

LEADING BY LISTENING

*'The world is giving you answers each day. Learn to Listen' -
quotesforthemind*



SESSION OVERVIEW

'Leaders who do not listen will eventually be surrounded by people who have nothing to say' - Andy Stanley

WHAT is it?

Here we explore what leading by listening / leadership listening is. We look at the whole picture.

HOW it works?

Here we explore the skills required to develop successful leading by listening.

HOW to use it?

Here we explore the applications of skills learned to successfully conduct a Leading By Listening session

LEARNING OUTCOMES

- Identify the benefits of Leading By Listening
- Comprehend the threats posed by poor listening
- Apply the Leading By Questions skills
- Apply the Leading By Articulating skills
- Apply the Leading By Staying Cool, Calm & Collected



LEADERSHIP LISTENING

WHAT is it?

1. Leadership listening is much more than being silent while the other person talks.
2. Leadership listening included interactions that build a person's self-esteem.
3. Leadership listening is seen as a cooperative conversation.
4. Leadership listeners tend to make suggestions.



WHAT ARE THE NEGATIVE CONSEQUENCES OF POOR LISTENING?

- Dissatisfied customers
- Missed deadlines
- Poor morale among coworkers
- Assignments completed incorrectly
- Uniformed decision-making and problem solving
- Even workplace violence, harassment, accidents/injuries or even death can result from failure to listen effectively.

**What are the
symptoms or characteristics
when poor listening is the culture at:**

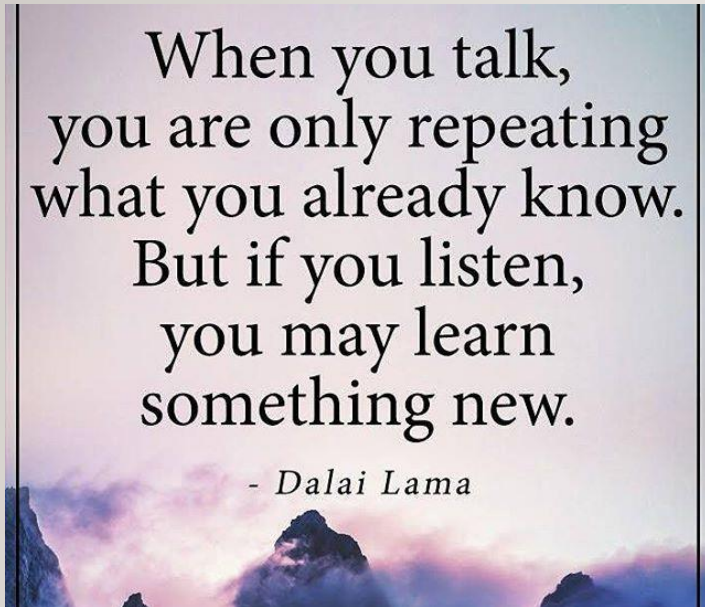
- **Work**
- **In Ourselves**
- **The Organisation**

HOW CAN LEADERSHIP LISTENING HELP YOUR ORGANISATION?



BENEFITS?

1. Listening increases your capacity as a leader



2. Listening shows you care



BENEFITS

3. Listening helps you comprehend the situation

I used to think that communication was key until I realized comprehension is. You can communicate all you want to someone but if they don't understand you, it won't reach them the way you need it to.

4. Listening helps you better understand your business

To launch a business means successfully solving problems. Solving problems means listening.

