

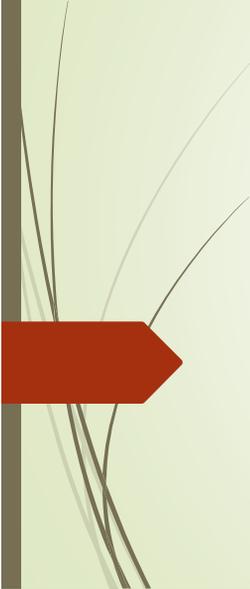
Communication

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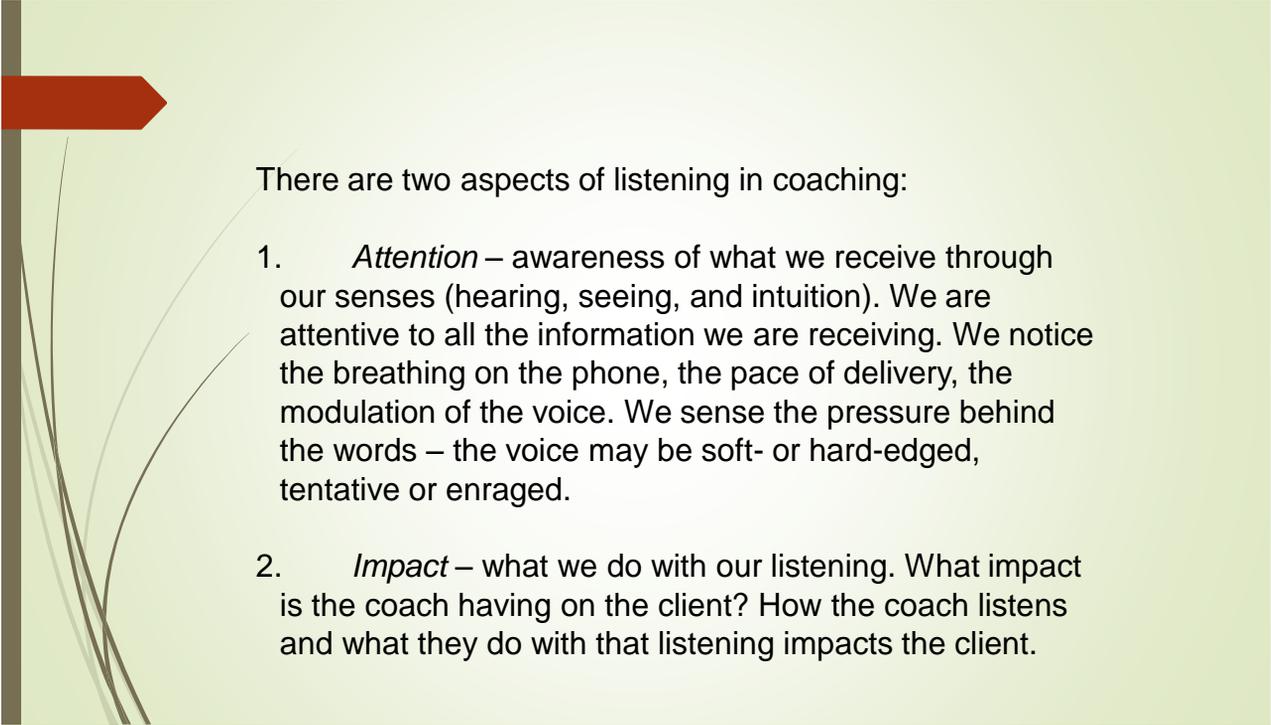
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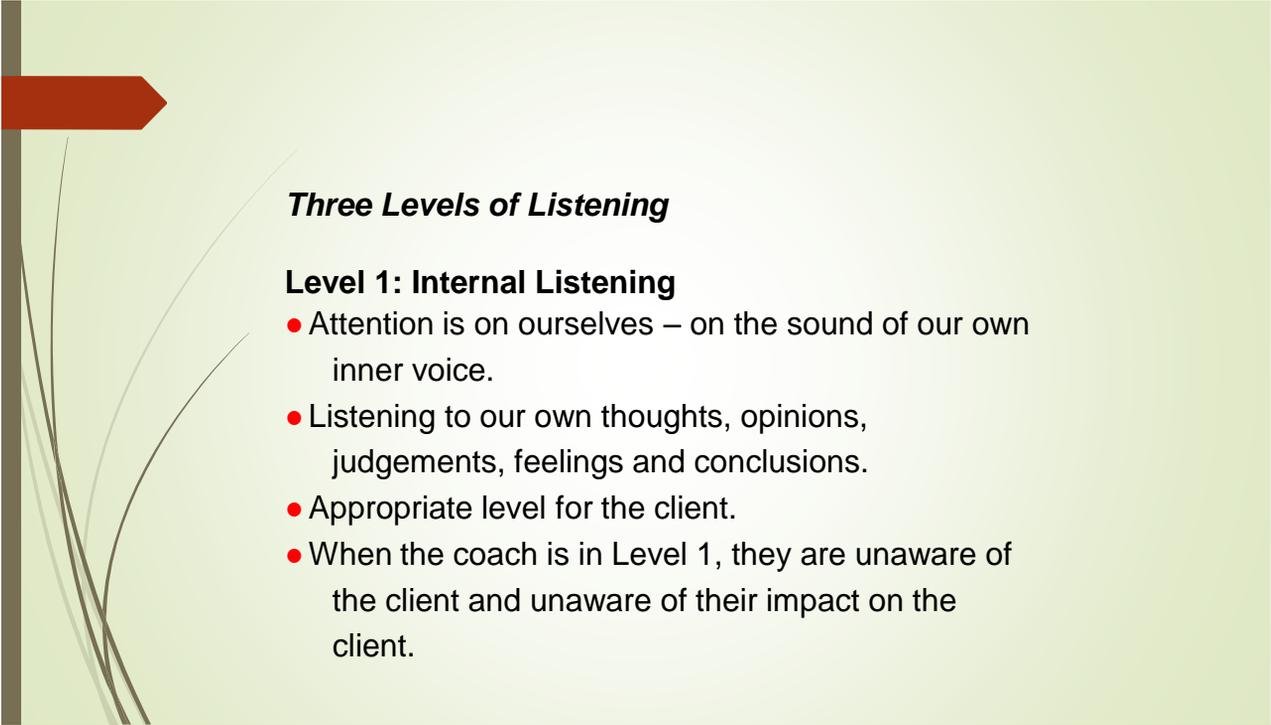
Listening

