

# The Impact of Listening



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# Workshop Goals



Explore the common challenges of communication.

# Workshop Goals



Understand

Identify preferred individual listening approaches, its strengths and shortcomings.

# Workshop Goals



Understand

Determine

Understand the five  
different listening  
approaches.

# Workshop Goals



Understand

Determine

Describe

Recognize the benefits of  
using more than one  
listening approach.

# Workshop Goals



Understand

Determine

Describe

Discover

Practice using all five listening approaches in situational role-plays.

# Workshop Agenda



1. What is Active Listening?
2. Going Deeper: Discover Your Personal Listening Approach
3. Developing Active Listening Skills
4. Transforming Difficult Listening Situations

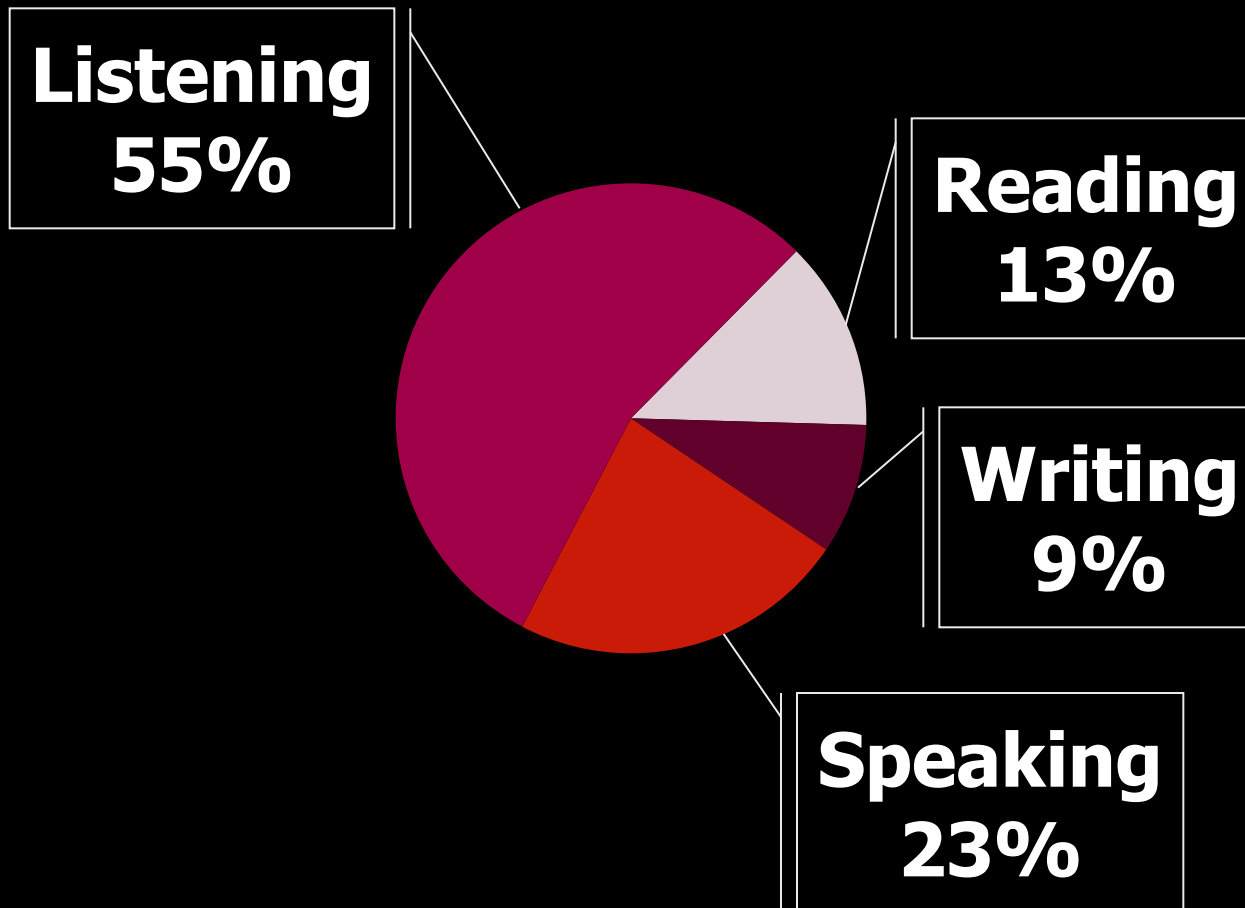
# Part 1: What is Active Listening?



