

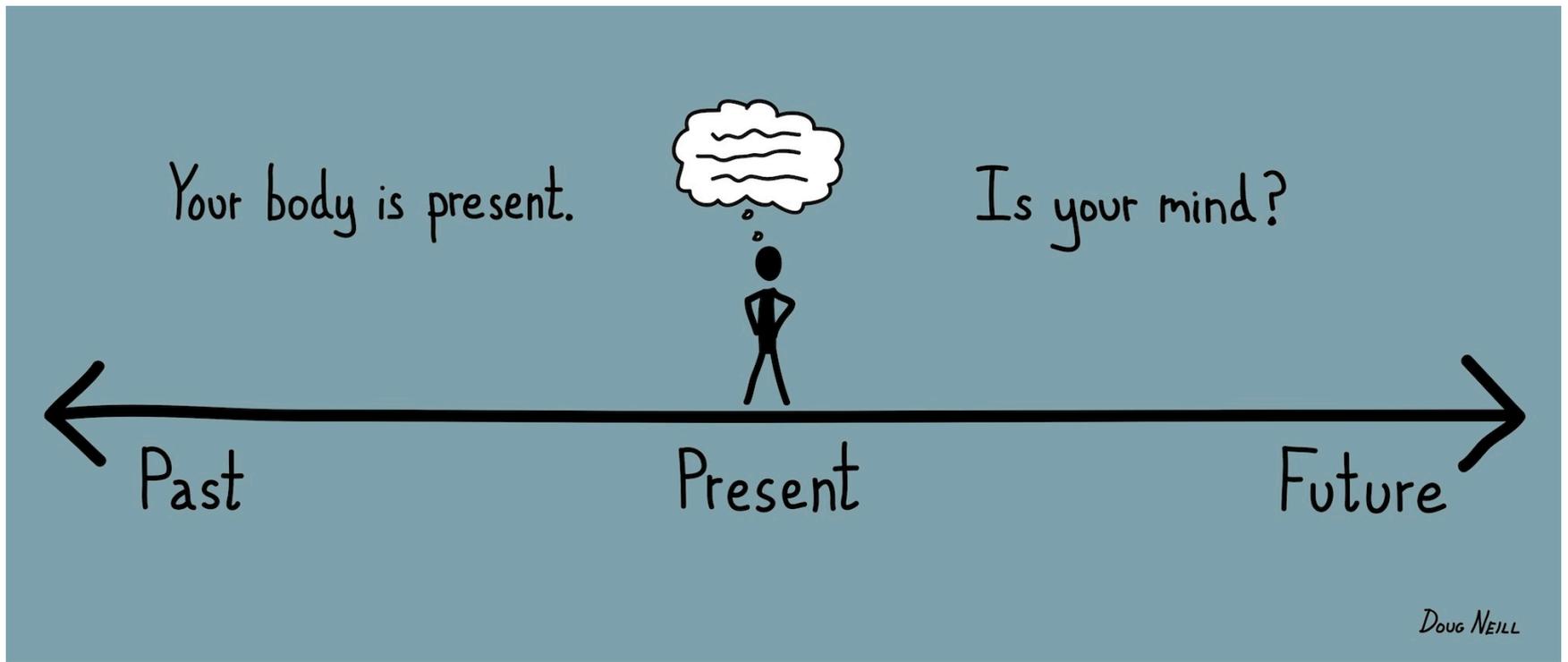
The Ethics of Listening



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The Laws of Forgetting

- We forget 50% of what we hear immediately because we don't listen.
 - And, we forget 75% of what we hear within two months because we don't practice.
 - And, of the 25% we do remember, only 60% is correct, plus we add things that were never said in the first place!
 - That leaves 15% of what you hear today you will remember in two months. What will you choose to pay attention to today?
-



“... most of us spend our entire lives distracting ourselves and thinking so much about our past and our future that we end up missing the present moment, the only moment we have to live and the only moment we can affect.”

Janice Marturano – Finding the Space to Lead



**Most of you
are wired to
be problem
solvers.**

That can make you a poor listener. WHY?