Everything in coaching hinges on listening – especially listening with the clients' agenda in mind. The coach is listening for signs of life, the choices clients are making, and how those choices move them toward balance or away. Listening is the gate through which all coaching passes.



There are two aspects of listening in coaching:

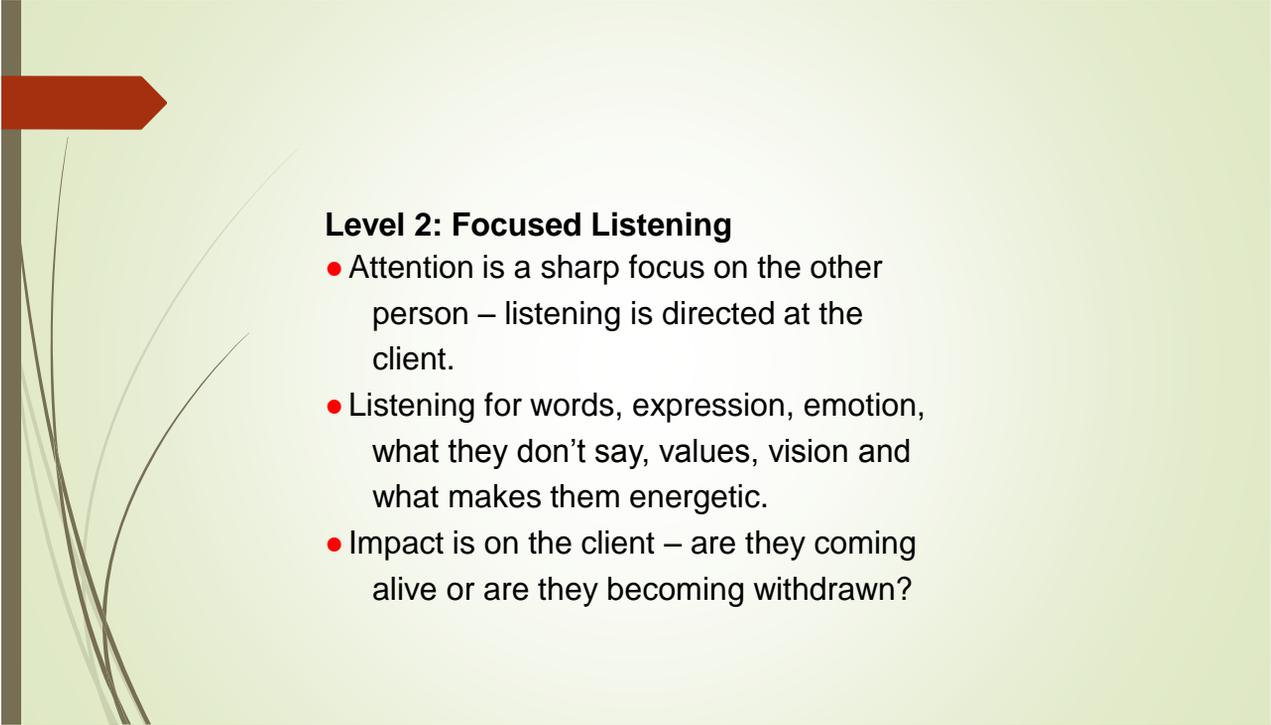
1. *Attention* – awareness of what we receive through our senses (hearing, seeing, and intuition). We are attentive to all the information we are receiving. We notice the breathing on the phone, the pace of delivery, the modulation of the voice. We sense the pressure behind the words – the voice may be soft- or hard-edged, tentative or enraged.
2. *Impact* – what we do with our listening. What impact is the coach having on the client? How the coach listens and what they do with that listening impacts the client.