- Listening seems like a basic skill
- Why do we need a course on listening?
- Active Listening is the practice of mindfully listening when someone is speaking



# Time Spent Communicating



# Communication Challenges



- Work with a partner
- Brainstorm ideas of what gets in the way of being an effective listener

# Costs of Poor Listening



- What does poor listening cost?
- How does that impact us?

# Listening and Hearing



- How are listening and hearing different?

# Listening vs. Hearing



## Hearing

The physical ability to accept and transmit *sound waves* from the eardrum to the brain.

## Listening

The ability to put *meaning* to that transmission.

# What Kind of Listener Are You?



- Rate your listening skills on page 4
- Total the rating values for each question
- Compare your total to the legend at the bottom of the page

# Characteristics of the Active Listener



- Individual exercise:
  - Think of someone you communicate with well
  - What communication techniques do you both use?
  - How do you know you are each listening?
- Partner exercise:
  - Think of a topic you are passionate about
  - Have your partner practice being a poor listener
  - Switch roles

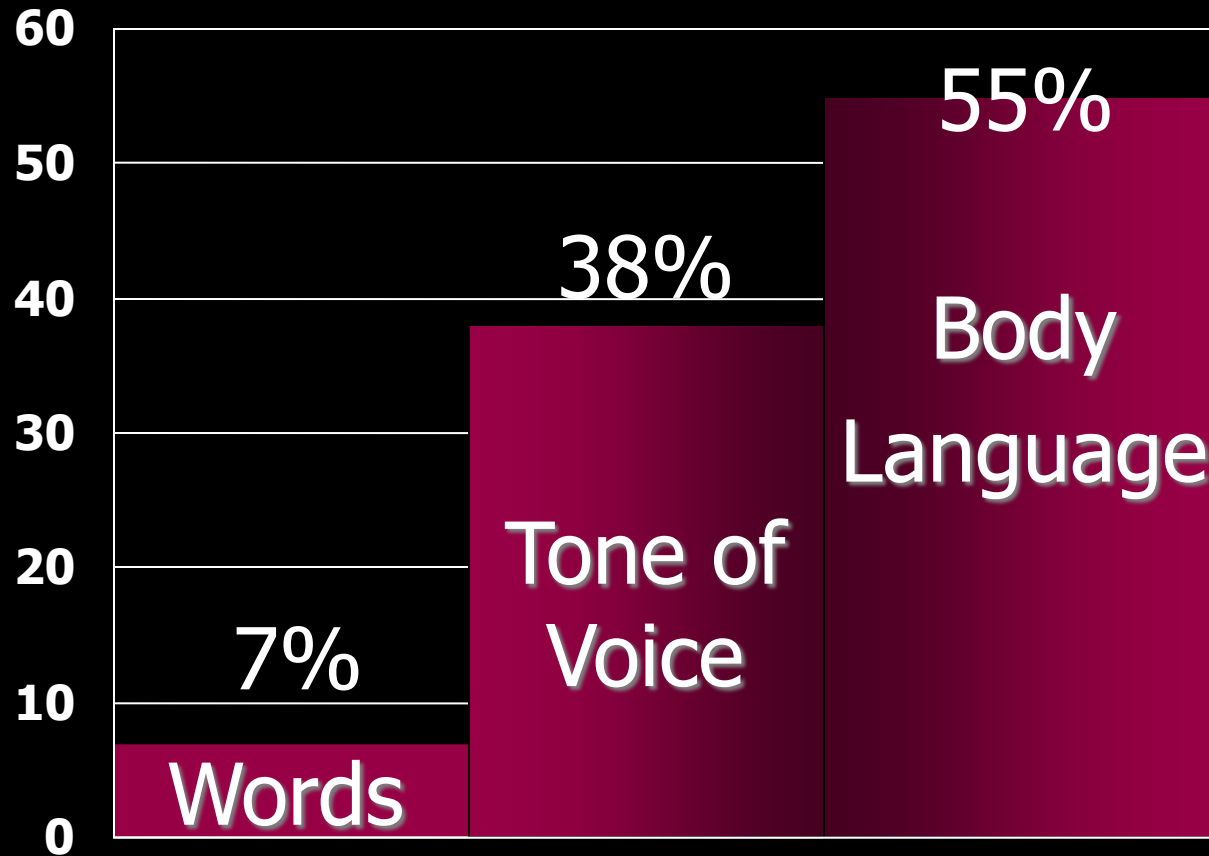
# Listening Is Affected by:



