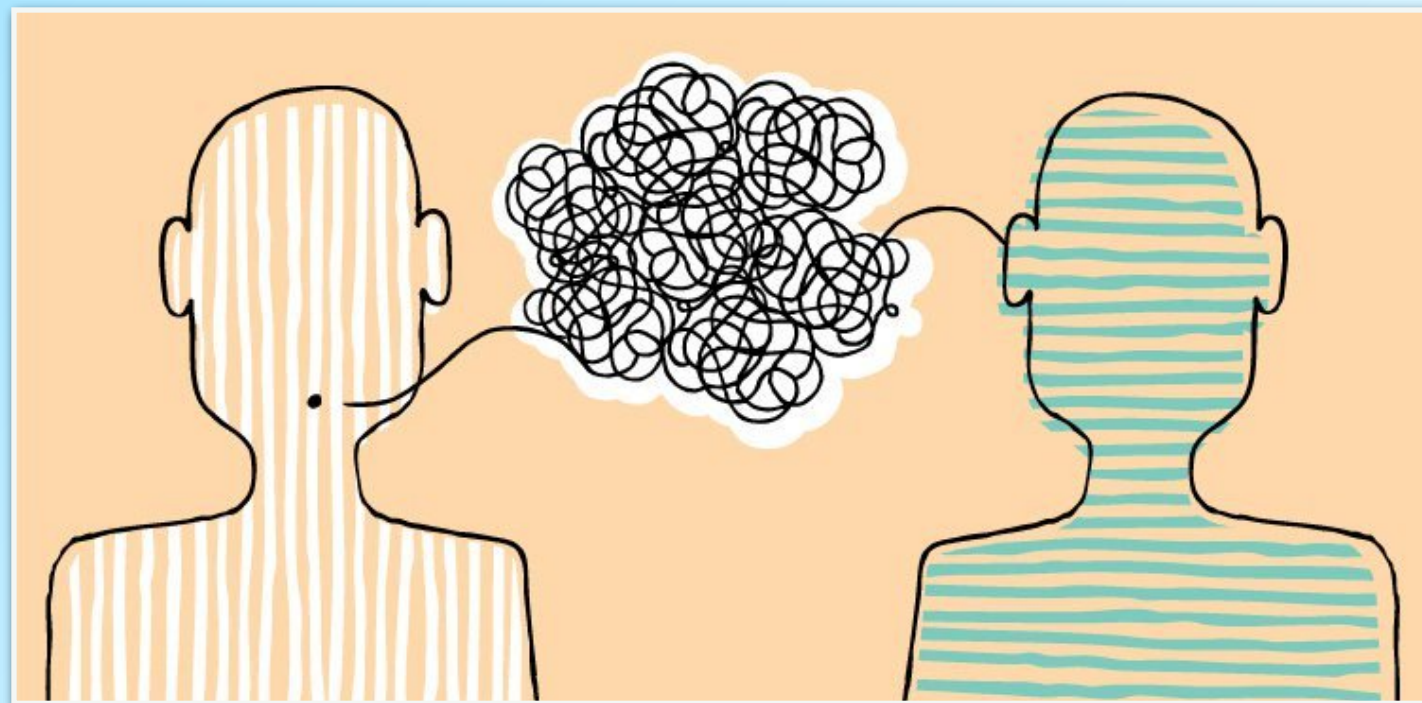