Three Levels of Listening

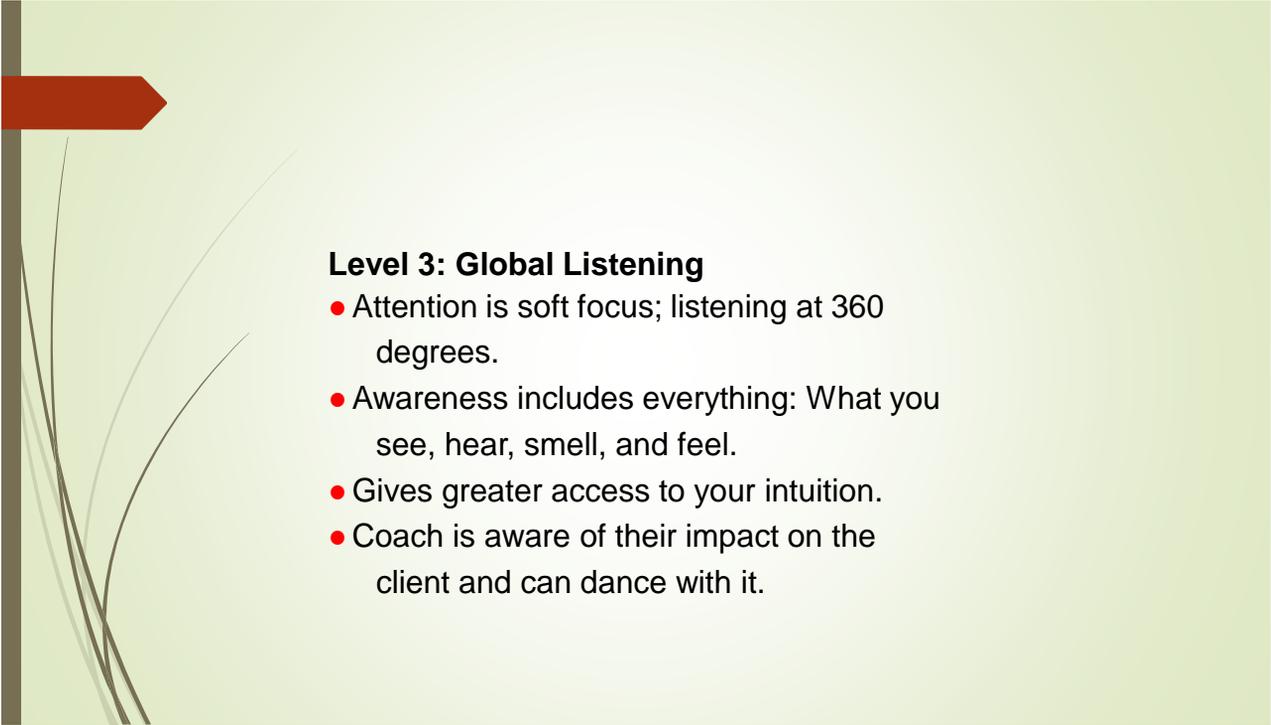
Level 1: Internal Listening

- Attention is on ourselves – on the sound of our own inner voice.
- Listening to our own thoughts, opinions, judgements, feelings and conclusions.
- Appropriate level for the client.
- When the coach is in Level 1, they are unaware of the client and unaware of their impact on the client.



Level 2: Focused Listening

- Attention is a sharp focus on the other person – listening is directed at the client.
- Listening for words, expression, emotion, what they don't say, values, vision and what makes them energetic.
- Impact is on the client – 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 you see, hear, smell, and feel.
- Gives greater access to your intuition.
- Coach is aware of their impact on the client and can dance with it.

