

## LISTENING - FROM PASSIVE TO POWERFUL

*Listening as a tool for extraordinary performance*



Enterprise 1.0



Enterprise 2.0

As businesses move from the silo and hierarchical models of Enterprise 1.0 to the collaborative -networks of Enterprise 2.0 their success depends on the ability to listen in a way that generates extraordinary performance in a context of diversity, uncertainty and change.

Up until now, most communication strategies have focused on improving *speaking* –whether in person or through ever more sophisticated communication tools.

- Research in neuroscience is beginning to demonstrate the pivotal role that *listening* plays in our ability to lead, motivate, collaborate, and learn.
- What if how we listen determines what we can and cannot hear? What if successful innovation or execution depends on our ability to hear what we could not hear before?
- A study of managers and employees of a large hospital system found that listening explained 40% of the variance in leadership<sup>i</sup> yet the average person listens at only about 25% efficiency.<sup>ii</sup>

**From Passive to Powerful** goes to work on the other half of communication, on the kind of listening that generates an extraordinary performance at any level in your organization.

**From Passive to Powerful – Listening as a tool for extraordinary Performance** is unique in that unlike much of the current literature, that focuses on sharpening listening skills; this workshop provides participants with a deeper access to powerful listening by providing:

- New insights into what gets through others' listening filters and what does not get through their listening filters –what they can and cannot hear
- New ability to hear what they could not hear previously
- Hands-on experience in the three modes of listening (passive, active, and listening that generates breakthroughs)
- New ability to impact their own and others' performance through focused listening

**LEARNING OBJECTIVES**

- How to tell which listening model you're operating in
- Knowing and understanding the 5 barriers to powerful listening
- Knowing and understanding the 3 keys to mastering powerful listening
- How to identify your own and others' default listening styles
- How to bring powerful listening to any situation
- How to design communication that alters stuck issues using 80% listening and 20% speaking

**KEY TAKE-AWAYS**

- How to use communication breakdowns as access to powerful listening
- How to design communications that are guided by powerful listening – a listening biased communication - where your ability to produce a desired outcome is the result of the listening not the speaking
- How to generate powerful listening in others
- How to transform the experience of listening from a burden to an experience of enjoyment

**WORKSHOP FORMAT and OUTLINE FOR THREE DISTINCT OFFERINGS**Outline for the 2-day program**Day 1**

- Inquiry - What are the barriers to listening?
- Distinguishing the “Communication Breakdown”, you will work with
- Discuss the results of your Listening Profile
- Creating a New Context for Listening
- Designing a Communication that has a Listening Bias
- Homework Assignments

**Day 2**

- Debriefing the outcomes of your assignments
- Designing course corrections to your new listening model
- Being Responsible for the Listening of Others
- Design a Listening Opportunity – an opportunity to apply workshop insights

Note: Day 1 and Day 2 are not consecutive – there is space of several weeks between day 1 and day 2 to put the first day's learning's, insights and materials into practice.

### Outline for the 1-day program

- Inquiry - What are the barriers to listening?
- Distinguishing the “Communication Breakdown”, you will work with
- Discuss the results of your Listening Profile
- Creating a New Context for Listening
- Designing a Communication that has a Listening Bias
- Homework Assignments

### Outline for the ½-Day program

- Inquiry - What are the barriers to listening?
- Distinguishing the “Communication Breakdown”, you will work with
- Creating a New Context for Listening
- Designing a Communication that has a Listening Bias
- Homework Assignments

Note: There is a follow-up coaching call after the 1-Day workshop to debrief your insights, frustrations and accomplishments.

All three workshops are a combination of small and large group discussion and individual exercises. Participants in the 1-day and 2-day workshops will complete an on-line learning instrument the *Personal Listening Profile*® a tool that helps individuals identify which of the five listening approaches they use to process, organize, store, and retrieve information.

### **Workshop Dates**

Pilot Program – Seattle, Washington – May 21 and 22

Hours: 8:30 – 5:00

Location: (TBD)

### **Learn more about this stimulating opportunity**

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## Workshop Leaders



Ever since she can remember, Monika Aring has led projects that catalyze change and new possibilities for corporations, cities, and countries. Aring recognized early in her career that powerful listening – as well as speaking – lie at the core of any successful change process. A recognized expert in what it takes to develop a high performing workforce, Aring has worked in 40 countries. A graduate of Harvard University's Kennedy School of Government, Aring has worked at the CEO levels with leading corporations such as Motorola, Microsoft, First Data, Whirlpool, Boeing, Ford Electronics, Siemens, as well as the Conference Board, the world's largest association of Fortune 500 firms, the World Bank, the U.S. Agency for International Development and several leading think tanks. Aring

developed her passion for better listening when she led the world's first empirical study on informal learning at high performing corporations. A skilled presenter and trainer, Aring has facilitated country-wide forums in Latin America, Africa, and India, inspiring stakeholders to catalyze new public and private partnerships in economic and skill development. Aring has undergone extensive training in transformational processes and has been listed consistently in Who's Who and speaks five languages. Her work has been published internationally and featured in the International Herald Tribune, National Public Radio, Fortune Magazine, New York and Los Angeles Times, and a variety of technical articles and books.

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Bob Elliott, president of Transpective Business Consulting, Inc., is an accomplished management consultant and executive business coach with a specialty in organizational transformation and leadership development. Bob has helped senior executives throughout the U.S. and in the U.K. empower themselves



to reach their full potential as leaders, both to achieve specific outcomes and to better serve the strategic framework of their companies and organizations. His expertise in helping clients transcend conventional business-as-usual practices and self-imposed limitations has been the cornerstone of his success in producing transformational results that are both sustainable and highly effective. Bob became keenly aware of the power of listening as a volunteer in a Massachusetts prison, working with incarcerated combat veterans serving life sentences. Collectively, Bob has more than 30 years' experience in management consulting, organizational development, general management, hands-on production management and productivity training. He has also served as a board director on a number of for-profit and non-profit boards, including several corporate boards of manufacturing and service industries.

Bob has a business degree from Northeastern University, in Boston. Additionally he has two years of studies in Organizational Behavior at Lesley University, in Cambridge. More recently, he was a subject matter expert for the APQC® study - "*Best Practices for Realizing Change*".

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<sup>i</sup> Husman, R.C., Lahiff, J.M. & Penrose, J.M. (1988). *Business Communication: Strategies and skills*. Chicago: Dryden Press.

<sup>ii</sup> Kramer, R. (1997). *Leading by listening: An empirical test of Carl Roger's theory of human relationship using interpersonal assessments of leaders by followers*. Doctoral dissertation, The George Washington University