- Selection Attention
- Selective Interpretation
- Selective Retention



# Verbal/Nonverbal Communications



# Speaking and Listening Rates



- We speak at  $\frac{150}{500}$  words per minute.
- We listen at  $\frac{500}{350}$  words per minute.
- That leaves \_\_\_\_\_ words per minute to:

**TUNE OUT!**

# Causes for “Tune-Out”



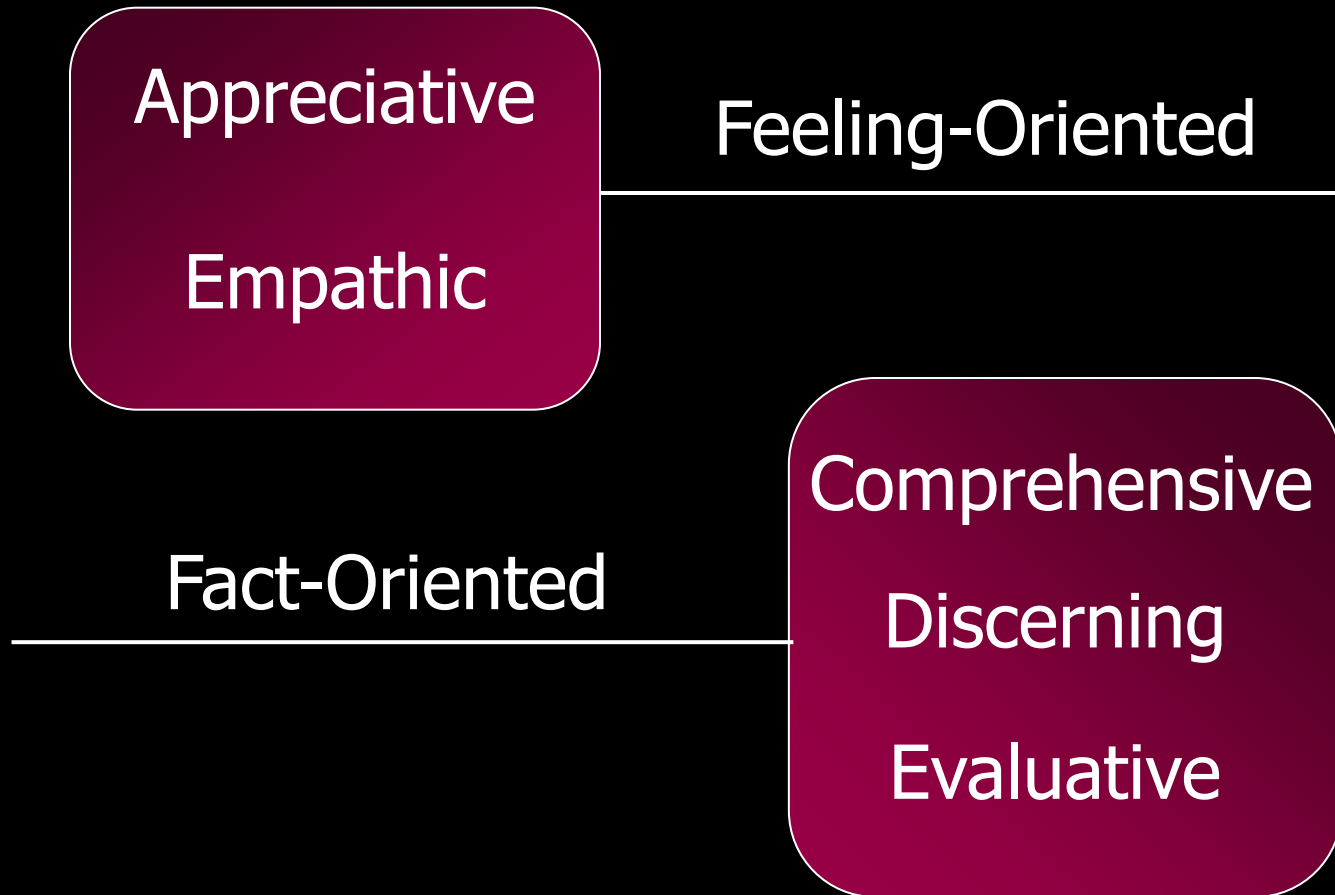
- Receiver's purpose is different from sender's purpose
- Understimulation
- Overstimulation
- Pace and delivery
- Lack of skill development