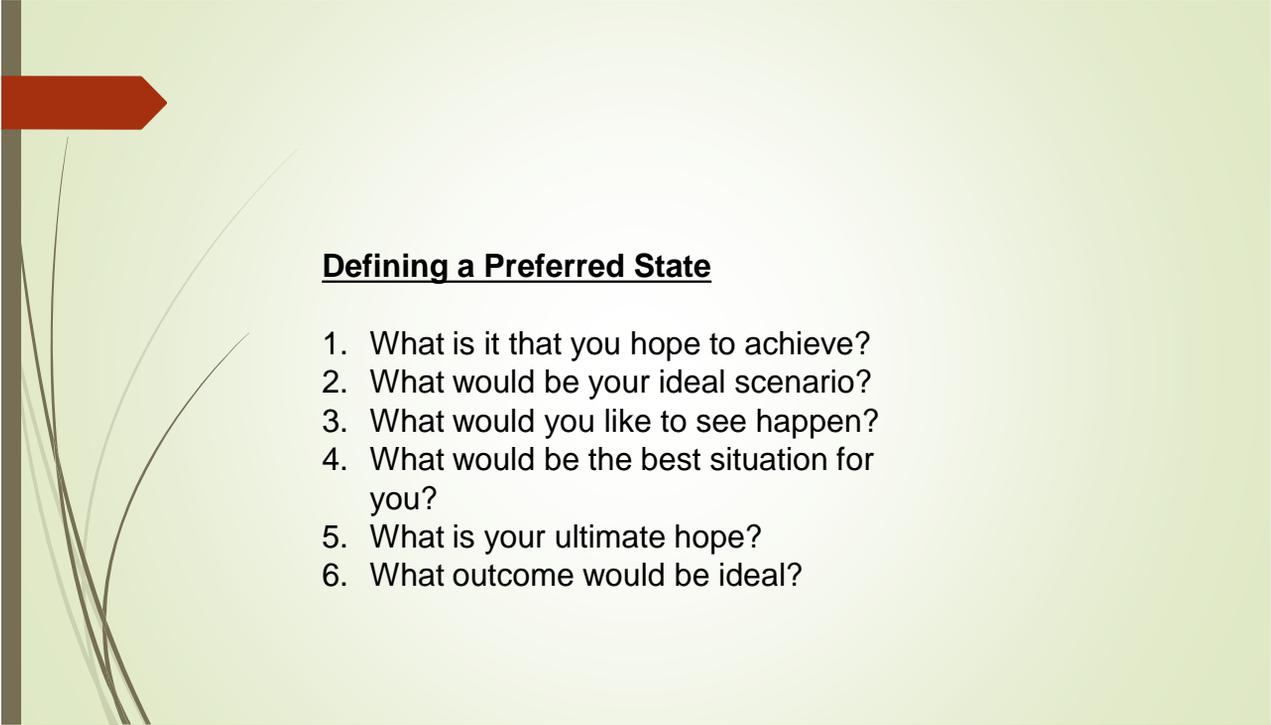
Powerful Questions

	Powerful	Not Powerful
Characteristics	<ul style="list-style-type: none"> ✓ Short ✓ Simple ✓ Open-ended (how, what, who, when) ✓ Curious 	<ul style="list-style-type: none"> ✓ Long ✓ Complex ✓ Multiple, serial ✓ Yes/No response ✓ Disguised solution
Impact	<ul style="list-style-type: none"> ✓ Client does the work ✓ Client understands bigger picture ✓ Client creates learning from their experience ✓ Client commits to action 	<ul style="list-style-type: none"> ✓ Coach does the work ✓ Client gets coach's knowledge ✓ Client becomes resistant

Sample Questions

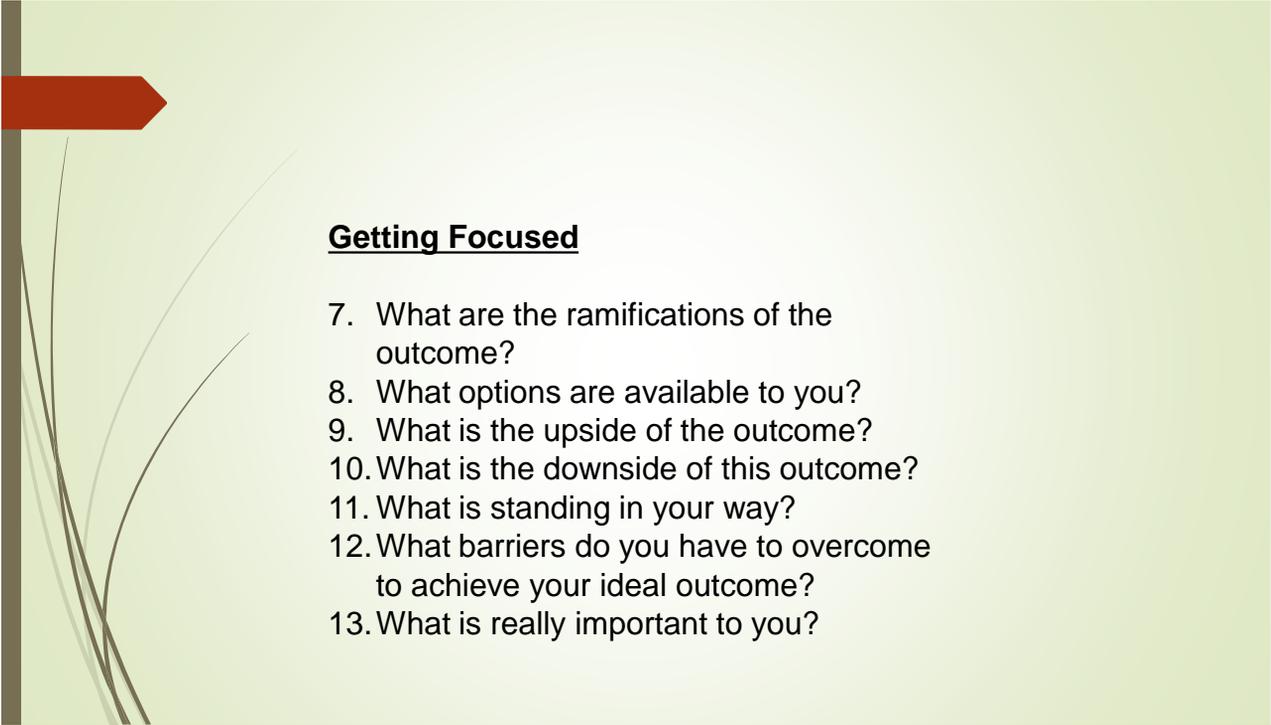
- What do you want?
- What is important to you?
- What will that get you?
- How will you know (you have what you wanted)?
- What or who can assist you?
- What are some options?
- What can you learn from this?
- What will you do? By when?