- You are an expert in your field.
 - You probably do know better.
 - It is easier and more efficient.
 - You are busy.
 - You've heard it all before.
 - You are trying to be helpful.
-

Hearing

- Accidental
- Involuntary
- Effortless

**Hearing just
happens.**

**Listening we do
intentionally.**

**What could be the result
of not really listening to
another employee, a
community member, a
commissioner, or your
boss?**

**At the most basic
level, you have an
ethical obligation
to listen!**

And you do, sometimes!



Can you find **the the** mistake?

ABCDEFGHIJK

“The world is too big for us, too much is going on, too many crimes, too much violence and excitement. Try as you will you get behind in the race in spite of yourself. It’s a constant strain to keep pace...

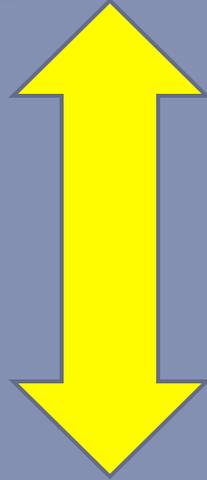
... and still, you lose ground. Science empties its discoveries on you so fast that you stagger beneath them in hopeless bewilderment. The political world is news seen rapidly, you're out of breath trying to keep pace with who's in and who's out...

... Everything is high pressure.

**Human nature can't
endure much more.”**

- Atlantic Journal - June 16, 1883

Business



Busyness

Coincidence?

“Pizzled”

Combination of puzzled and pissed (2006). Captures the feeling people had when the person they were talking with pulled out their Blackberry and started talking to someone else.

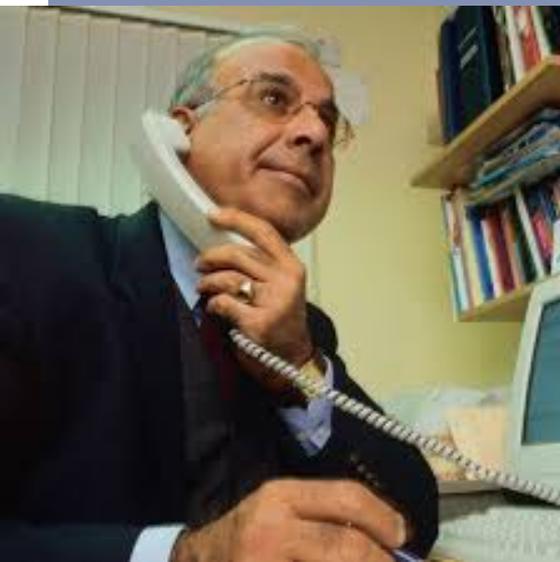


In an information rich world, what information consumes is “the attention of its recipients. Hence a wealth of information creates a **poverty of attention.**”

Herbert Simon, Nobel-winning economist in 1977.



Continuous Partial Attention



**“The single biggest
problem in
communication is the
illusion that it has
taken place.”**

George Bernard Shaw

***“Courage is what it takes
to stand up and speak;
courage is also what it
takes to sit down and
listen.”***

Winston Churchill

People who listen control the conversation.

- When people feel understood, they feel cared about.
 - When people feel cared about they trust.
 - When people trust they are willing to listen.
-

**People don't need to
have all their ideas
adopted. They just
want to be heard and
understood.**

**When haven't you
listened to someone
when you really needed
to even though you
knew how?**

Why?

Why Don't We Listen?

- Time
 - Attention
 - Energy
 - Focus
 - Distractions/Noise
-

Physical Noise

- Construction activity
- Barking dogs
- Loud music
- Air conditioners
- Airplanes
- Noisy conflict nearby

Psychological Noise

- Worries about money
- Crushing deadlines
- The presence of specific other people in the room
- Tight daily schedule
- Biases related to the speaker or the content

Physiological Noise

- Feeling ill
- Having a headache
- Growling stomach
- Room is too cold or too hot

