

LISTENING

Participant Workbook

Do not duplicate

Susan Fowler

Drea Zigarmi

Patricia Zigarmi

Ken Blanchard

**LISTENING
PARTICIPANT WORKBOOK**

Authors

Susan Fowler
Drea Zigarmi
Patricia Zigarmi
Ken Blanchard

**Content Contributors/
Consultants**

Scott Blanchard
Kathy Cuff
Fred Finch
Vicki Halsey
Madeleine Homan Blanchard
Eryn Kaylish
Linda Miller
Patricia Stewart

Art Director

Beverly Haney

Product Developer

Kim King

Illustrator

Gary Onstad

Production Artists

Kate Clawson
Bridgit Watt
Kara Meredith

Proofreaders

Barbara Akers
Carey Nash

Brand Manager

Victoria Cutler

With special thanks to Madeleine Homan, Linda Miller, and Scott Blanchard for their contributions on the topic of listening from Coaching Essentials® for Leaders, to Fred Finch, Patricia Stewart, and Ken Blanchard for their contributions on the topic of ineffective listening from Situational Frontline Leadership, to Eryn Kalish for her insights on the skill of listening from her work on the Compassionate Listening Project and her work with The Ken Blanchard Companies® on Challenging Conversations, and to Kathy Cuff, Vicki Halsey, and Ken Blanchard for their contributions on the topic of ineffective listening from Legendary Service®.

The materials in this program have been designed to develop specific knowledge and skills. A significant amount of time has been devoted to writing and testing these materials in order to ensure their effectiveness. The Ken Blanchard Companies maintains full and exclusive rights to these materials through all applicable copyright laws. No redesign, editing, or reproduction of these materials is permitted without written permission from Blanchard®.

© 2008 by The Ken Blanchard Companies. All rights reserved. Do not duplicate.

If you would like to customize or adapt Blanchard materials for your organization, or to discuss a licensing agreement, please contact your Blanchard representative at 800 728-6000. The Ken Blanchard Companies maintains a staff with extensive capabilities to assist you in creating programs and materials that meet your needs.

All changes, adaptations, or licensing rights to these materials must be requested from and approved by The Ken Blanchard Companies in writing.

Ken Blanchard first developed Situational Leadership® with Paul Hersey in the late 1960s. In 1985, Blanchard and the Founding Associates of The Ken Blanchard Companies—Marjorie Blanchard, Don Carew, Eunice Parisi-Carew, Fred Finch, Laurence Hawkins, Drea Zigarmi, and Patricia Zigarmi—created a new generation of the theory called Situational Leadership® II. The leadership model used in this product is based on the Founding Associates' second generation thinking and research, and is used with their permission.

THE Ken Blanchard
COMPANIES

125 State Place, Escondido, CA 92029 USA

Global Headquarters 760 489-5005 • 800 728-6000 • Fax 760 489-8407

UK +44 (0) 1483 456300 **Canada** 905 829-3510 • 800 665-5023 **Singapore** +65 6775 1030

www.kenblanchard.com



Table of Contents

Preface	v
Listening	1
Am I a Good Listener?.....	2
Do Others Think I Am a Good Listener?.....	3
The Benefits of Listening	4
Obstacles to Listening	5
Learning Objectives.....	6
Hear Them Out—A.....	7
Hear Them Out—B	8
What Does Ineffective Listening Look Like?	9
What Does Effective Listening Look Like?	10
Effective Listening—The Five Fundamentals.....	11
Listening Fundamental #1—Attending to Nonverbal Behaviors	12
Attending to Nonverbal Behaviors Practice.....	14
Listening Fundamental #2—Asking Questions.....	16
Asking Questions Practice	17
Listening Fundamental #3—Reflecting Feelings.....	19
Reflecting Feelings Practice	20
Listening Fundamental #4—Paraphrasing	22
Paraphrasing Practice	23
Listening Fundamental #5—Summarizing.....	25
Summarizing Practice	26
Listening in Style 1—Directing	28
Listening in Style 2—Coaching	29
Listening in Style 3—Supporting	30
Listening in Style 4—Delegating	31
Listening as a Situational Leader—Notes	32
Choosing What to Listen For	33
Practice Listening For	34
Listening Lab—Speaker Prompts	36
Listening Lab—Feedback Checklist.....	38
My Learnings and Action Plan.....	40
Ideas, Insights, and Intentions	41



Preface

This program focuses on the skill of listening. Listening is a critical skill in coaching and developing others. As you think about developing your skills as a leader and helping your people develop their competence, motivation, and confidence, you must listen to be able to determine what type of help they want. Do they want you to listen as a coach? Do they want a sounding board? Do they want you to listen to and help them sort through the feelings they have? Do they want you to listen to give advice and make recommendations about the challenges they face? If you listen effectively, you can provide the right leadership style at the right time. Although listening is a Supportive Behavior, when you listen carefully you know which of the other Supportive Behaviors to use and which Directive Behaviors to use.

Effective listening involves focusing on what the other person is saying and then making responses that make the person feel heard, valued, and better able to solve his or her own problems. Use of the skill helps you create a receptive environment so that you and the person you are listening to can explore what really matters to him or her.

After teaching listening to others for many years, we are convinced that the investment of time required to acquire and apply these skills will be worthwhile to you and your organization. We are confident that if you develop your ability to listen, you will find it easier and easier to build trusting relationships with the people you lead and live with.