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.



Defining a Preferred State

1. What is it that you hope to achieve?
2. What would be your ideal scenario?
3. What would you like to see happen?
4. What would be the best situation for you?
5. What is your ultimate hope?
6. What outcome would be ideal?



Getting Focused

7. What are the ramifications of the outcome?
8. What options are available to you?
9. What is the upside of the outcome?
10. What is the downside of this outcome?
11. What is standing in your way?
12. What barriers do you have to overcome to achieve your ideal outcome?
13. What is really important to you?



Action

14. What could you do to make this happen?
15. What steps will you take?
16. What are you doing to make this happen?
17. What do you still need to do to make this happen?
18. What is your timeframe?
19. When will you do XXX?

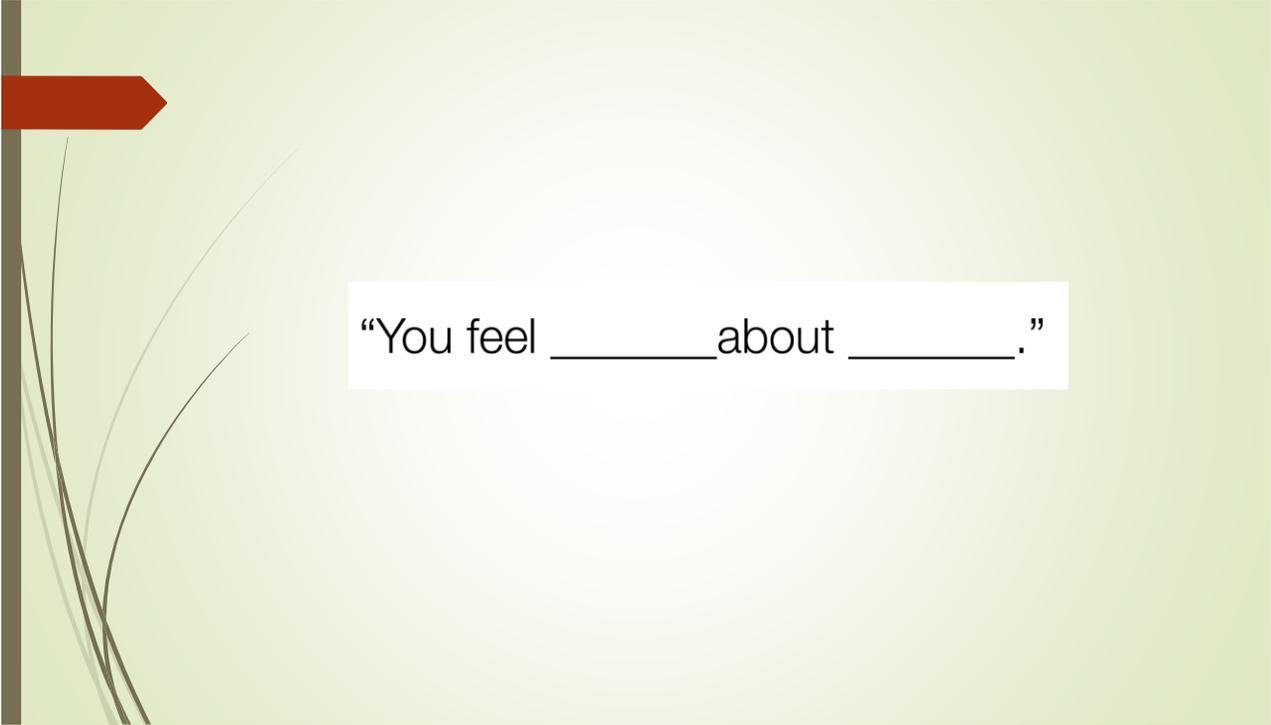