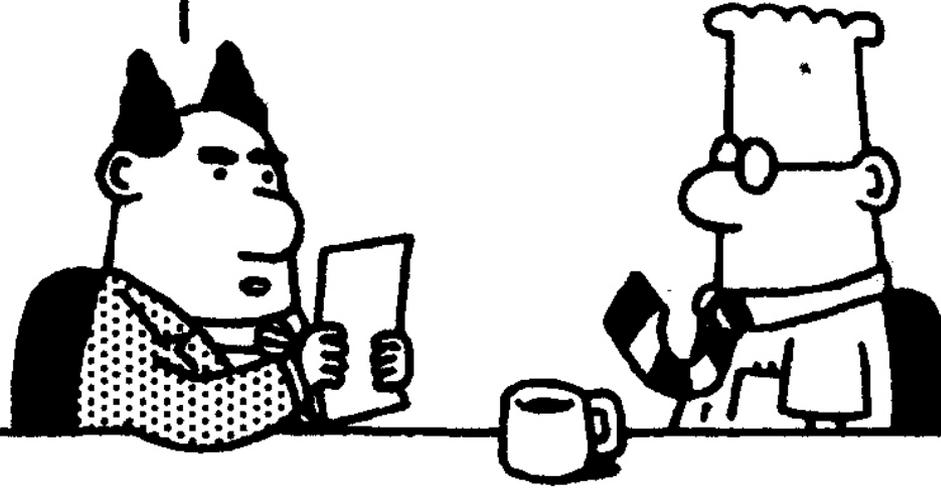
Semantic Noise

- Special jargon
- Unique word usage
- Mispronunciation
- Euphemism
- Phrases from foreign languages

