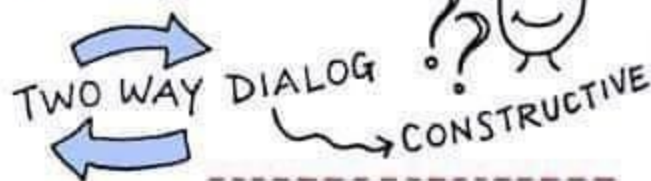


# WHAT GREAT LISTENERS ACTUALLY DO

JACK ZENGER, JOSEPH FOLKMAN

HBR

- 1** ASK QUESTIONS THAT PROMOTE DISCOVERY and INSIGHT



- 2** INTERACTIONS THAT BUILD SELF ESTEEM

CREATE A SAFE

ENVIRONMENT

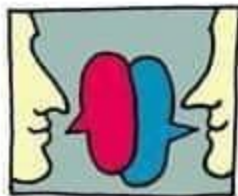
TO OPENLY DISCUSS ISSUES/ DIFFERENCES



- 3** A CO-OPERATIVE CONVERSATION

FEEDBACK FLOWS IN BOTH DIRECTIONS

CHALLENGE/ DISAGREE WITHOUT MAKING OTHER PERSON DEFENSIVE



- 4** MAKE SUGGESTIONS SKILLFULLY

THAT OPEN UP ALTERNATIVE PATHS



## LEVELS OF LISTENING

- 1** CREATE A SAFE ENVIRONMENT TO DISCUSS
- 2** CLEAR AWAY DISTRACTIONS AND MAKE EYE CONTACT
- 3** UNDERSTAND THE SUBSTANCE ASK QUESTIONS, CONFIRM
- 4** OBSERVE NON-VERBAL CLUES  
↳ 80% OF COMMUNICATION
- 5** UNDERSTAND EMOTIONS & FEELINGS ABOUT TOPIC  
↳ EMPATHIZE
- 6** HELP OTHER PERSON TO SEE ISSUE IN DIFFERENT LIGHT