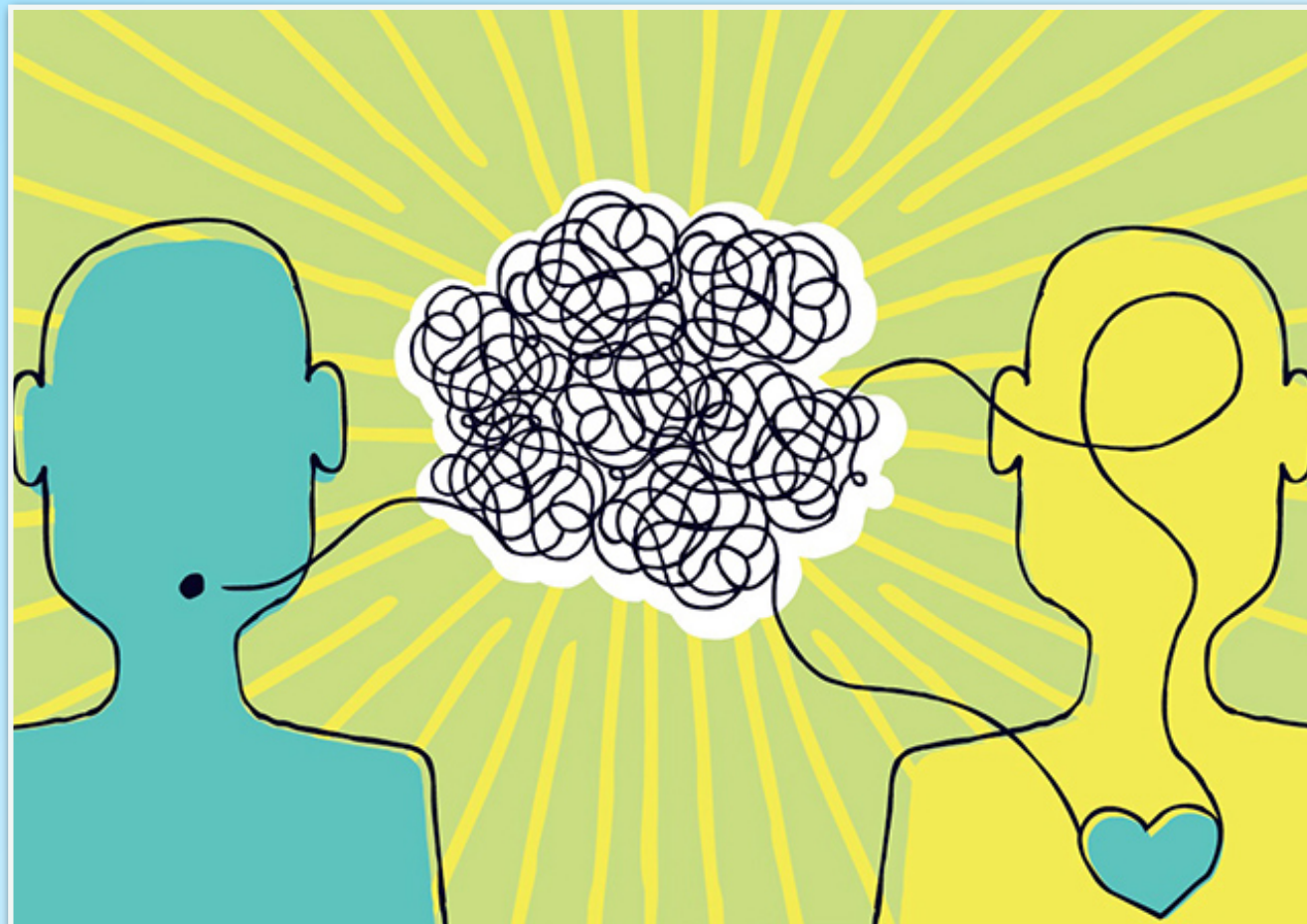
Management Listening Skills:

