

 TOP 10 – SOCIAL AWARENESS THROUGH APPRECIATION

1. **Appreciating is setting time and space.** Take time and make space for two-way conversations.
2. **Appreciating is social awareness.** Observe signals of potential problems before they may affect individual or team outcomes.
3. **Appreciating is listening more and talking less.** Inpatient listening behaviors come off as non-appreciative. People have a lot they can teach you when you actively listen.
4. **Appreciating is sharing information.** Share information about a business issue and invite advice. Share some things about yourself, such as how you arrive at decisions before offering a solution, or take time to share your career history.
5. **Appreciating is knowing.** Make a commitment to know at least three non-work things about your team, such as interests or family traditions. You most likely will find that you have something in common with each team member, or among team members.
6. **Appreciating is suspending judgment.** Suspend judgment first by turning off your “I agree” or “intellectual debate” filter. Assume first that when a direct report is telling you something they are looking to be understood. Demonstrate understanding by summarizing what has been said and ask what support they need from you. Resist the “I will fix it” syndrome unless the person asks for suggestions directly.
7. **Appreciating is curiosity.** Appreciate others by asking curious questions, specifically when others are in the work mode. Curious questions include: “*What if...?*” “*What are you learning?*” “*What would you do differently?*” “*What was good or different about that experience?*” or “*What skills did you stretch?*”
8. **Appreciate others differently.** Appreciation is not interacting with team members in the same mode. People have unique personalities, motivators and workstyle needs. Ask team members how you can show appreciation for their work.
9. **Appreciating is managing unintentional social signaling.** Be observant of the intent of your communication with the desired impact. Watch for the impact of your language, such as “*You should do this.*” “*I always have to...*” or “*I will just do it.*” When unintentional signaling has occurred, apologize. Then clarify your desired intent to the team or individual.
10. **Appreciation is personal.** Identify your last 5 to 10 bosses. Separate into two piles: “Bosses who showed appreciation to members of the team and me,” and “Bosses who showed little appreciation to the team and me.” Ask:
 - a. How did the “low appreciation” team perform?
 - b. What did they do that did not demonstrate appreciation?
 - c. What did they do to demonstrate appreciation?
 - d. Repeat above steps for “high appreciation” boss.