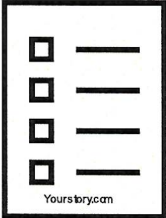


Every Voice Matters

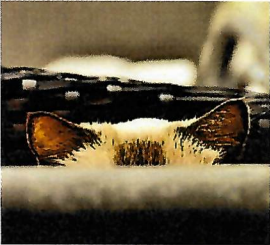
GREG EATON
MELINDA GERRIS

Ground rules



- ❖ Decide together
- ❖ Make sure they work
- ❖ Review and update
- ❖ Follow your rules
- ❖ Hold one another accountable

Listening to Understand



- Absent listening, there is no understanding

Barriers to Communication

Assumptions

Expectations

Lack of Attention

Jargon

Group Influence

Barriers to Communication

Non-verbal Communication

Personality

Emotions

Lack of Clarity

Lack of Interest

Barriers to Communication



Listening Enhances Communication

- ❖ Allows the listener to accurately interpret the speaker's message
- ❖ Enables release of emotion without triggering listener
- ❖ Reduces tension
- ❖ Builds trust
- ❖ Encourages sharing of information
- ❖ Creates a collaborative environment for problem solving



The Listener's Job: Let the Speaker Know



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- ❖ I understand what you are saying
- ❖ I understand how you feel
- ❖ I am interested in your message
- ❖ I am not judging you

Active Listening

'Active listening' means fully concentrating on what is being said rather than just passively 'hearing' the message of the speaker. **Active listening** involves listening with all senses.

Active Listening

"TO LISTEN"



- ❖ Increase speaker's self-esteem and confidence
- ❖ Gain cooperation
- ❖ Strengthen a team
- ❖ Enhance trust
- ❖ Share ideas and thoughts
- ❖ Clarify information

Four Rules of Active Listening

1. Seek to understand before you seek to be understood.
2. Be non judgmental
3. Give your undivided attention to the speaker
4. Use silence effectively

Keys to Listening to Understand

Stop talking

Be attentive and interested

Focus on the main points

Remain non-judgmental and empathetic

Keys to Listening to Understand

Provide a limited, encouraging response

Be a sounding board

Act like a mirror

Use appropriate non-verbal communication

Don'ts

- ❖ Don't interrupt
- ❖ Don't change the subject
- ❖ Don't rehearse
- ❖ Don't interrogate
- ❖ Don't teach/preach
- ❖ Don't give unsolicited advice
- ❖ Don't discount the speaker's feelings
- ❖ Don't let the speaker "hook" you



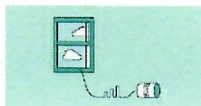
Become an Active Listener



Problem solve

1. Focus on the content not the speaker
2. Find something you agree with
3. Build on the nugget of agreement
4. Disagree with respect

Essentials for Effective Questions



Nature: Open, Innocent, Curious, Neutral & Inviting

1. Intention
2. Voice Tone
3. Body Language
4. Phrasing

Categories of Questions

Content

- ❖Concerns the topic being discussed
- ❖Example: What do you mean by a lot of overtime?
- ❖Example: Do you believe we will spend all of the funds allocated to book purchases?
- ❖Example: What percentage of our patrons are using online content?

Process

- ❖Focuses on what is happening between the participants
- ❖Example: What you do mean when you say the patron doesn't follow the rules?
- ❖Example: Would you like to know why I asked that question?

Types of Questions



- ❖ Open-ended
- ❖ Closed

Information Gathering Questions



- ❖ What do you mean by?
- ❖ Compare and contrast
- ❖ Explore contradictions
- ❖ Ask about physical reactions
- ❖ Understand attitude
- ❖ First, Second and Third Person
- ❖ Past, Present and Future
- ❖ Quantity, Degree and/or Percentage

Clarifying Questions

- ❖ Asking about your assumptions
- ❖ If we don't ask, our assumptions become our truth and our lens for seeing the person
- ❖ Solidify assumptions into prejudice
- ❖ Inverting a statement into a question to confirm/deny or clarify



Questions about Motivation and Intention





Practice Exercise

Using one of the scenarios described, consider:

1. What are the barriers to effective communication for each trustee? For the Director?
2. What questions could each of the trustees ask?

Conclusion



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Listening to Understand

P: Pause

- ❖ Help people to move from fight/flight/freeze into a problem-solving mindset
- ❖ Makes time to quiet the little voice so that you can hear the other person
- ❖ Allows you to focus on what you hear, not what you expect to hear
- ❖ Gives you a chance to pay careful attention

R: Remove

- ❖ Remove distractions such as cell phones, multiple speakers, and other elements that create barriers to understanding

I: Intention

- ❖ Be curious
- ❖ Listen to understand, not to convince or cajole or make one's point
- ❖ Learn more about the speaker's perception

S: Support

- ❖ Support a constructive conversation by looking for what is right
- ❖ Shift the focus from blame to understanding area of agreement
- ❖ Focus on facts and desired outcomes

M: Mindset – Focused on Problem-Solving

- ❖ Listen generously for opportunities to resolve or address a situation
- ❖ Set aside blame
- ❖ Focus on intent
- ❖ Review information without immediate judgment
- ❖ Review words, tone, body language
- ❖ Understand what is said and what is not said
- ❖ Be open to receiving the message, whatever it is



Using Curious Questions to Enhance Understanding

P: Purpose – Why ask a curious question?

- ❖ To enhance understanding and flesh out the “what happened” story
- ❖ To decrease defensiveness – your own, and the other person’s
- ❖ To find areas of agreement
- ❖ Not to convince, manipulate or control someone into adopting your position

R: Reaction/Assumptions – check your interpretations and reactions

- ❖ Ask about your assumptions to be sure you have the information from the speaker’s perspective
- ❖ Confirm you are using the right lens for seeing the other person
- ❖ Make sure you understand before you respond

I: Intention – understand someone’s thinking/intention/motivation

- ❖ See if you understand the speaker’s motivation and intention
- ❖ Clarify what the speaker was thinking

S: Stuck – work through impasse

- ❖ Ask questions about what is possible instead of what is not possible
- ❖ Look for ways to make changes that would meet everyone’s needs
- ❖ Find even small areas of agreement
- ❖ Focus on what you have and not what you don’t have
- ❖ Seek to better understand whether, and what, emotions are behind the impasse

M: Meaning – understand what someone means

- ❖ Try to gain insights about the accuracy/inaccuracy of what is being said how you or others are interpreting those words
- ❖ Be sure you know what the speaker meant instead of what you thought they meant