Follow Through

20. How will you know this is working?
21. What impact will say you've been successful?

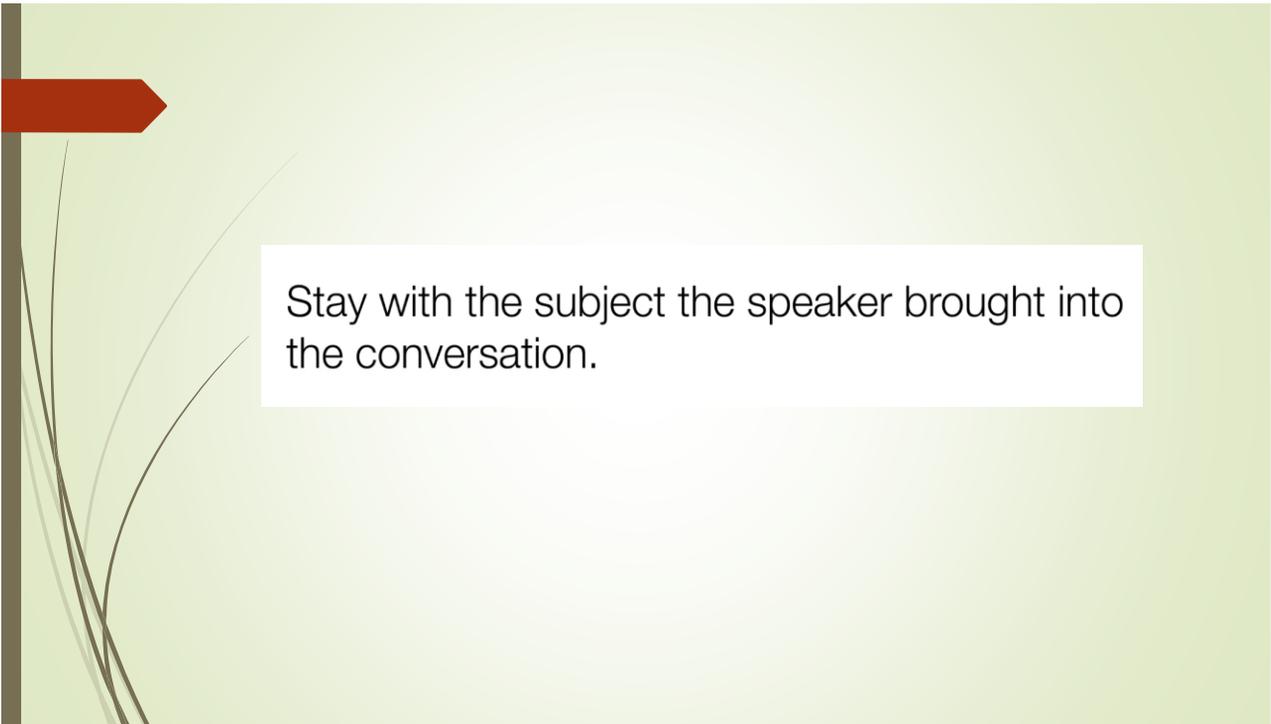


EMPATHIC LISTENING TIPS

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



“You feel _____ about _____.”



Stay with the subject the speaker brought into the conversation.



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

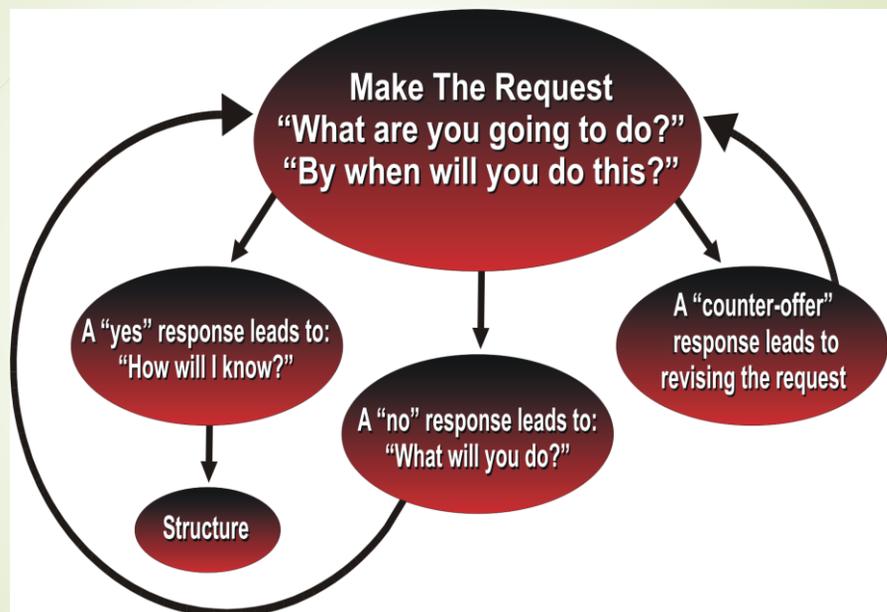
Accountability is having your clients account for what they said they were going to do. It is determined by three questions: 1) What are you going to do? 2) By when will you do this? 3) How will I know? Accountability does not involve blame or judgment. Rather, the coach holds the client accountable to the client's vision or commitment and asks the client to account for the results of the intended action. If need be, holding the client accountable includes defining new actions to be taken.