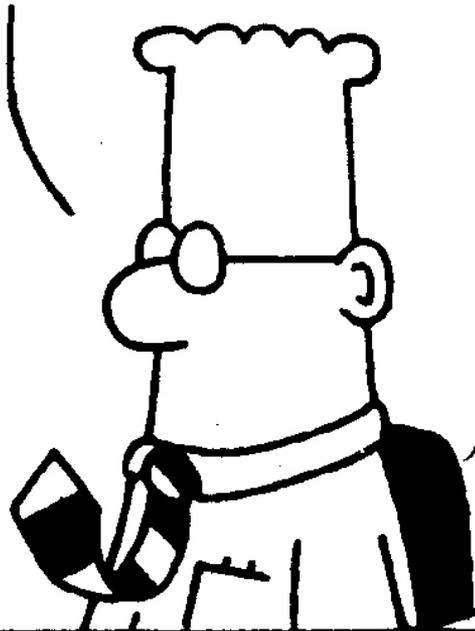
**The #1
Reason ...**

**Because we
CHOOSE not
to!**

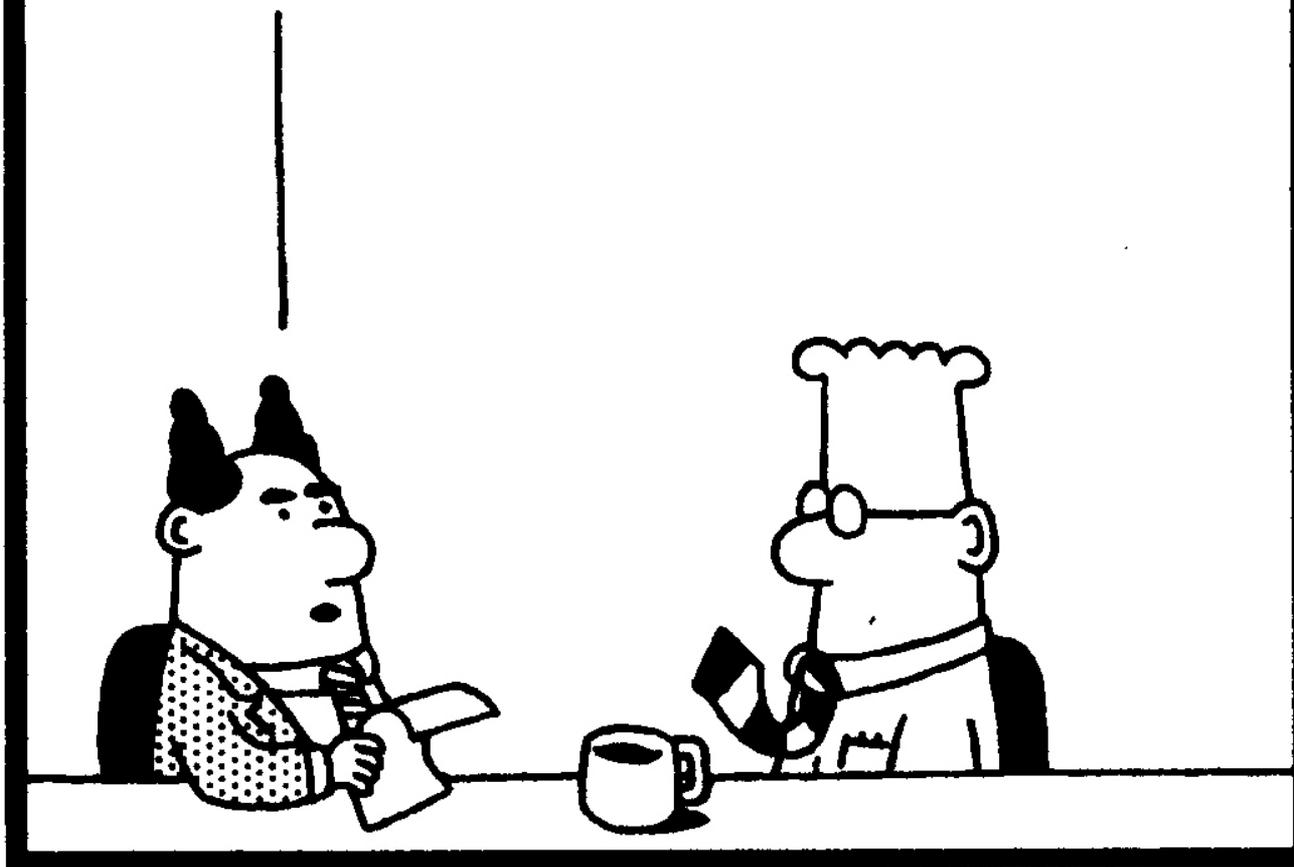
TELL ME AGAIN
WHAT THE ISSUE
IS.



DO YOU WANT THE
SIMPLE BUT MIS-
LEADING EXPLANA-
TION OR THE ONE
YOU WON'T UNDER-
STAND?



EITHER ONE IS GOOD;
I WASN'T PLANNING
ON LISTENING.



**I can look directly
at someone, nod
when they're
talking, maybe
even throw in a
"yeah," and still
not hear a single
word they said...**

5 Levels of Listening

1. I don't listen because I don't like you or your idea.
 2. I don't listen because I am indifferent to what you have to say.
 3. I do listen, but with the intent to counter what you say and then make my point.
 4. I listen for common ground between what you think and what I think.
 5. I listen to see your point of view completely and accurately.
-

“Most people do not
listen with the intent
to understand;
they listen with the
intent to reply.”

Stephen R. Covey
(1932-2012)

Oh, I'm sorry ...
Did the middle of my
sentence interrupt
the beginning of
yours?

Different ways of listening

1. NOT BEING INTERESTED
 2. WANTING TO SOLVE THE PROBLEM
 3. KNOWING OR WANTING TO PROVE YOU ARE RIGHT
 4. BEING CURIOUS, WANTING TO UNDERSTAND
-

Listening Exercise

- Get into pairs
 - Speaker will take one minute to respond to: “When is it most difficult for me to listen to a someone? Why?”
 - Listener will practice active listening skills (No talking!).
 - Listener will summarize the speaker’s main points.
-

Listening Exercise

- How was that? What did you notice?
 - What was it like listening for one minute without talking? Speaking for one minute without interruption?
 - When you were the listener, what question(s) did you want to ask? What did you want to say?
-

