

# Quotes on Listening

“The effective executive is concerned first with *understanding*. Only then does he even think about who is right and who is wrong.”

-- *The Effective Executive*, Peter F. Drucker

“Seek First to Understand, Then to be Understood”

--*Seven Habits of Highly Effective People*, Stephen R. Covey (Habit 5)

“One of the best ways to persuade others is with your ears – by listening to them.”

-Dean Rusk, quoted in *Crucial Conversations: Tools for talking when stakes are high*, Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler

A wise old owl sat in an oak,  
The more he sat, the less he spoke,  
The less he spoke, the more he heard.  
Why can't we be more like that wise old bird?

## Listening Techniques for Leadership

### Principles:

Be Sincere  
Be Curious  
Stay Curious  
Be Patient

### Techniques:

- *Ask*. Start by simply expressing interest in the other person's views.
- *Mirror*. Increase safety by respectfully acknowledging the emotions people appear to be feeling.
- *Paraphrase*. As others begin to share part of their story, restate what you've heard to show not just that you understand, but also that it's safe for them to share what they're thinking.
- *Prime*. If others continue to hold back, prime. Take your best guess at what they may be thinking and feeling.

### As you begin to share your views, remember:

- *Agree*. Agree when you do.
- *Build*. If others leave something out, agree where you do, then build.
- *Compare*. When you do differ significantly, don't suggest others are wrong. Compare your two views.

--*Crucial Conversations: Tools for talking when stakes are high*, Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler

# Gerald Panas' Keys to the Gift of Listening

1. If you find yourself talking more than twenty-five percent of the time, chances are you'll never hear what the prospect is trying to tell you. You won't know what he or she wants to give to or what objections there may be.
2. What you don't know about the other person will hurt you. What you do know will work to your great advantage.
3. Listen with intensity. Listen with your eyes as well as your ears.
4. Learn how to ask effective questions. Probe. Examine. Most of all, good listening depends on asking the right questions.
5. The other person will not remember everything you said. In fact, they'll remember very little. They will remember what they said.
6. Listen for the little things. Everything counts. It provides the valuable insights to the person's character, interests, and needs.
7. Be patient. Relax. Let the other person finish before you respond. Don't interrupt or finish their statements.
8. Make your presentation in a site where physical and mental distractions are minimal.
9. Ask open-ended questions. Be certain to test throughout the visit whether the person is truly listening and absorbing your comments. Keep probing for the level of their interest.
10. Be certain to probe for any concern or problems that might exist. If you don't examine, you'll never know how the other person really feels.
11. You'll never know what the prospect really wants if you keep talking. If you make them feel it is their dream, they are more willing to become a partner with you.

## More Key Principles of Listening

- Studies show that the greater your ability to listen, the more likely the other person will listen to you. The more you talk, the less the other person listens.
- Give your undivided attention to the person. This sends a message that he or she is special, respected, and valued.
- Be aware of non-verbal signals. They tell a great deal about the other person's true feelings and intentions – more than the words that he or she speaks.
- You win the person to you by listening. It's not your eloquence or your charmed words. Listening does the trick.
- Listening effectively and assertively is not passive. Your silence requires mental agility and all the energy you can muster.
- Share your opinion or recommendation only after you have taken time to listen carefully and ask proper questions.