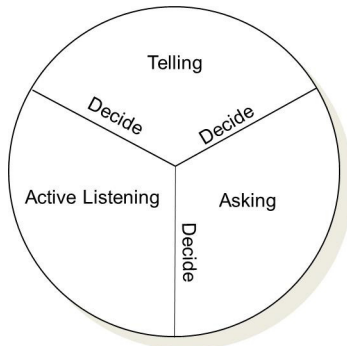


Pro Way Development

– Connecting HR to Your Bottom Line

The Listening Model:

While this model of listening has 3 equal parts, if we want to sell, interview or build relationships we should be listening 80% of the time.



Recall that listening is

- A skill
- To demonstrate you understand feelings and thoughts
- From the other person's point of view

How to listen?

- Listen for facts and feelings
- Figure out the essence
- Sum it up and say it back
 - in your own words
 - go for meaning, not the words
 - have a “you” focus
- Tips
 - Focus on feeling words.
 - Note the general content of the message.
 - Watch body language.
 - “What might I be feeling if it were me?”

Good Questions are not leading or loaded

When you are truly communicating it is important not to make statements can be disguised as asking questions. Statements where our voices go up at the end of the sentence. These can be seen as leading or loaded questions. Here are some examples

Leading questions:

- “Isn’t it true that...”
- “Is that what really...”
- “Don’t you think...”
- “Is that what really...”
- “Didn’t you say...”

Advice offered as a question:

- “Have you thought about...”
- “Why don’t you...”

When we have something to say and we want someone to agree with us, sometimes we ask questions to get the other person to subscribe, or buy into, our point of view. This is an abuse of Inquiry in its purest sense. You cannot advocate and inquire at the same time.

Example of what this sounds like: prosecuting attorney cross examining a witness. “Is it not true that you wanted Mr. Jones to trip and fall so you could make a claim against Mrs. Harris’ insurance?”

Effective Speaking

- Explain the reasoning behind suggestions or opinions
- Give data when helpful
- Include your feelings and experiences when appropriate
- Rationale
 - Why should I care?
 - What’s in “it” for me? (WIIFM)
 - What are the anticipated costs/benefits?
 - What will be different?/What will be the same?
- Expectations
 - What do you want me to do differently?
- Keep It Simple and Straight Forward (KISS)
 - Boil your message down to its essence

Effective Listening

Listening is both a skill and an attitude. It is often the most neglected part of communication. Besides getting rid of bad listening habits, you can acquire good listening habits.

The list below contains a few descriptions of behavior that can lead to effective listening.

1. **Paying attention.** If people really want to be good listeners, they must, on occasion, force themselves to pay attention to the speakers. When speakers are dull conversationalists, a listener must sometimes use effort to keep from being distracted by other things. It is important not only to focus on the speakers, but to use nonverbal cues (such as eye contact, head nods, and smiles) to let them know they are being heard.
2. **Listening for the whole message.** This includes looking for meaning and consistency or congruence in both the verbal and non-verbal messages and listening for ideas, feelings, and intentions as well as facts. It also includes hearing things that are unpleasant or unwelcome.
3. **Hearing before evaluating.** Listening to what someone says without drawing premature conclusions is a valuable aid to listening. By questioning the speaker in a non-accusing manner, rather than giving advice or judging, a listener can often discover exactly what the speaker has in mind — which many times is quite different from what the listener had assumed.
4. **Paraphrasing what was heard.** If the listener non-judgmentally paraphrases the words of the speaker and asks if that is what was meant, many misunderstandings and misinterpretations can be avoided.

Helpful phrases to acknowledge understanding:

“What I’m hearing you say is. . .”

“I think I’ve got it. Let me restate what you’ve just said.”

“So, as you see it. . .”

“I’m not sure I’m with you, but. . .”

Poor Listening

Most people spend more time listening than communicating any other way, yet many of us never learn to listen well. One way people can improve their listening is to identify their own poor listening habits and make an effort to change them.

Use the following list of some of the most common poor listening habits to help identify any patterns you have. If you pay special attention to the circumstances that seem to invite this behavior, you can consciously and successfully change your habits.

1. **Not paying attention.** Listeners may allow themselves to be distracted or to think of something else. Also, not wanting to listen often contributes to lack of attention.
2. **Pseudo-listening.** Often people who are thinking about something else deliberately try to look as though they were listening. Such pretense may leave the speaker with the impression that the listener has heard some important information or instructions offered by the speaker.
3. **Listening but not hearing.** Sometimes a person listens only to facts or details or to the way they were presented and misses the real meaning.
4. **Rehearsing.** Some people listen until they want to say something; then they quit listening, start rehearsing what they will say, and wait for an opportunity to respond.
5. **Interrupting.** The listener does not wait until the complete meaning can be determined, but interrupts so forcefully that the speaker stops in mid-sentence.
6. **Hearing what is expected.** People frequently think they heard speakers say what they expected them to say. Alternatively, they refuse to hear what they do not want to hear.
7. **Feeling defensive.** The listeners assume that they know the speaker's intention or why something was said, or for various other reasons, they expect to be attacked.
8. **Listening for a point of disagreement.** Some listeners seem to wait for the chance to attack someone. They listen intently for points on which they can disagree.