Accountability makes the process of change more tangible, more focused, more disciplined. Consequently, the process of change is also more successful.

The coach and client set up the reporting process for accountability. The object is action and learning, not specific results. The client can learn as much from failure as from accomplishment.

To be accountable means simply that: to give an account. What worked? What didn't work? What happened? What would you do differently next time?

The Accountability Process



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. . . .”

	Ignore	Recognize	Affirm
Focus	None	Task, goal, accomplishment	Character of the person
Action	None	Verbal recognition Monetary reward Memento	Verbal acknowledgement
Impact	Short term negative feeling, unless the work itself is primary reward Isolation, resentment	Short-term positive feeling of success Diminishing return Sense of entitlement	Short-term positive sense of being known as a unique individual Sustained Sense of belonging and contribution

Respectively Speak to Be Understood

INTENT
SPEAK TO
BE UNDERSTOOD

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SKILL
STATE YOUR POINT
OF VIEW USING
“I” MESSAGES.



State your point of view:

- “I feel _____ about _____.”
- “I would like to...”
- “Based on my experience, I think we should...”
- “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’d like to share.”
- “Thank you for sharing your thoughts. Would you be willing to hear mine?”



“I” messages

Describe your feelings, concerns, and perceptions (a deposit).

“You” messages

Describe other person’s behaviors and motives (a withdrawal).



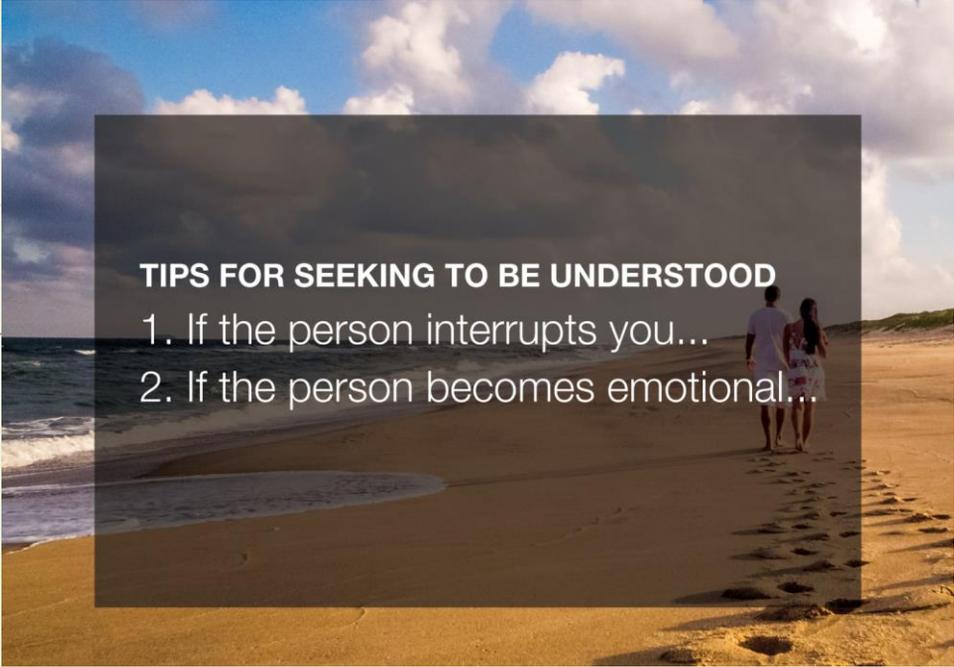
“I feel _____ about _____.”