Learn 'em, Coach 'em, Model 'em

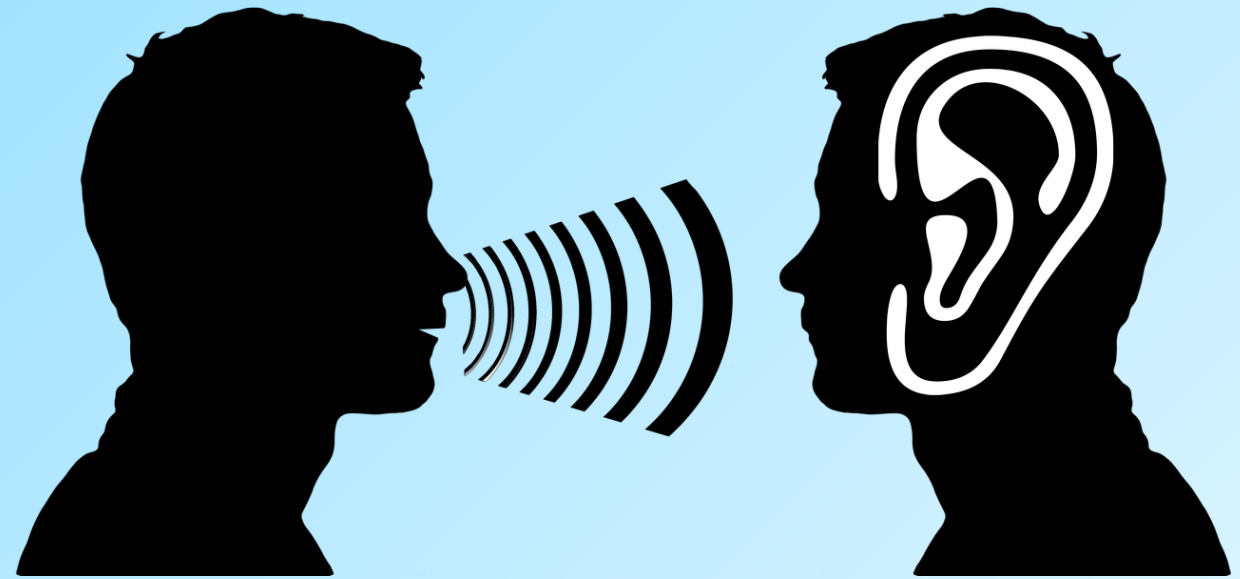


Agenda

- 3 min listening/talking activity
- Different Listening Styles
- People Oriented Listening Skills



3-min Listening/ Talking Exercise



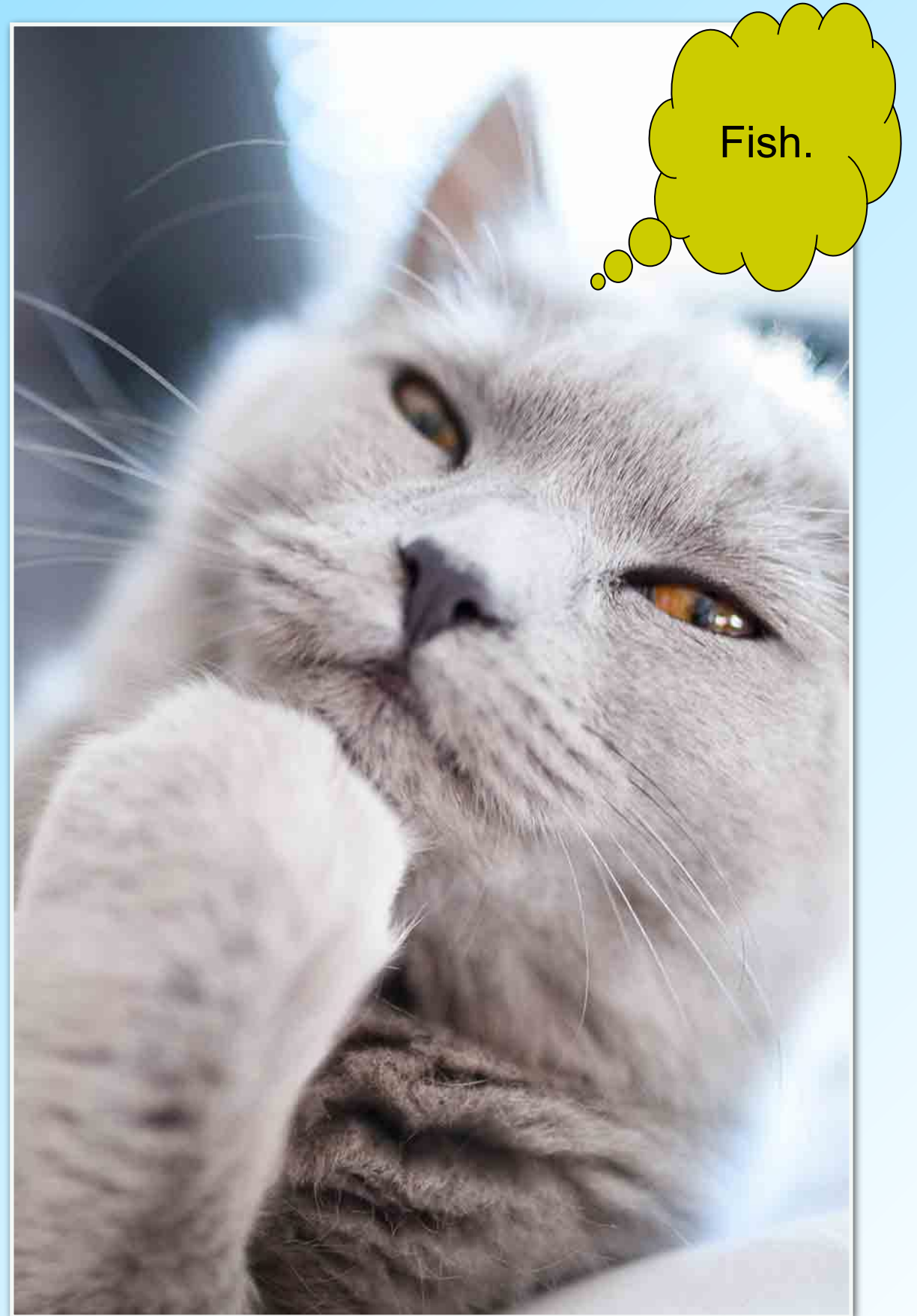
Question:

What was a problem that happened in
last summer's session?

Activity Reflection:

When you were listening, what kind of thoughts were going on in your head?

Write down a few.



What were your thoughts?

PEOPLE Oriented

- I wish I knew more of their story, their background.
- How did this make them feel?
- I wonder why this so so important to them.
- Do they see that I care about them?

CONTENT Oriented

- What factually are they telling me?
- Is this the whole truth?
- I wish they would give me more detail.
- I don't think this is really important.
- Am I going to remember all these facts?

ACTION Oriented

- What are they going to do about it?
- So... what comes next?
- Who can fix the problem?
- I wish they'd get to the point.
- Hurry up. We have things to do.
- Suck it up and DO it.

TIME Oriented

- I'll be the clock watcher.
- I'll let you know when your time is almost up.
- Uh oh... they're going to run out of time.
- Don't waste time hemming and hawing, get to the point.
- Time's up!

Content-Oriented Listening

STRENGTHS:

- Interested in what is being said rather than who is saying it;
- Wants to hear details, facts and evidence;
- Seeks solid logical argument and solid truth;
- Prioritizes credibility, expertise and truthfulness;

WEAKNESSES:

- Often dismisses other person's ideas, wishes, and hunches.
- Might “throw the baby out with the bathwater” and reject information because it doesn't have enough supporting evidence;
- May dismiss relationship-building over fact-finding.

Action-Oriented Listening

STRENGTHS:

- Interested first on what will be done, what actions will happen, when and who will do them.
- Seek 'So What' answers in their questions and care first about plans of action.
- Prefer clear, crisp descriptions and answers that are concrete.
- Like structure, bullet-points and numbered action items.

WEAKNESSES:

- Can be impatient and hurry speakers toward conclusions;
- May be critical of people who start with the big picture and talk in concepts.
- Appears overly concerned with control and optimization;
- Appears less caring in the well-being of people.

Time-Oriented Listening

STRENGTHS:

- Organize days in to neat compartments;
- Seek short answers that are to the point.
- Allocates time for listening and caring, but will be very concerned if sessions over-run.
- Have their eyes constantly on the clock.

WEAKNESSES:

- Constrains and annoys people focused on people elements or complex problems;
- Often receptive for only a short amount of time;
- Appears cold and systemic to other styles;
- Prioritizes schedule over quality of relationships.