**What makes it
hard for you to
listen?**

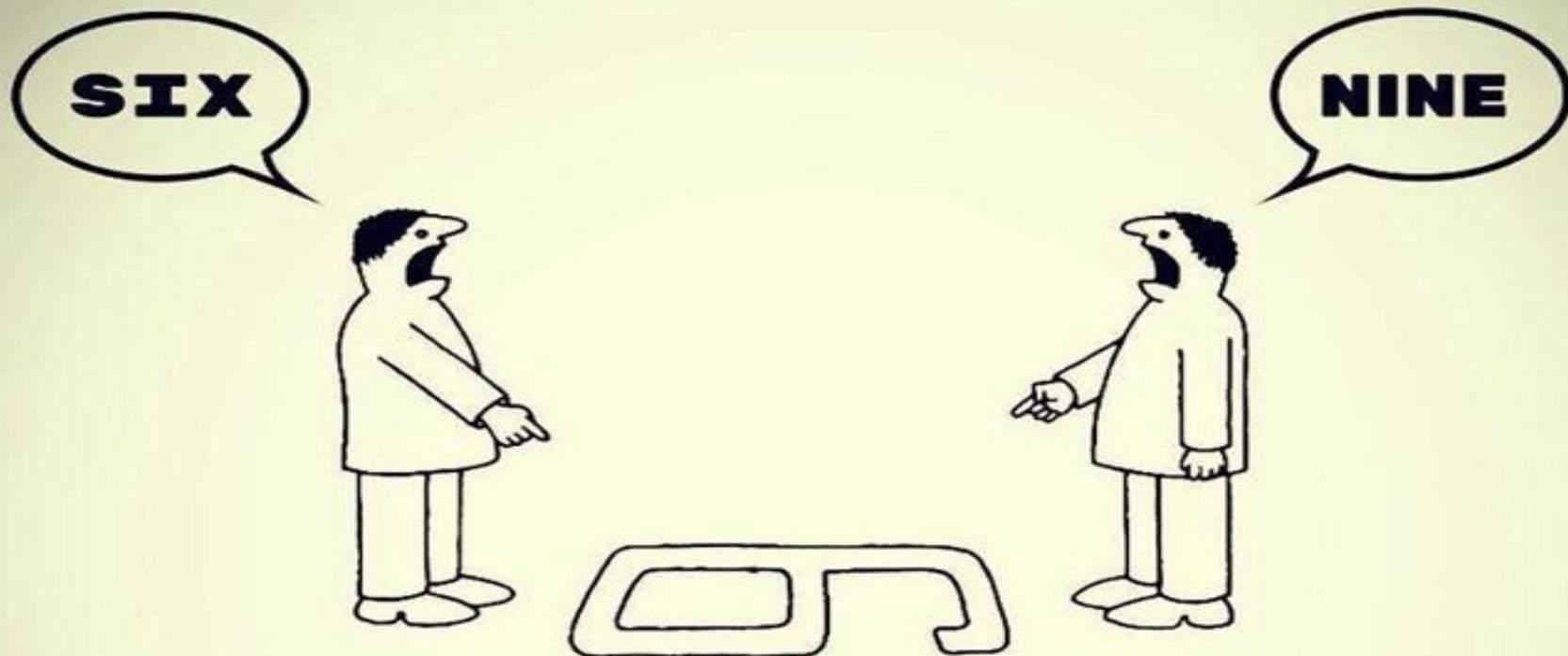
Listener respond for your partner

**When listening stops,
needs get ignored or
misunderstood. We solve
the problem before we
have even asked what is
wrong.**

**“We do not see
things as they
are, we see
things as we
are.”**







Just because you are right,
does not mean, I am wrong.
You just haven't seen life
from my side.

Curiosity – “Tell me more”

- Say more about that.
 - What does that mean?
 - Can you be more specific?
 - Why do you think that?
 - How did you reach that conclusion?
 - Can you share some examples?
 - To what extent, does that saying apply here?
 - What do you really mean?
 - Can you clarify that for me?
 - How does that statement apply to....?
 - Can you share more about that concept for us?
 - What are the implications of that statement?
 - What are you implying?
-

IN THIS MOMENT

Am I staying **curious** –
even if I'm certain
I am right?

Am I attached to
being right and
getting **defensive**?

**What will you remember
in 2 months?**



Listening Practice

1. Practice sitting in silence for 3 minutes every day for a week.
 2. Intentionally listen to 1 person per day for 1 minute for 1 week without talking. Notice how people respond.
 3. Listen to 3 people for at least 2 minutes and only ask them questions to learn more. Get curious!
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Thank you!

LISTEN & SILENT
are spelled with the
same letters

Think About It ツ