*Susan Fowler
Drea Zigarmi
Patricia Zigarmi
Ken Blanchard*



Listening

Overview

Listening is a skill set that leaders say they use frequently and well. In fact, when managers are surveyed about their listening behaviors, they almost always score themselves higher on listening than their staff members do. Yet, their staff members and colleagues, who seek to be heard, often feel unheard. That's because all too frequently leaders miss the opportunity to reflect on the speaker's emotions, intentions, energy, or needs. They miss the content and the meaning of what is being said.

The skill of listening is not a passive behavior for either the listener or the speaker. It is an effective and interactive process that requires attention and focus. It entails the use of specific verbal and nonverbal behaviors, which leaves both participants in the conversation with a clear sense that the words spoken were accurately communicated.

In this module, you will learn the difference between effective and ineffective listening skills, and how each affects the outcome of any conversation between two people. You will also learn the five fundamentals of effective listening and how to listen "situationally." To be an effective listener, you need the ability to use the listening fundamentals that are most appropriate for the development level of the person you are listening to and for the leadership style you are using.

Lis·ten·ing

1. To make an effort to hear something
2. To pay attention, to heed

Effective listening means using specific verbal and nonverbal behaviors that leave the speaker and listener with a firm belief that the words spoken were accurately communicated and heard.



Am I a Good Listener?

I believe my greatest strengths as a listener are _____

I believe my greatest weaknesses as a listener are _____

Moment of Truth ... Do I Tend To ...

Listen to Me?

- To gather information to build my own case, confirm my own beliefs, or defend my point of view
- To solve problems, give advice, or fix things

Listen to Others?

- To learn and understand the other person's point of view
- To help the other person move forward and encourage self-reliant problem solving



Do Others Think I Am a Good Listener?

▶▶▶
 If there is an opportunity, ask two to three people in this workshop or back on the job for their opinions and/or feedback about what they believe are your greatest strengths and weaknesses as a listener.

	Strengths	Weaknesses
Person 1	_____ _____ _____	_____ _____ _____
Person 2	_____ _____ _____	_____ _____ _____
Person 3	_____ _____ _____	_____ _____ _____

What did you learn?

Moment of Truth ... Do Others See Me ...

- Listening to Myself?
 - To gather information to build my own case, confirm my own beliefs, or defend my point of view
 - To solve problems, give advice, or fix things
- Listening to Them?
 - To learn and understand their point of view
 - To help them solve their own problems



The Benefits of Listening

Think of someone who is a great listener. How does he or she make you feel?

As a leader, why might you want to develop your listening skills? What are the benefits from three perspectives—yours, your staff members', and the organization's?



Obstacles to Listening

1. Now think of some people who do not listen well. What gets in their way? What keeps people from listening?

2. What is the real impact of *not* listening?

SAMPLE Do not duplicate



Learning Objectives

Purpose

To teach people how to listen effectively in order to promote open communication, build trust, and encourage self-reliant problem solving

Outcomes

Check the outcomes that are important to you ...

- Understand and demonstrate the five fundamentals of effective listening
- Use nonverbal behaviors to show your interest in what others are saying
- Ask questions to encourage others to communicate and to demonstrate that you are listening
- Acknowledge the emotion behind what you are hearing
- Display your understanding of what has been said by restating what you heard
- Confirm what has been said over a period of time by recapping the discussion
- Describe and appreciate how the five fundamentals of effective listening are used to develop others in the four SLII® Leadership Styles
- Understand that you can choose to listen for different things in a conversation
- Experience what it feels like to be effectively listened to



Hear Them Out—A*

Roleplay #1: You are the manager. Let your staff member start to tell you about something. Interrupt to tell the staff member about how that reminds you of what happened to you.

Roleplay #2: You are the staff member. Tell your manager about something that really upsets you.

Roleplay #3: You are the manager. Let your staff member start to give you a suggestion. Then, shoot down the suggestion. Tell why it will not work. Give advice about what to do.

Roleplay #4: You are the staff member. Tell your manager about something that really concerns you.

Key Learnings

*This activity was adapted from Situational Frontline Leadership by Fred Finch, Patricia Stewart, and Ken Blanchard.



Hear Them Out—B

Roleplay #1: You are the staff member. Tell your manager about something you are really happy about.

Roleplay #2: You are the manager. When your staff member talks to you, grill or interrogate him or her.

Roleplay #3: You are the staff member. Tell your manager about a suggestion you have and why you think it will work.

Roleplay #4: You are the manager. When your staff member tries to tell you about a concern, say nothing. Ignore him or her. Act busy and do 10 other things while you are “listening.”

Key Learnings



What Does Ineffective Listening Look Like?*

- **Off-on-a-Tangent Listening**—Prompted by something said by the speaker, the listener goes off on a **tangent** relating to his or her experience. The speaker gets **cut off**; the listener changes the focus of the conversation. How do you think the speaker feels?

- **Barbecue Listening**—The listener continually “grills” or interrogates the speaker, asking questions of interest to the listener but **not necessarily** to the speaker. How do you think the speaker feels?

- **Giving-Advice Listening**—The listener gives advice or ideas to the speaker, even when he or she is not being asked for them. The listener uses “**yeah, but**” or “**that won’t work**” statements. How do you think the speaker feels?

- **Multitasking Listening**—The listener allows distractions and interruptions. He or she does other things while the speaker is talking. How do you think the speaker feels?

*This activity was adapted from *Legendary Service*® by Kathy Cuff, Vicki Halsey, and Ken Blanchard.