People-Oriented Listening

STRENGTHS:

- Show a strong concern for others and their feelings.
- Talk more about 'we' than 'you' or 'they;'
- Externally focused, tuned into others;
- Seek to understand context and life stories of people;
- Focus on emotions, be empathetic, and use appeal to emotion in their arguments.
- Seem vulnerable and will use this to show that they are harmless.

WEAKNESSES:

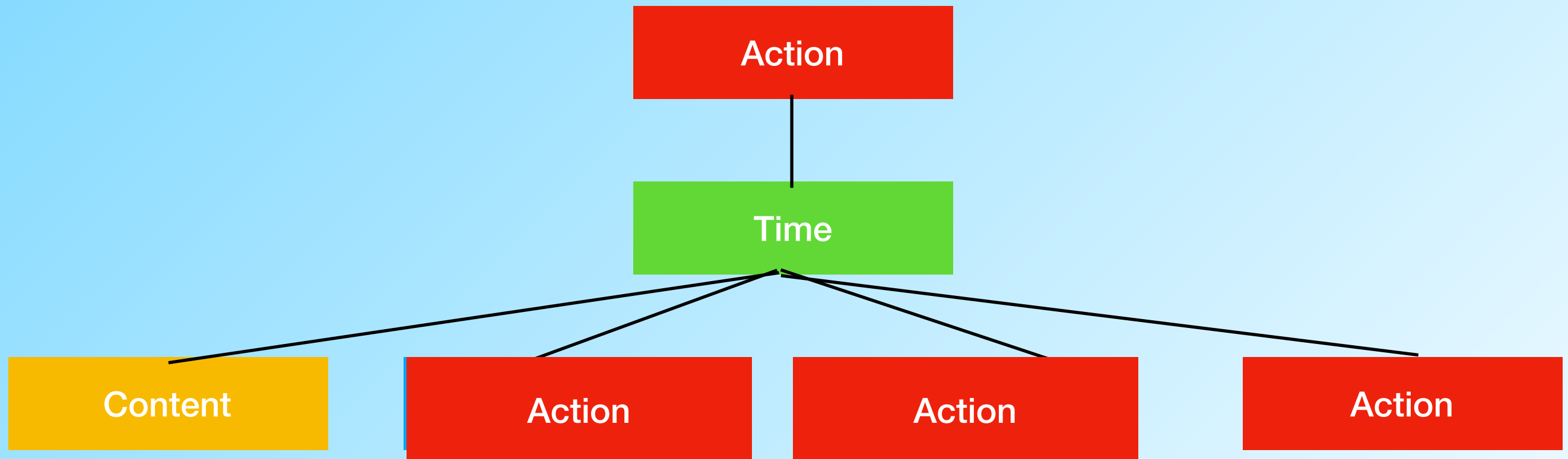
- Can become overly involved with others and "go native," impairing sense of judgement and ability to discriminate;
- Can associate so strongly with others they do not see limitations and faults.
- Can be seen as intrusive by others that are not so relationship-oriented.

Important Message

- ALL styles are important!
- The best communicators can flexibility shift between all four.
- The best teams are:
 - **AWARE** of their preferred styles
 - **BALANCED** with all four styles
 - **OPEN** to request what style they wish for.
- Know your preference... it will come out when you have a Tired Brain or BIG Emotion.

