is a greater consciousness of behavior and actions which produce moments of valued (or exalted) performance and contribution, and the near certain probability that these moments will occur both in individuals and the organization on an increased basis.

Hence when an organization uses the PVA methodology as the basis for leadership development, hiring and assessing performance, the organization creates a culture and environment where valued (or exalted) performance and contribution occur on an ongoing and increasing basis. That is to say, a culture and environment is created in which leadership behavior naturally develops and occurs.

This is how it works.

Performance Values Frameworks lie at the heart of the PVA methodology. A Performance Values Framework contains approximately 15 to 20 multi-dimensional behavioral questions which:

- describe circumstances an individual will find himself in (present) and will most likely find himself in the next three years (future) given the duties and responsibilities of the job,
- emphasize the actions which would be taken within these circumstances that would require the highest level of functional, leadership and management skills and experience,
- deliver on the positional and organizational strategic intents, and
- unquestionably represent Key Elements of the organization's values.

When on-the-job behavior occurs that is at the junction of the above elements (functional skills, leadership skills, strategic objectives and values), actions are naturally present which embody the greatest potential for valued (or exalted) performance and contribution. When a Performance Values Framework which contains these behaviors is used to guide and govern an interview or assessment, the individual being asked about his life is naturally drawn to recount past moments and experiences where behavior which resulted in the greatest potential for valued (or exalted) performance and contribution occurred.

An interesting phenomenon occurs in these moments for both the speaker and the listener.

As the speaker recounts the moments where valued (or exalted) behavior has occurred, these moments of contribution are recreated in his experience. This recreation and re-experience reinforces the past actions and behaviors which produced this valued (or exalted) performance and contribution as a point of reference for the speaker in the present and for the future. The speaker experiences himself yet again and often even more powerfully as an individual whose actions and behavior directly impacted this moment of valued (or exalted) performance and contribution. *To the speaker at that moment, it is as if he is saying to himself, "This is who I am at my best and who I should be now and in the future."*

A similar experience occurs for the listener. As with the speaker, the importance of acting and behaving in a manner which produces these moments of valued (or exalted) performance and contribution is reinforced for his present and future. The listener also has an experience that the speaker is an individual who has the ability to have his actions directly impact the creation of moments of valued (or exalted) performance and contribution. *To the listener at that moment, it is as if he is saying to himself, "This is who the speaker is at his best and who he has the potential to be in the future."*

The most interesting phenomenon is that even when it becomes clear within the context of a Performance Values Assessment that the speaker has areas where he has missed the mark, areas where his actions have not delivered, in retrospect, as profound a result of valued (or exalted) performance and contribution as intended then or now, the speaker still experiences himself within a context of values and overall value. Hence, the experience for both the listener and speaker in a Performance Values Assessment is one of value being shared and created.

Markedly absent from a Performance Values Assessment is the experience, which often occurs in many 360 reviews or other executive assessments, of being deficient, or wrong, or of being "beaten up" by the feedback.

Lastly, given that the behaviors described in a Performance Values Framework are within the context of changing strategic objectives and circumstances, unlike the measurement scales used in other executive assessment tools and processes, the ideal state to ascribe to and which an individual is measured against, is not a fixed, unchanging point. It is a point that by its very nature is ever changing and evolving. The constant in the swirl of circumstances and evolving objectives is the experience of valued (or exalted) performance and contribution. In other words, the values of the organization and of an individual are the fixed and unchanging point.

The vast majority of all other measurement scales and systems of executive or leadership assessment are based upon a view, which has been rejected by all schools and disciplines of science, that reality at its core is unchanging, fixed and immovable. This structural model which began to be questioned and challenged at the beginning of the 20th century unfortunately is still at force in the intersection of behavioral sciences with human resources. Hence, the PVA methodology is based on a more accurate view and experience of the world, people and leadership.