

Skill 1: Listening to Learn

Three Levels of Listening

LEVEL 1: Listening to Relate to Self

LEVEL 2: Gathering the Facts

LEVEL 3: Listening to Learn about “*What’s Going on Over There?*”

“What’s going on over there?” listening:

1. Make eye contact and mirror body language
2. Listen for what’s being said
3. Listen for what’s NOT being said
4. Listen with all of your senses
5. Actively show that you’re listening with facial expressions, verbal prompts, etc.
6. Listen for energy shifts
7. Ask for permission to interrupt – and then interrupt
8. Paraphrase and clarify what you hear, and check for accuracy
9. Name *neutrally* what you think you hear and see
10. Be willing to name it wrong!

Skill 2: Focusing

What do we mean by “focusing”?

- Bring **Kavannah** (Intention and Focus) to the Coaching
- Help Your Colleague Find the Focus of the Coaching
- Help Your Colleague Focus his/her Thinking and Speaking
- Focus on Your Colleague, Not on Solving Your Colleague’s Problem
- Focus on Your Colleague’s Agenda, Not Yours

How can you bring Kavannah to the conversation?

1. Close the door.
2. Turn off all electronic distractions, and get your cell phone out of your sightline.
3. Let people know that you’re going to be occupied.
4. Put a “Do Not Disturb” sign up.
5. Create a time buffer before this conversation so you can clear your head from your previous interaction.
6. Make a list of what you need to do after the conversation so that you can be fully present now.
7. Tell your colleague “You have my complete attention”.
8. Ask your colleague what s/he needs to be fully present, too.
9. Notice when distracting thoughts come into your head, and then send them away.
10. Let your colleague know if something is interfering with your ability to be fully present.

Other ways to help focus the conversation:

- Be honest about any attachments you have to the outcome of this conversation.
- Follow your colleague’s lead about where s/he wants to go with the conversation.
- Help your colleague explore how this challenge/opportunity/dilemma fits into their bigger picture (goals, values, plans, hopes, dreams, identity, etc.)

Skill 3: Being Curious

We demonstrate curiosity by asking clean questions:

- Clean questions are open*
- Clean questions don't assume a particular answer
- Clean questions don't judge
- Clean questions don't make a statement in the form of a question
- Clean questions don't set a trap
- Clean questions are short
- Clean questions often start with "what...?"
- Clean questions are done with chesed – "*lovingkindness*"

Here are some clean questions:

- Future state: "What do you want to see happen?"
- Affective: "How do you feel about this?"
- Reflective: "What do you think is getting in your way?"
- Probing: "What is the real challenge for you here?"
- Novel: "What's an approach you haven't tried?"
- Distinction: "Do you need X or Y?"
- System: "What might be the bigger impact if you did that?"
- Exploratory: "What have you already considered?"
- Analytic: "What's the cause of this?"
- Perspective: "What's another way of looking at this?"
- Appreciative: "What IS working?"
- Challenge: "What would you be willing to try?"