Richard Branson

quotation

BENEFITS

5. Listening gives you a vision of the reality on the ground



ASSESSMENT

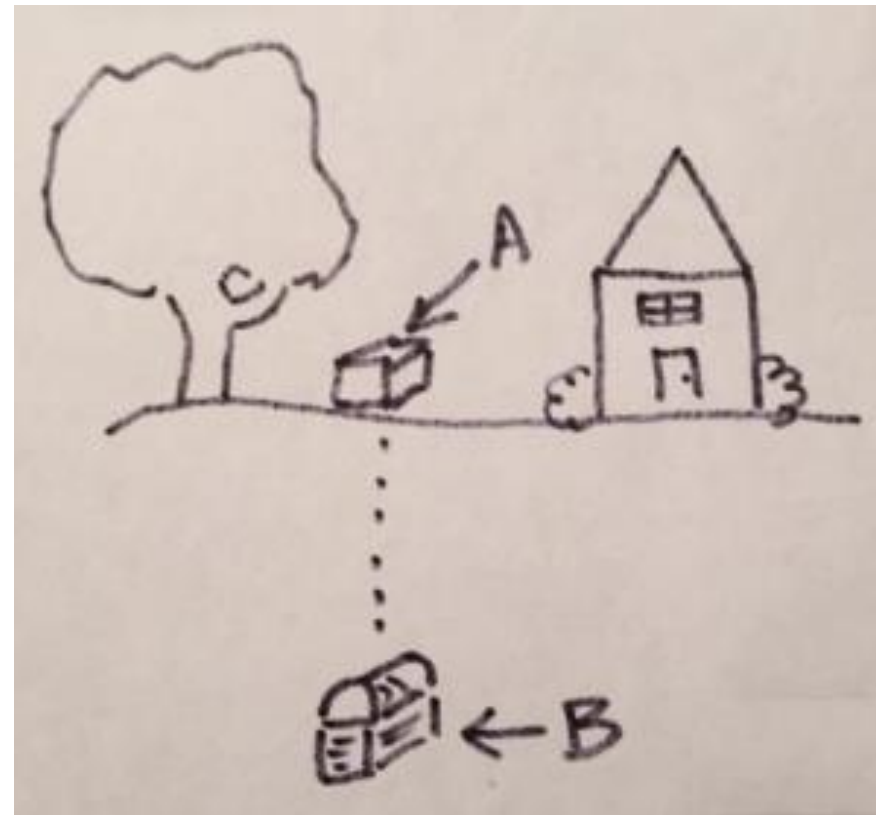
WHICH PERSON IS NOT EXERCISING



GOLDBLOCKS



-
- What is the hidden meaning of this image?



WHAT COULD THIS IMAGE BE SAYING?



CAN YOU HEAR ME?



WHAT IS LEADERSHIP LISTENING?

3 KEY PRINCIPLES

1. ACTIVE LISTENING

- Active listening — also known as 360 listening — requires not only focusing on what the person says but also what they don't say. An active listener pays attention to body language and other nonverbal cues regarding the person's emotional state.

2. ENHANCING SELF-ESTEEM

- Enhancing self-esteem — Good listening supports the speaker's self-esteem and confidence. One of your jobs as a good listener is to create a safe environment where the other person feels at ease and comfortable talking about whatever it is they need to talk about. Create, maintain and build a positive environment.

3. SPIRIT OF COOPERATION

- Spirit of Cooperation — Good listening is a co-operative activity. It is not argumentative, it is not critical, and it is not judgmental. So, when you're listening to someone, you are cooperating with them in an activity. Ask questions, seek for ideas, suggestions and recommendations, clarify, ask for agreement.



WHAT
DO WE WISH
TO CHANGE?

What it takes to develop Leadership Listening Skills

3 KEY PRINCIPLES

1. ACTIVE LISTENING SKILLS

Listen with your Face
Listen with your Eyes
Listen with your Gestures
Listen with your Body

2. ENHANCING SELF-ESTEEM

Set the stage - Golden Rules
Keep the conversation pleasant – C.R.A.V.E.
Show understanding, support and respect to build trust

3. SPIRIT OF COOPERATION

Power questions – What, What, Why or How?
Open-ended questions
Close-ended questions
Probe-up and probe-down
Paraphrase and clarify





HOW it works?





WHAT GREAT LISTENERS DO?

Video

I. ACTIVE LISTENING SKILLS



Listen with your Face

Pair-Up: I will read you some statements:
Durian

TGIF

Monday

Bonus

Emergency Meeting

When someone is lying to you

When someone is talking to much

I don't like you

You don't understand me

Read some statements – pair -up

I. ACTIVE LISTENING SKILLS



Pair-Up: I will read you some statements:
I am the greatest person on earth

I am feeling tired and bored

I am the happiest person in the world

I am so so confused

You are wasting my time

Listen with your Eyes

I. ACTIVE LISTENING SKILLS



Pair-Up: I will read you some statements:
You are amazing

I like what you said

I am not sure what you mean

I do not agree with you

You don't seem to understand

I will support your idea

Listen with your
Gestures

I. ACTIVE LISTENING SKILLS

Pair-Up: I will read you some statements:

I like you very much

You are very interesting

I believe in you

I care for you

I just don't like you

Who do you do you think you are?



Listen with your Body

Read some statements – pair -up

2. ENHANCING SELF-ESTEEM SKILLS

- SHOW RESPECT
- COURTESY
- BE A PROFESSIONAL

Set The Stage –
Golden Rules

Ask for ideas

2. ENHANCING SELF-ESTEEM SKILLS



CRAVE Formula

- **C**ompliment something personal
- **R**ecognize an effort made
- **A**ppreciate when someone does something for you
- **V**alidate when a person gives a credible performance or presentation
- **E**ncourage when the going gets tough

