

Appendix B

Deep Listening Self-Assessment

Take a few minutes to rate yourself for each type of listening, on a scale of 1 = "I rarely do this" to 5 = "I do this all the time." For any you feel you need to work on, use the space on the right to reflect on characteristics of situations when you're most likely to fall back on these unproductive types of listening (topic, setting, interaction type or length of conversation, etc.).

Listener Focused: Listening to words but focusing only on what they mean to you.

Surface Listening: pretending to listen while thinking about something else

1 2 3 4 5

Autobiographical Listening: shifting the focus from the speaker to me

1 2 3 4 5

Interruptive Listening: interrupting the speaker to say what you are impatient to say

1 2 3 4 5

Inquisitive Listening: listening with self-serving curiosity

1 2 3 4 5

Problem Focused: Sharp focus on the words but lacking awareness of the context.

Editorial Listening: interrupting to correct or revise the speaker's words or to finish his or her sentences

1 2 3 4 5

Solution Listening: listening with the intention of providing answers, solving the speaker's problem, or offering advice

1 2 3 4 5

Appendix C

Deep Listening

Successful consultations depend on the consultant's ability to discern the needs, attitudes, motivations and emotions of the instructor. Deep listening helps achieve this goal by encouraging the consultant to reside in the moment, focus intently on the instructor's verbal and non-verbal cues and listen non-judgmentally.

Do:

- Focus on the speaker.
- Have a quiet mind.
- Listen with the intention to understand rather than to judge or react.
- Reflect back the speaker's feelings and values.
- Notice non-verbal communications
- Use silence.
- Summarize and paraphrase.

Don't:

- Shift the focus from speaker to listener.
- Entertain self-serving curiosity.
- Contemplate whether the speaker is "right" or "wrong."
- Focus on your next question.
- Think about how you would solve the speaker's problem(s).
- Interrupt to correct or revise the speaker or to finish his/her sentence.

EXERCISE: DEEP LISTENING

This exercise allows you to practice your listening skills and to experience being listened to deeply:

- Find a partner and briefly introduce yourselves.
- The person whose name is first alphabetically should tell a personal story related to OCEAN. You will have 4 minutes to do so. Before you begin, spend at most 60 seconds thinking about the story you wish to tell and how you want to tell it before you begin.
- While the first speaker talks, the listener should listen deeply without talking for the first 2 minutes, paying careful attention to word choice, tone, body language and other non-verbal cues, and energy levels. After 2 minutes, the listener may ask questions as the speaker continues to tell his/her story for an additional 2 minutes.

Switch roles: The second partner should tell a personal story related to MOUNTAIN while the other actively listens. Again, spend at most 60 seconds thinking about the story you wish to tell and how you want to tell it before you begin. As before, the listener should listen without interrupting during the first 2 minutes, but may ask questions after that point.

Note: Workshop facilitators alternate between using the archetypal pairings OCEAN/MOUNTAIN and FIRE/ICE.

Appendix D

Asking Powerful Questions

Questions lie at the heart of everything we do; our actions and understanding of self and others spring from our questions. Powerful questions allow us to gather information, organize our thoughts, clarify problems, discover novel possibilities, and unlock creativity.

Do ask questions that:

- Are open-ended.
- Can be focused on one at a time.
- Foster curiosity and creativity.
- Open up new possibilities.
- Have no predetermined answer.
- Move toward new understandings.

Don't:

- Ask closed-ended yes/no and either/or questions.
- Ask “why” questions.
- Ask leading questions.

Examples of powerful questions that *clarify the situation*:

- What are the facts of the situation?
- What do you think is really going on? What's really at stake here?
- What would you like to see happen?
- What is working well? What is not?
- Which of your values are you honoring in this situation? Not honoring?
- What is really important to you about this?
- Why does it matter to you?

Examples of powerful questions that *create possibility*:

- What is another perspective you could have about this?
- What is important to you about this?
- In what ways are you stuck? What would it take to get unstuck?
- What are potential risks? Benefits?
- What other options can you think of? Would you like to brainstorm ideas?

MICRO-CONSULTATION EXERCISE: ASKING POWERFUL QUESTIONS

In this exercise, you will practice and observe an important aspect of coaching—asking and answering powerful questions:

- To begin, form a group of three people, and assign each person one of the following roles: Consultant as Coach, Instructor/Client, Observer.

Note: We will repeat this exercise three times, so that each person will have the opportunity to play each role.

- **Role of Instructor/Client:** Think about a recent, unresolved challenge you faced in your teaching, facilitation, or a consultation. Describe the situation, focusing on particular aspects that you would like to address or change.
- **Role of the Consultant as Coach:** Listen deeply and ask powerful questions, moving the client toward a positive, forward-looking goal in response to this situation. It is unlikely—and even unnecessary—that this abbreviated coaching session will end in resolution or action steps. Don't worry about resolving it, focus instead on asking effective questions.
- **Role of the Observer:** Carefully observe the consultant-instructor interaction, paying attention to the consultant's ability to listen deeply and ask powerful questions without offering advice or predetermining the conversation. The observer may offer suggestions to the coach during the exchange, if the consultant asks for help.
- Spend eight minutes discussing or observing this topic. We will keep time, so you can fully focus on the exercise.
- After each micro-consultation, spend five minutes discussing your experiences, using the following questions as a guide:
 - How did it feel to be coached? How did it feel to coach? What did it look like to see coaching in progress?
 - As a coach, what did you do well? What would you change? If you were coached through a problem, what about this process “worked” for you? What would you like to have happened differently? Observers, what did you notice during the exchange?
 - What aspects of the process were difficult/challenging?
 - In what ways was the process useful/effective?

Switch roles and repeat the exercise until you have each played each of the roles.