# Part 2: Going Deeper: What's Your Preferred Listening Approach?



- Identify your preferred listening approach
- Explore the five listening approaches
- Understand each approach's needs and communication expectations

# Listening Approaches



# Matching Listening Approaches



## Focus

Purpose and intent of the communication

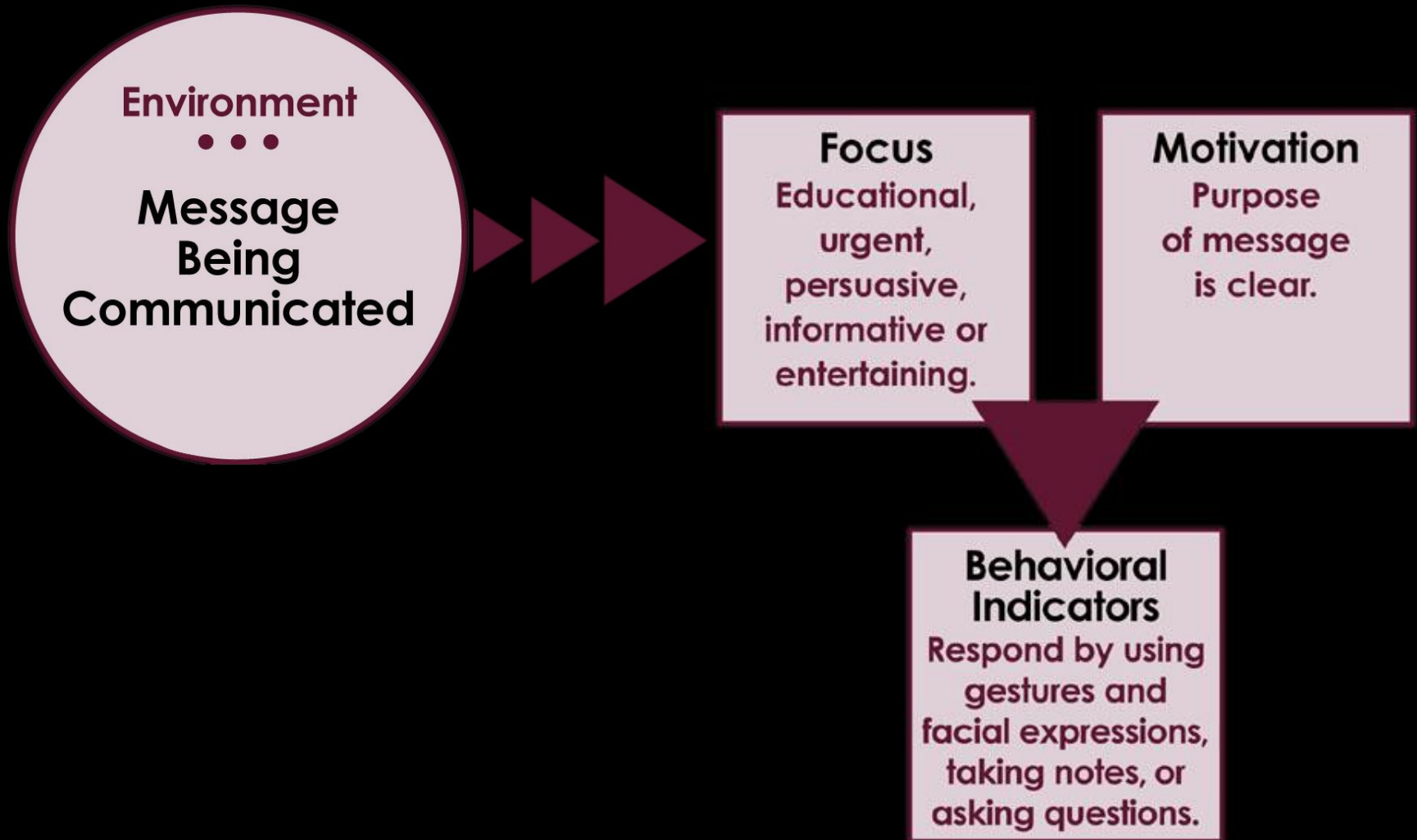
## Motivation

How we best accomplish that purpose.

