

THE ART OF LISTENING

Effective listening is a key management and leadership skill. It is at the heart of effective communication. The key is to try to catch yourself not listening and then refocus.

Please stop or pause to consider the following. How do you normally listen? In team meetings, in 1:1's, when with the customer? Do you listen at level 3 or 4? Or at 1 and 2.

Levels	What and why?
1	Listening from habit to confirm your view
2	Listening for facts to re confirm your view
3	Listening with emotion to confirm the other persons point of view
4	Listening from within to allow new possibilities and ideas to emerge

Some Listening Techniques

Purpose	Why do this	Example
Encouraging	To convey interest in the speaker	"Please don't stop..." "Please tell me more..."
Clarifying	Help the speaker to tell you more about a subject	"Are you saying this...?" "What does that look like...?"
Restating	To show that you are listening and understanding basic ideas and themes	"I thought I heard you say..." "You want to know more about this...?"
Reflecting	Visualize the speakers body language	"I notice that you are passionate about this..." "Or you seem tense when we talk about this..."
Summarizing	Restating major ideas, pulling facts together, checking for understanding and linking things together	"What I hear you saying is this..." "These seem to be the key ideas..." "These are the key themes in your argument...is that right?"