TIPS FOR SEEKING TO BE UNDERSTOOD

1. If the person interrupts you...

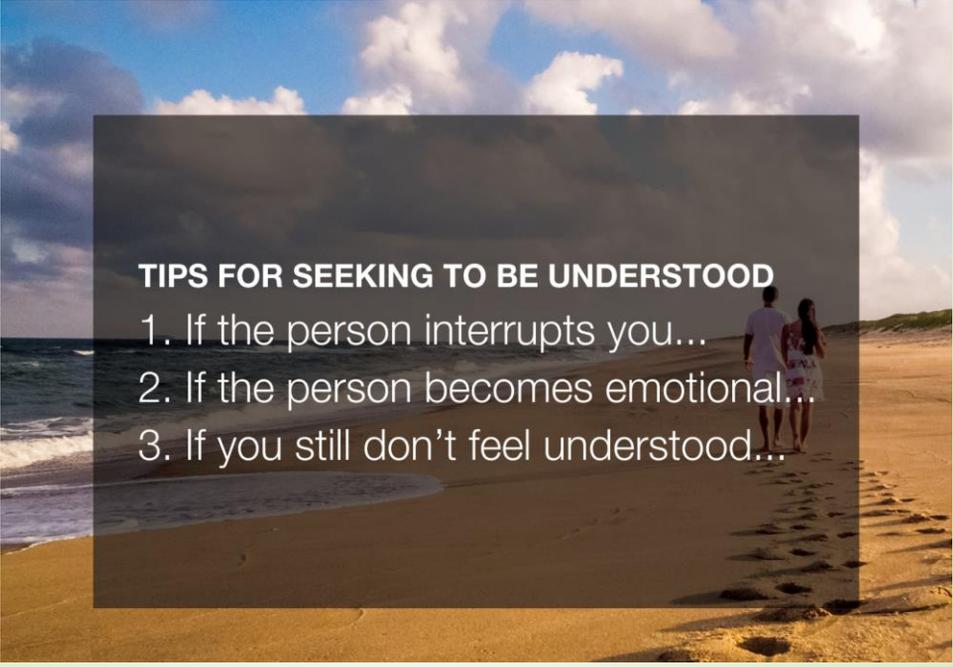
- You could be right. However, I'd prefer...
- That sounds interesting, can we come back to it later?
- I can see what you mean. I have a different point of view I'd like to share.
- Thank you for sharing your thoughts. Would you be willing to hear mine?



TIPS FOR SEEKING TO BE UNDERSTOOD

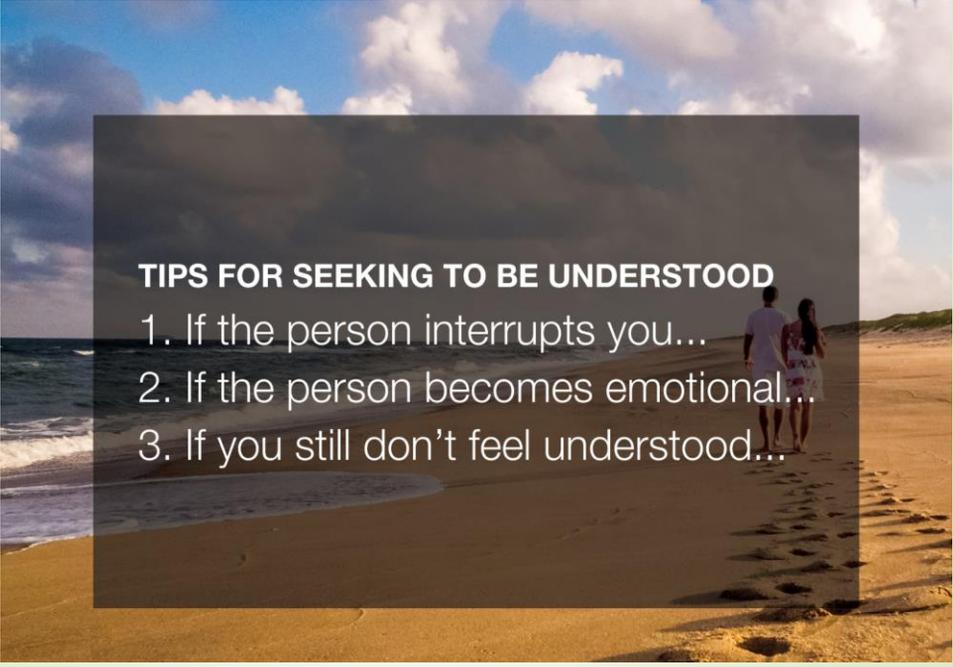
1. If the person interrupts you...
2. If the person becomes emotional...

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



TIPS FOR SEEKING TO BE UNDERSTOOD

1. If the person interrupts you...
2. If the person becomes emotional...
3. 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.



Take turns being the speaker, listener, and observer (three rounds).

HABIT 5 SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD

Practice Both Parts of Habit 5
Describe another situation in your work or personal life that you feel strongly about and wouldn't mind sharing with others.

Speaker:
Share your situation with the Listener. Tell the story in the first person. When you feel completely understood, pass the Talking Stick to the Listener.

Listener:
Use your Empathic Listening skills to understand the situation. When you are confident your partner feels completely understood, share your point of view using "I" messages.

Observer:
Record empathic or autobiographical phrases, "I" or "you" messages, and examples of courage and consideration. Share your observations after 5 minutes.

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    graph TD
      OBSERVER((OBSERVER)) --> SPEAKER((SPEAKER))
      SPEAKER --> LISTENER((LISTENER))
      LISTENER --> OBSERVER
  
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INTENT

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SKILL



VIDEO:

It's Not About the Nail



Thank You