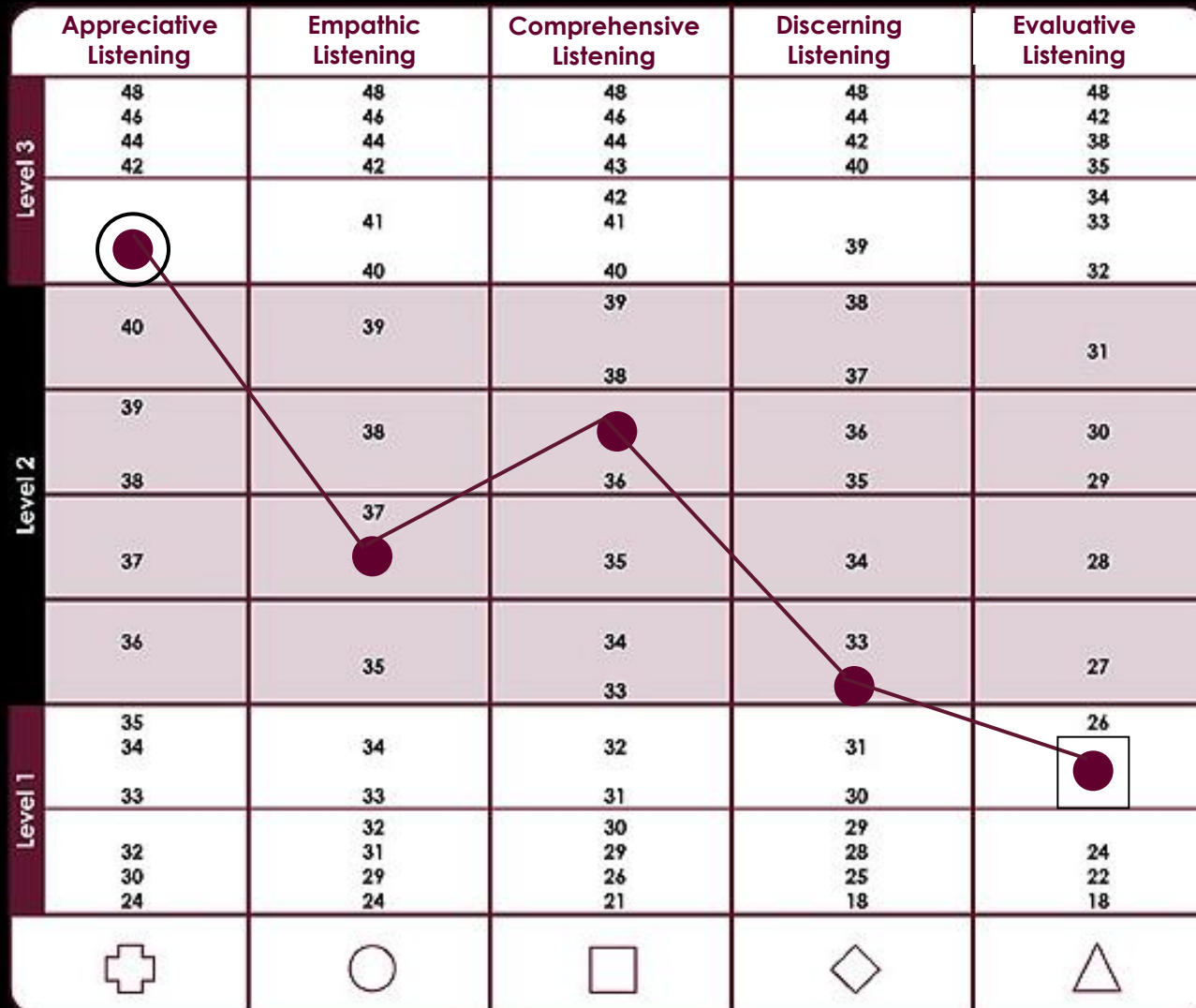
## Behavioral Indicators

Appropriate verbal and nonverbal signals that execute the strategy.

