

Part 1
Listening

"Seek first to understand...
then to be understood."



5th Habit of Highly Effective People
Stephen Covey, 1997

Listening



- Even after years of "practice," we still don't do it very well
- *Effective* listening can make the difference between:
 - Knowledge or ignorance
 - Being informed or misinformed
 - Being involved or apathetic
 - Enjoying something or being bored by it

Listen for the following concepts:

- What is listening?
- Listening process

What is listening?

- Consider: The majority of your time spent communicating is spent listening
 - Most of our educational courses are source oriented
 - Listening occurs at **both ends** of the feedback loop
 - Listening is primarily **receiver** oriented
- We receive data **aurally** (verbal, vocal, and other sounds)
- Listening is an **active** rather than a passive skill
 - Psychological vs. Physiological



Listening is a **process**, a combination of:

- **Hearing** (sound waves)
- **Selection** (sorting through competing sounds)
- **Attention** (focusing)
- **Understanding** (auditing)
- **Remembering** (storage for later retrieval)
- **Responding** (confirming)



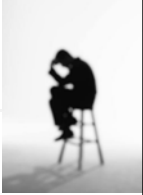
Remembering

- **Short-term** memory (STM)
- **Long-term** memory (LTM)
- **Difference?**
 - amount of repetition & rehearsing
 - the ease with which the item fits into already stored information



Questions:

- Why is it important to listen effectively?
- How much time do **you** spend listening?
- When someone says, "I'm listening," what does that really mean?



Part 2






Listening



Listen for the following concepts:

- Types of listening situations
- Why we listen ineffectively
- How to improve our listening effectiveness

Types of Listening Situations

-  Discriminative listening (focusing on **sounds**)
-  Comprehensive listening (listening to **understand**)
-  Critical listening (listening to **evaluate**)
-  Empathetic listening (listening to **feel**)
-  Appreciative listening (listening to **enjoy**)

Why do we listen **ineffectively?**

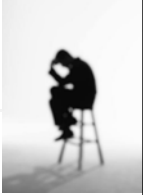
- Hearing problems (physiological)
- Premature judgment of listening situation
- Listening is Hard! We avoid difficult listening
 - Rapid thought
 - Noise can interfere
 - Externally (critical of speaker, environment)
 - Internally (preoccupation, emotional response)
 - Beware of technology!!!
- Information overload

(continued)

Why do we listen **ineffectively?** (cont.)

- Inappropriate approaches to listening
 - Pseudo listening (fake attention)
 - Dan Ackroyd (insensitive) listening – listening for facts (unable to look “between the lines”)
 - Ambush listening – listening for information to attack the speaker
 - Defensive listening – taking innocent comments as personal attacks
 - Stage hogging (conversational narcissism)
- Speaking is more fun

Ask yourself...



- How often might you misjudge the purpose of the listening situation?
- What are the main barriers you face when you are listening to others?
- How can you tell when others are listening (or not listening) to you?

How do we improve our listening?

- Pay attention
- Adjust to internal and external noise:
 - Speaker & the physical environment
 - Keep emotions in check
- Listen to difficult material
- Give yourself a reason to listen


continued...

How do we improve our listening?


- Listen for ideas and patterns of reasoning
- Try to use your spare time wisely
 - Take written notes
 - Write a mental review after each point
 - Note the adequacy of support for each point
 - Anticipate what the speaker will say
 - Listen for additional meaning

Ask yourself...

- What do you do *now* to increase your listening effectiveness?
- Do you just “give up” when faced with a difficult listening situation?
- How might you minimize noise when you are listening?
- What one *new* technique might you try to increase your listening effectiveness?



The Chinese characters that make up the verb “to listen”



tell us something significant about this skill

Part 3

Listening

More on listening...



- ✓ Listening Styles
- ✓ Techniques



Listening Styles:

People-oriented – maintaining **relationships** most important

Action-oriented – most concerned with the **task** at hand

Content-oriented – **quality & details** most important

Time-oriented – most concerned with **efficiency**

Watson, Barker,
& Weaver 1995

Situational Listening:

Comprehensive

Used when one wants to understand another.
Goal: To receive the same thoughts the other person is trying to convey.

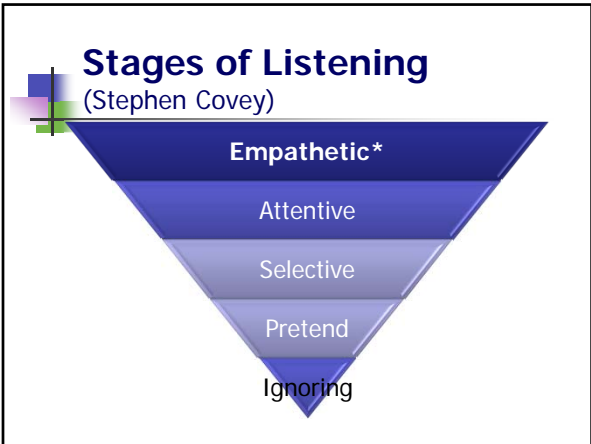
- Listen first
- "Don't kill the messenger": separate the message from the speaker
- Look for big ideas and main points
- Paraphrase: restate what the speaker is saying in one's own words
- Take notes

Situational Listening:

Critical Listening

Judging the quality of a message and deciding to accept or reject it.

- Avoid jumping to conclusions
 - Listen for information first
 - Remove emotion
 - Evaluate the speaker's credibility
 - Is the speaker qualified?
 - What sources are being used
 - Evaluation information quality
- Be prepared to accept OR reject the message



Situational Listening: Empathetic Listening

- Goal: To build a relationship or help solve a problem.
 - This style of listening has the most respect for the other's point of view.
 - Empathetic listening is the first step in beginning to understand someone.
- Major premise: Be **other**-centered
 - What is your partner **thinking**?
 - What is your partner **feeling**?

Empathetic Listening

- Prompting: The goal is to help the speaker draw conclusions for him/herself
 - Questioning: helps sort out problems
 - Advising: offering suggestions
 - Analyzing: offers an interpretations of the speaker's message
- Judging: look for constructive judgments
- Paraphrasing: rewording
- Supporting/Confirming: Express helpful social support
