

Ranch Transition When You Aren't In Control

Taking Control of Your Own Destiny Through Communication

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with thanks to Keith Niemann

Listening

Everything in communication hinges on listening – especially listening with the other person's agenda in mind (Empathic Listening).

Keys are: listening for signs of life, the choices they are making, and how those choices move them toward balance or away.

Listening is the gate through which all communication passes.

Two aspects of listening:

1. Attention

- Aware and attentive to all the information we are receiving through our senses (hearing, seeing, and intuition).
- Notice the breathing, the pace of delivery, the modulation of the voice.
- Sense the pressure behind the words – the voice may be soft- or hard-edged, tentative or enraged.

2. Impact

- How we listen and what we do with that listening impacts the other person.

Three Levels of Listening

Level 1: Internal Listening

- Attention is on ourselves – on the sound of our own inner voice.
- Listening to our own thoughts, opinions, judgements, feelings and conclusions.
- When we are in Level 1, we are unaware of the other person and unaware of our impact on them.

Level 2: Focused Listening

- Attention is a sharp focus on the other person – listening is directed at the other person.
- Listening for words, expression, emotion, what they don't say, values, vision and what makes them energetic.
- Impact is on the other person – are they coming alive or are they becoming withdrawn?

Level 3: Global Listening

- Attention is soft focus; listening at 360 degrees.
- Awareness includes everything: What we see, hear, smell, and feel.
- Gives greater access to our intuition.
- We are aware of our impact on the other person and can dance with it.

Powerful Questions

- Short
- Simple
- Open-ended (how, what, who, when)
- Curious

Sample Questions

- What do you want?
- What is important to you?
- What will that get you?
- How will you know (you have what you wanted)?
- What or who can assist you?
- What are some options?
- What can you learn from this?
- What will you do? By when?

Reduce or eliminate questions that begin with *would, could, did, do, don't, have* – they lead to yes/no responses. Questions that begin with "why" lead to explanations and focus on the problem.

Empathic Listening Tips

- Focus on your intent; don't worry about the correct response
- Don't be afraid of silence
- Ask clarifying questions

Sample Questions

- Can you tell me more about that?
- When you say _____, what do you mean?
- Can you help me understand what you mean when you say _____?

Accountability

Accountability is having the other person account for what they said they were going to do. It is determined by three questions: 1) What are you going to do? 2) By when will you do this? 3) How will I (we) know?

Accountability does not involve blame or judgment. It is simply asking the other person to account for the results of the intended action.

If need be, accountability includes defining new actions to be taken.

Affirmations

Affirmations address who the person had to be in order to accomplish whatever action he or she took or awareness he or she achieved. It is the articulation of your deep knowing of the other.

"I acknowledge the courage it took for you to show up on this call, knowing that you had difficult things to share with me today."

"I'd like to acknowledge you for. . . ."

"I see that you are. . . ."

Respectively Speak to Be Understood

State your point of view using "I" messages:

- "I feel _____ about _____."
- "I would like to..."
- "Based on my experience I think we should..."
- "You could be right, however I would prefer..."
- "That sounds interesting. Can we come back to that later?"
- "I can see what you mean. I have a different point of view I'd like to share."
- Thank you for sharing your thoughts. Would you be willing to hear mine?"

Tips for being understood:

If the person interrupts you

- You could be right. However, I'd prefer...
- That sounds interesting, can we come back to it later?
- I can see what you mean. I have a different point of view I would like to share.
- Thank you for sharing your thoughts. Would you be willing to hear mine?

Tips for being understood:

If the person becomes emotional

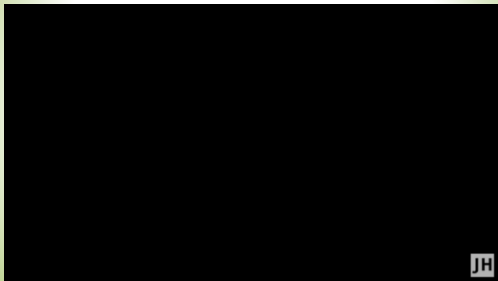
- Return to Empathic Listening before continuing.
- Take a break.
- Return to the conversation later.