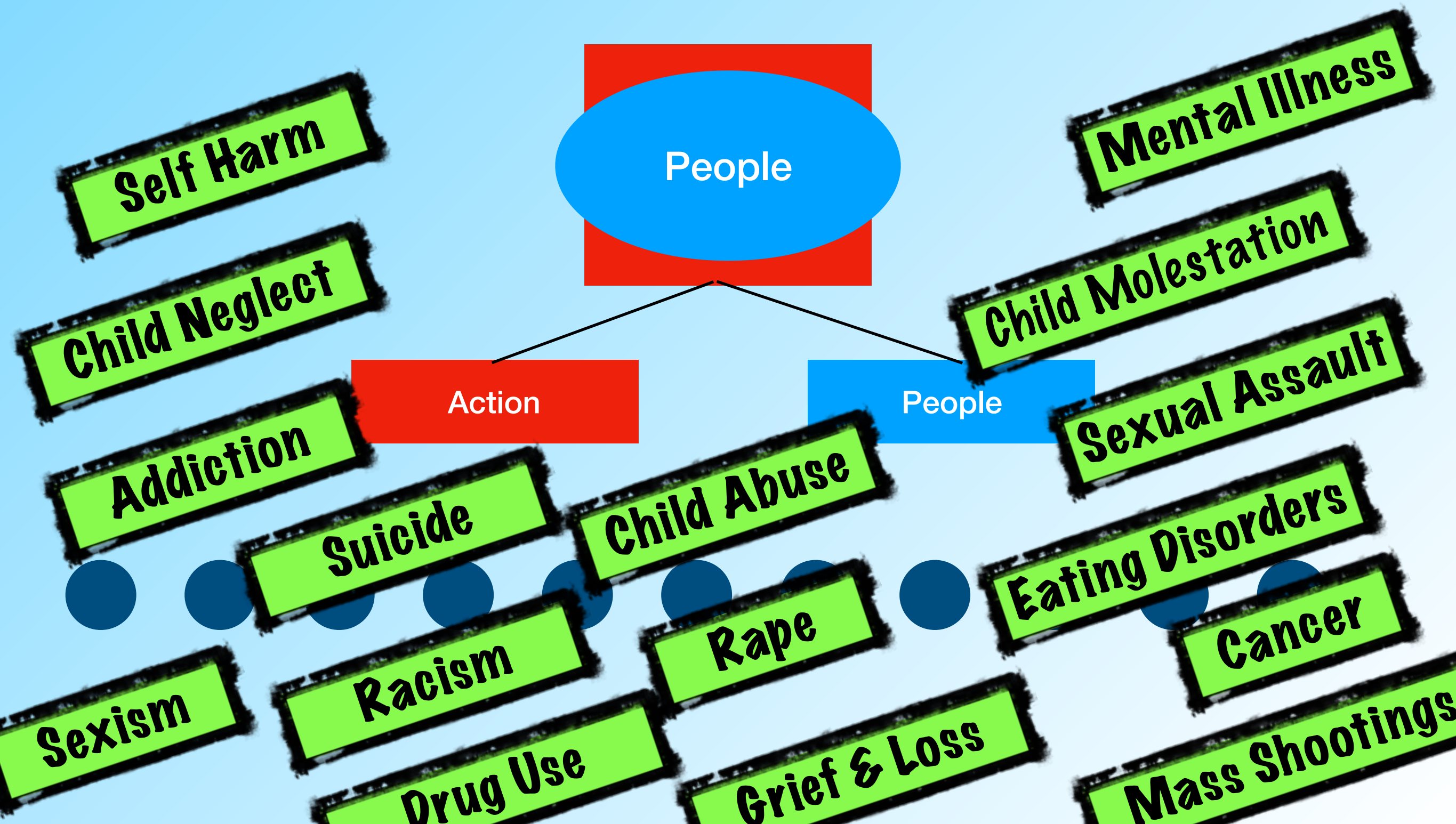


Balance your team carefully!



= Lots of doing, no one feels cared for

Why People Centered Listening is Crucial in Management



How to be a more People- Oriented Listener



(With Mindfulness and
Awareness, you can do it!)

The GOLDEN Rule

*Do unto others, as you
would them unto you.*

I get to talk to you the way
I feel most comfortable.
It's your responsibility to hear
me correctly, and you need to
talk to me the same way back.

I am the most important thing.

The TITANIUM Rule

*Do unto others, keeping their
preferences in mind.*

Rather than communicating in
my most natural style, I look for
how your expectations, attitudes,
and culture will understand
my message the best.

MY MESSAGE
is the most important thing.