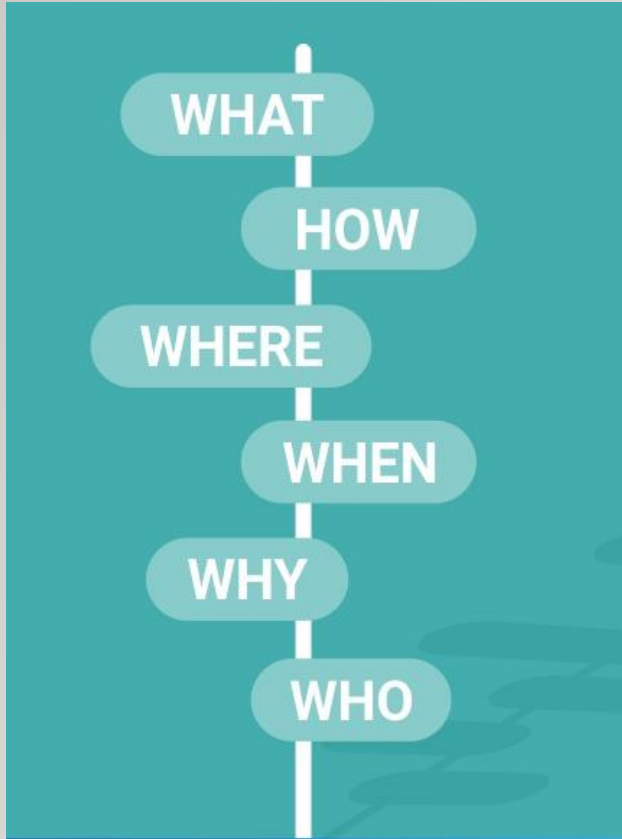
Keep the Conversation
pleasant – C.R.A.V.E

3. SPIRIT OF COOPERATION SKILLS

- **What** - topic/issue/what was said
- **What** - you think ...
- **Why** - what you think or heard is good or better ...

Power Questions –
What, What Why/How

3. SPIRIT OF COOPERATION SKILLS



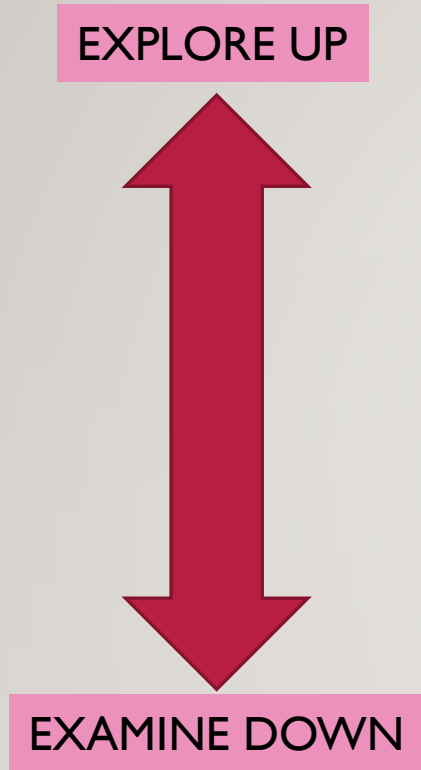
← **Open Ended**

Close Ended →

- Is /are
- Do / did
- Would / will
- Could / can
- Was / were
- Have / has
- Which
- Who
- When
- Where

Open ended &
Close ended Questions

3. SPIRIT OF COOPERATION SKILLS



Probe Up &
Probe Down Questions

3. SPIRIT OF COOPERATION SKILLS

PARAphrase It!

Put the text in your own words.

Avoid copying the text.

Rearrange similar text.

Ask yourself if you included all the important points.



CLARIFY

- Does that mean ...?/ Do you mean ... ?
- Would you mind repeating that please?
- If I understand correctly, you're asking me to ...
- Just to make sure that I've understood, what you would like is....?
- I'm not sure if I got that right. You would like us to ...?
- So, unless I'm mistaken, you're asking us to ...
- So, your idea would be to ...
- Could you clarify what you mean by ...
- Sorry. Could you be more specific?
- Do I understand you to mean that ...?
- Just to be absolutely clear, you're offering to ... if we agree to ...?
- To put it another way, you're suggesting / you're saying that ...
- So, correct me if I'm wrong. What that means is ...
- In other words you agree with my proposal?
- So, to be perfectly clear, we both agree to ...
- Am I right to conclude that ...?
- I appreciate the clarification. It makes more sense to me now.
- Would you mind confirming that in writing?

Paraphrase & Clarify

3. SPIRIT OF COOPERATION SKILLS

- **What** - topic/issue/what was said
- **What** - you think ...
- **Why** - what you think or heard is good or better ...

Articulate Well &
Provide Good Feedback

How Can We Use Leadership Listening Skills

- Onboarding
- 1:1s
- Performance Management Conversations
- Leaders Listening Sessions
- Regular Touchpoints / Check-In with Your Team
- Stay Interviews
- Career Plans Conversations
- Next Step