Tips for being understood:

If you still don't feel understood

- Follow up with a written version of your point of view.
- Agree to schedule a future time to finish the conversation

It's not about the nail



Arm Wrestleathon

Think Win - Win

- Effective long-term and interdependent relationships require mutual respect and mutual benefit
- In situations where conflict exists or could arise
- Fairness
- Abundance
- Balance Courage and Consideration
- Create Win – Win Agreements

Think Win - Win

- Win - Lose
- Lose – Win
- Lose – Lose
- Win
- Win – Win
- Win – Win or no deal

How could you think Win-Win when having a “transition” conversation with the other ranch/farm generations in your family?

“Win – Win is a frame of mind and heart that constantly seeks mutual benefit in human interactions. Win – Win is based on the paradigm that there is plenty for everybody – that one person’s success is not achieved at the expense of others”

- Stephen R. Covey

Balance Courage and Consideration

- Courage – willingness and ability to speak your thoughts and feelings respectfully.
- Consideration – willingness and ability to seek and listen to others’ thoughts and feelings with respect.

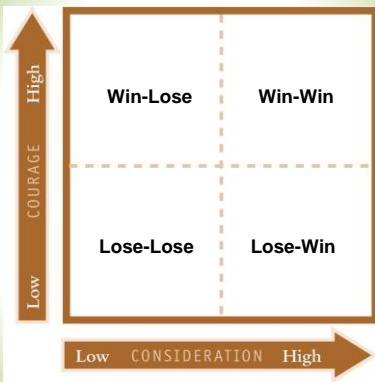


Balance Courage and Consideration

- You are high in Courage when you:
 - Share your ideas and opinions with confidence
 - Are not threatened by honest feedback from others
- You are high in Consideration when you:
 - Acknowledge other people's opinions and ideas
 - Make sure everyone has a chance to speak

Balance Courage and Consideration

- You are low in Courage when you:
 - Have ideas you rarely voice out loud
 - Back away when interrupted
 - Concede quickly when others disagree with you
- You are low in Consideration when you:
 - Interrupt people, finish their sentences, or talk over them
 - Check emails, take phone calls, or answer texts when interacting with others



Identify Wins

What could make this a win for you?

What could make this a win for the other person?

What could make this a win for you?	What could make this a win for the other person?

Create Win – Win Agreements

- A formal or informal structure to clarify and manage expectations between people.
- It is the result of thinking Win – Win.

DR. GRAC

- Desired Results
- Guidelines
- Resources
- Accountability
- Consequences

Win – Win Agreement Example

• Situation:

David would like to have a more flexible work schedule where he can work remotely two or three days a week. Ingrid, his boss, is concerned not only with making sure the work gets done, but also that David achieves high-quality results. She also wants to ensure team collaboration so the whole team can work efficiently and effectively.

Win – Win Agreement Example

• The Wins:

David

- Work remotely 2 or 3 days/week
- More flexible work hours on the days in office
- Trusted to get his job done without being in office
- Use technology to stay connected with co-workers
- Willing to work evenings on days he leaves early

Win – Win Agreement Example

• The Wins:

Ingrid

- High-quality work – done on time, with excellence
- Ability to contact David during normal office hours
- Doesn't want to start a trend – not all jobs are flexible
- Ensure sufficient collaboration between David and others
- Ensure that her boss continues to think she is managing the team well

Win – Win Agreement Example

- The Win – Win Agreement:

David can work remotely two days a week for a three-month trial period. He needs to be contactable during normal business hours. He can have more flexible work hours as long as the work gets done on time and with excellence. David will meet weekly with Ingrid to track his progress for the first month and to course-correct if needed. They will review progress at the end of each month and decide then to either stop or continue the flexible arrangement. Ingrid needs to feel that the work situation is as good, if not better, than the current one.

Thank You