What P-O-L Looks Like

- Mirror listener expressions and postures;
- More eye contact;
- Give facial feedback;
- Nod your head;
- Lean Forward;
- Expose your heart & Open your body;
- Remove Barriers (Crossed arms, desks, chairs, stacks of papers)
- Turn off Technology!



Practice it.

What P-O-L Sounds like

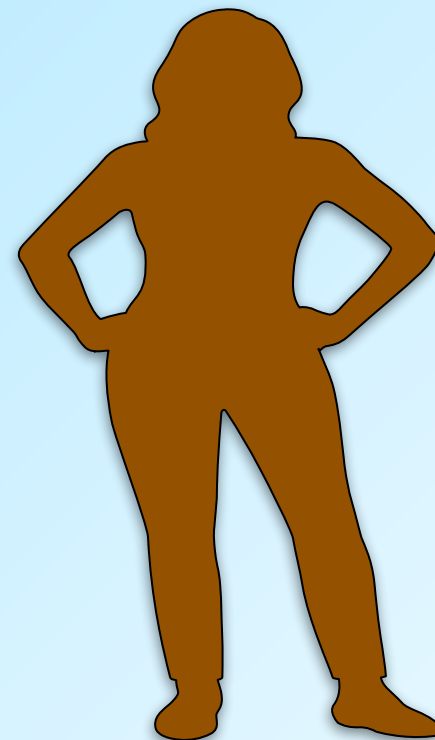
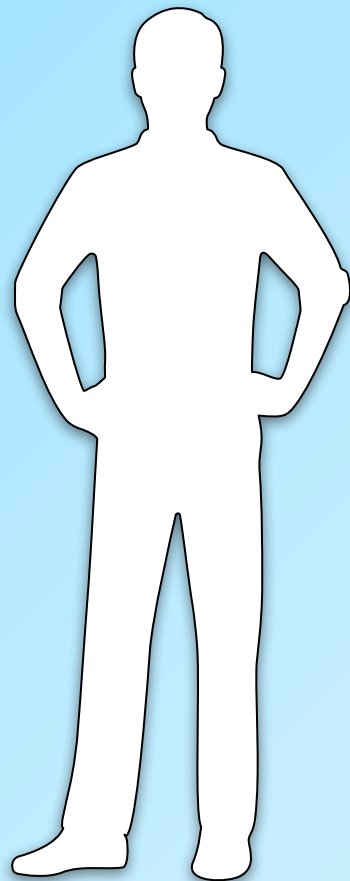
- Ask, ask, ask! Let them tell the story.
 - And then what happened? What did you do?
Was that hard?
- Listen, listen, listen! Let them tell the story.
 - Shut your Pie Hole.
- Soften words, soften sounds, soften body.
- Try and repeat what they've said. Get feedback if you're wrong.



Awareness: Power Differential?

- Speakers are naturally vulnerable.
- The more hierarchy the Listener has, the more they need to invite the speaker, with words, softened body, space, time, patience.

**Male
White
High Authority
American
Cis
Hetero
Tall
Thin / Athletic
Socially popular
Longtime Staff**



**Female
Brown/Black
Low Authority
International
Trans-
LGBTQ+
Short
Fat / Non-Athletic
Socially Awkward
New Staff**

Check Awareness: Their Intentions

- What do THEY want from this conversation?
 - Action (I want you to do this, fix this)
 - Responsibility (I want you to take/share the problem)
 - Information (I want you to tell me facts)
 - Comfort (I want you to care)
 - Validation (I want you to tell me I'm doing OK)