# Effective Listening



# Listening Graph





# Appreciative Listeners



## To Be More Effective with Appreciative Listeners

- Be more upbeat
- Show enthusiasm
- Smile
- Show warmth
- Demonstrate acceptance
- Be relaxed
- Lighten up
- Use positive body language
- Use stories, pictures
- Change speaking pace
- Use humor



# Empathic Listeners



## To Be More Effective with Empathic Listeners

- Ask more open and feeling-oriented questions
- Show more empathy
- Don't interrupt
- Feel more, think less
- Demonstrate sensitivity
- Be more intuitive
- Be more open-ended
- Maintain eye-contact
- Be responsive and open to questions



# Discerning Listeners



## To Be More Effective Discerning Listeners

- Get to the point, but give complete details
- Be methodical and organized
- Clarify more
- Minimize distractions
- Ask if they need you to elaborate more
- Verify if they feel something was missed
- Allow them to take notes
- Ask if you are meeting their needs



# Comprehensive Listeners



## To Be More Effective Comprehensive Listeners

- Be logical
- Check in
- Connect ideas
- Provide evidence
- Summarize
- Number the main points
- Organize the presentation
- Tie back to their experiences
- Give more details, but be succinct



# Evaluative Listeners



## To Be More Effective Evaluative Listeners

- Lay out foundation and facts
- Establish credibility
- Be concise
- Be logical
- Provide an agenda
- Ask what they think
- Don't shut down when they argue
- Know they will weigh pros and cons
- Think more in terms of consequences
- Relate to what is important to them
- Show value





# Discuss Your Preferred Listening Approach



What listening approaches can you adopt or improve to better gather, understand, or act on information:

Which listening approaches can you adopt or improve to strengthen relationships?

Share this information with someone whose listening approach is different than yours.

# Practice Flexing Your Listening Approach

- Work in groups of three
- Two people play the roles in the case study and one person is the observer
- Play out the scenario
- Observers: give feedback on
  - Which listening approach did each use?
  - Did either person flex his/her approach for the other?

## Part 3: Developing Active Listening Skills



The function of listening is to *understand* what the other personal is saying...not necessarily to *agree* with it.



