

INTRODUCTION

‘Appreciation’ is the underlying principle of all the ways Bioss works with individuals and with organisations, underpinning all of its procedures such as Working Relationships Appreciation, Peer Relationships Appreciation, Value Appreciation, Key Relationships Appreciation, Knowledge Appreciation, the Spiral of Appreciation, as well as the overall consulting approach.

Appreciation is a concept with a very long history and conveys both value in philosophical and economic terms. Appreciation seeks to see the value *in* and to set a value *on* and takes place in an *appreciative setting*. An appreciative setting requires quiet, patience, respect for the otherness of the person and willingness to give time to silence. Such a silence is almost always followed by a deeper breath and a comment like “I’m sure this is not what you want to hear but...” And that of course is exactly what you do want to hear (for example, in a Career Path Appreciation) if you are to understand the perspective of the person and they are to hear themselves.

In conversations that make up a long-term working relationship, silence allows the person to pause, gather thoughts and pre thoughts and realise what it is they need to talk about, leading to deeper, tacit questions and allowing for possibilities to arise. An appreciative setting gives time for thoughts and words to surface and to make sense of the shades of grey that person describes. It makes it possible to ‘see’ pattern while resisting the temptation to ‘assume’ pattern or to force fit an analysis or particular procedure.

The work done in an appreciative setting is always *with* the person or organisation as they go about doing the very demanding work of making explicit what they know, what they need, what they want, what they need to rehearse, to review and what they would prefer not to think about. It is of the essence that the responsibility for decision-making remains unequivocally with the person or the organisation. To take over that responsibility – even in apparently tiny ways – is to take from the person or organisation the opportunity to learn from what works well and what less so.

The magic of each person’s story remains the essence of Appreciation.