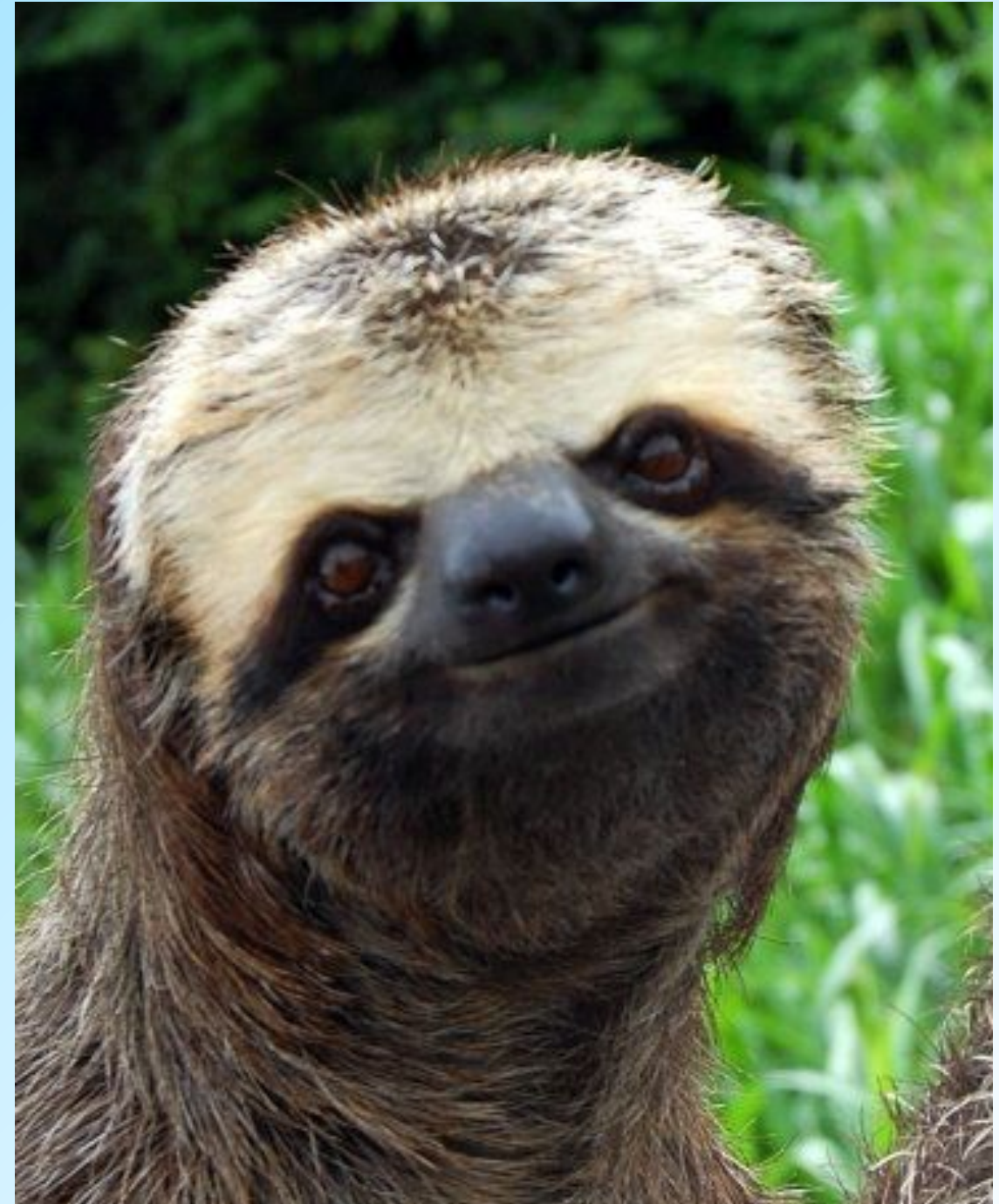
If you don't know, ASK. If you *think* you know, ASK Anyway.

Check Awareness: MY Intentions

- **What do I want in this conversation?**
 - Action (I want you to do this, fix this)
 - Responsibility (I want you to take/share the problem)
 - Information (I want you to tell me facts)
 - Your Agreement (I want you to side with ME)
 - Blame Avoidance (I want you to realize it's not my fault)
 - For it to be done (Go away, please, I'm busy)

In Summary:

- There are 4 different styles of listening;
- Everyone has a preference to one or more;
- It's important for management to be skilled at People-Oriented listening;
- POL takes awareness, practice, and clarity of intentions.





Thank you!

Questions?

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