# Listening Modes



## Empathic

- Feelings
- Emotions
- Needs

To figure out topic/intent



Discerning

To organize information



Comprehensive

To make a decision



Evaluative

## Appreciative

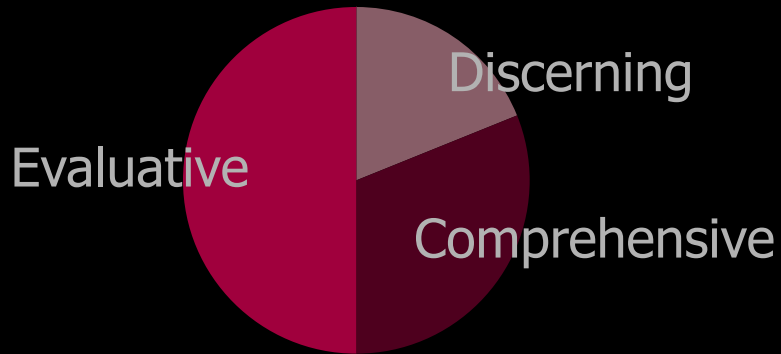
- Sound
- Color
- Language

# Listening Modes

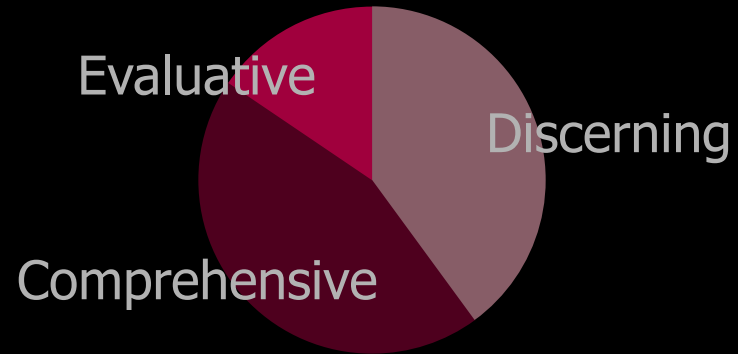


## Listening Approaches Used Effectively

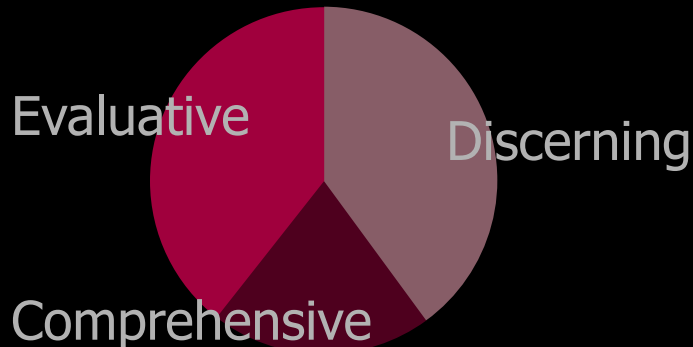
### Politician



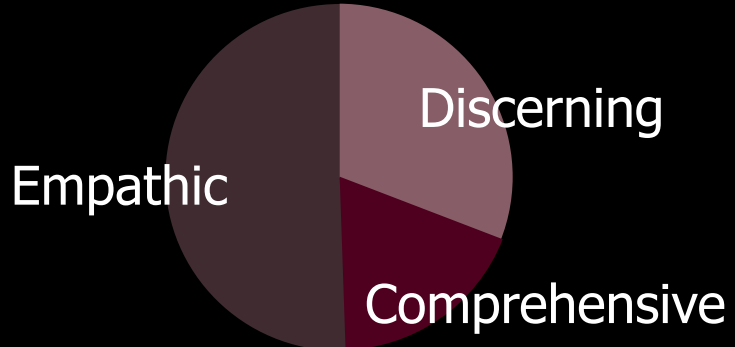
### Lecture



### Sales Presentation



### Friend



# Step 1: Prepare Yourself to Listen

- Give the sender your full attention
- Be open to listen fully
- Show your availability physically and mentally

# What Changes Should You Make?

- Think of some recent situations where you were unable to fully listen to someone
  - Name the situation in the right column
  - Consider what you could have done differently to be an effective listener
- Share your situations in a small group
- Offer ideas and support to one another

## Step 2: Listen for Accuracy



- Show the speaker that you heard what was said
- Test your understanding of messages
- Paraphrase what you heard
- Stay neutral

# Practice Listening



- Work with a new partner
- Think of a recent problem you or your team encountered
- Take turns sharing the problem with your partner
- Remember: The listener is active and present, and paraphrases what has been said
- Discuss what it was like for being in both roles

# Step 3: Listen for Empathy



- Listen for the emotion behind the message
- Be sincere in understanding how people feel
- State the conclusion of the speaker's emotions
- Do not give advice

# Practice Listening



- Work with a new partner
- Think of a recent situation that made you happy or excited
- Take turns sharing the story with your partner
- Be enthusiastic when you are the speaker
- Remember: The listener is active and picks up on the speaker's emotions, and reflects back the emotion as well the content of what was heard
- Discuss what it was like for being in both roles



# Step 4: Ask Open-Ended Questions



- Bring out more information from the speaker
- Maintain open dialog
- Make it about the speaker, and not you
- Ask neutral questions
- Remain silent while the speaker is talking
- Develop deeper understanding
- Be authentic about wanting to know more

# Practice Listening



- Work with three or four others
- Share what you have learned or gained in this course so far
- When you are listening, ask open-ended questions
- Discuss what it was like when you were the speaker

# Part 4: Transforming Difficult Listening Situations



- Techniques to improve difficult conversations

# What Makes Listening Difficult?



- We make judgments about people
- We form opinions without knowing all the details
- We protect our own interests
- We make choices in every situation

# What Assumptions Do You Make?

- Write down the names of three people who you have interacted with in the last week
- For each person, list at least five assumptions you made
- Consider how your assumptions influence the way you interact or listen

# Step 1: Awareness and Reflection

- We don't know when we stop listening
- We are aware of our feelings when we aren't listening
- Take time to reframe your judgments when you want to tune someone out
- Separate facts from your opinions

# Step 2: Exposing Your Thinking



- Check to see if your assumptions are accurate
- Be willing to be proven wrong
- “Seek first to understand, then be understood.” Stephen Covey

# Step 3: Inquiring Into Another's Thinking

- Help others uncover their underlying assumptions
- Act as a mediator with good intentions
- Use questions and remain neutral



# Reflection



- Think of a recent unsatisfactory interaction where you were misunderstood or discounted
- Write down the conversation as you remember it on the right
- Write down on the left what you were thinking or feeling and did not communicate

# Your Commitment to Action



- What will you do differently?



There is no such thing as a bad listener.  
There are only people with inflexible  
listening habits.

# Closing and Wrap Up



- Insights and comments
- Evaluation