Listening

A Foundational Leadership Strategy
80% of awake time is spent communicating

We spend 45% of awake time listening

___% of the words are ignored, misunderstood, or forgotten

75% of the words are ignored, misunderstood, or forgotten

Most Adults listen actively for ____ seconds at a time

Miriam E. Wilt (1950)
“A study of teacher awareness of listening as a factor in elementary education.”
I’m glad that while language is a gift, listening is a responsibility.

Nikki Giovanni
Poet, Writer, Activist, and Educator
What kind of listener are you?
What Are Some Types of Listening?

Active
Passive
Argumentative
Informational

Pretend
Conversational
Inattentive
Constructivist
What Are Some Types of Listening?

- Active
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- Constructivist
I agree to listen to and think about you in exchange for you doing the same for me.
Each person...

- Has equal time to talk
- Listens without interrupting, giving advice or breaking in with a personal story
- Maintains confidentiality
- Does not criticize or complain about others during their time to talk

Guidelines
What kind of listener do you need to be in your role?

When does it get difficult for you to listen well?
Underlying Assumptions

- Constructivist Listening is for the benefit of the *talker*

- People are capable of solving their own problems given the right conditions

- Cognitive + Affective processing = increased understanding
What is a question you are grappling with as it relates to your leadership for equity?

Why does this matter to you?
Potential Outcomes of Constructivist Listening

A Developmental Process

- Reflection
- Expression & Release of Emotion
- Construction of New Meaning
- Relationship Building & Forming Alliances
- Taking Action

A Developmental Process
Potential Outcomes of Constructivist Listening

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Reflection
Expression & Release of Emotion
Construction of New Meaning
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When we begin listening to each other, and when we talk about things that matter to us, the world begins to change.

Listening and talking to one another heals our divisions and makes us brave again.

Margaret Wheatley
Author & Management Consultant
*Turning to One Another*
But wait, there’s more...
One hundred percent of our conscious attention is taken up by the combination of 3 perceptual positions.

*Adapted from the work of John Grinder and Judith DeLozier*
Position 1: Self

Focused on our own needs, reactions, feelings and emotions.
Focused on understanding the experience & perspective of another person.
Position 3: System

Focused on understanding patterns from the larger group or system.
A skillful facilitator consciously selects the appropriate position based on the needs of the situation and moves fluidly between the positions.