

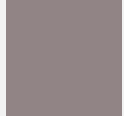
THE SKILLS OF LISTENING AND SUPPORTING

The Art of Being Present and Establishing Rapport

New York City Football Club

Session 3 - July 6th 2020





The 4 levels of listening: Repetition and takeaways since last session



What to listen for: The sensory acuity model, VIBES-model ; what, why and how



The skill of supporting, what, why and how



Summary and reflections

AGENDA FOR TODAY



HOW TO LISTEN: 4 LEVELS OF LISTENING

Interior:

Downloading listening

Factual listening

Exterior:

Empathetic listening

Pure listening





THE SKILL OF LISTENING, PART II

- *What to listen for*



KEYS TO LISTENING ON A HIGHER LEVEL:



- **OPEN YOUR MIND:** Be receptive and curious. Refuse old habits of listening defensively.
- **NOT-KNOWING-STATE:** Listen from a witnessing state so that you can see and hear without judgement, without evaluation.





**STAY OPEN,
RECEPTIVE
AND CURIOUS**

**“SEEK FIRST TO
UNDERSTAND”**





WHAT TO LISTEN FOR

- **Sensory Acuity** is a model for non-verbal listening: The ability to use senses to make accurate observations about other people (and ourselves).
- This refers to the art and skill of detecting a person's state of mind by **calibrating** their non-verbal cues.
- This means that you can see the information that they may not be verbally sharing with you.



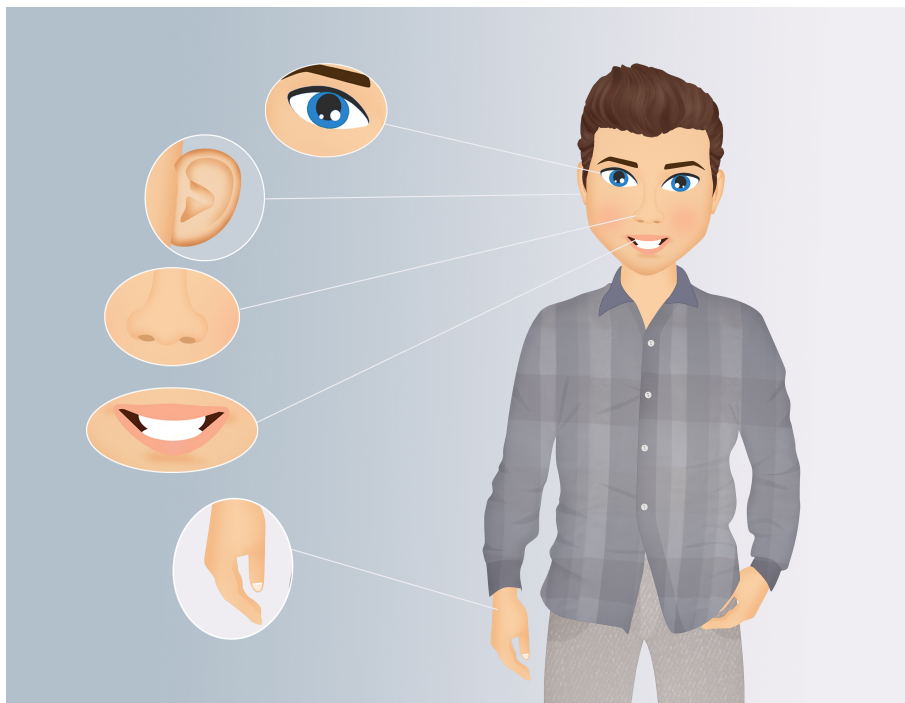
WHAT IS CALIBRATION?



- Detecting a person's state of mind by paying attention to numerous aspects of the person's behavior and non-verbal output.
- **CAVEAT:** The following is not “body language” with meanings general for all people.
- *You need to learn to calibrate what is unique for each individual.*



WHAT CAN WE CALIBRATE?



VIBES

- V - voice
- I – inclination
- B - breathing
- E - eyes
- S – skin color



EXERCISE: BASIC CALIBRATION

- Use everything you have learned about listening so far. Listen to the other person for 4 minutes, practicing to calibrate according to VIBES-model.
- **Remember: We are not coaching, not solving anything, we are just practicing how to listen.**



THE SKILL OF SUPPORTING



- Coaching is all about **rapport**.
- Rapport = «I like you, we´re the same»

The other person feels understood, appreciated and valued.



WHY IS SUPPORTING IMPORTANT?



- When you have rapport, the person will feel safe enough to launch out, be challenged, stretch, receive feedback, and to get real with you.
- When the person feels supported, you create the foundation to **lead** them
- **To lead** = ask powerful questions, challenge them etc.



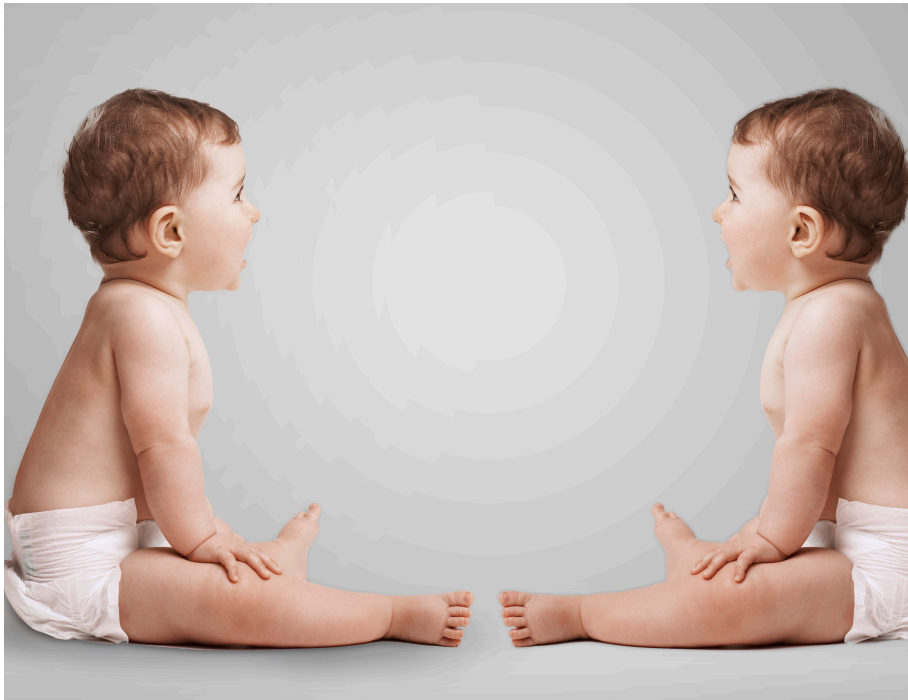


WHAT DOES THIS MEAN?

- If there is resistance, it means that there is not enough support, rapport, respect and care.
- If you want the fierce conversation, **you must hold the space through your presence, through actively listening and supporting.**



HOW DO YOU SUPPORT TO ESTABLISH RAPPORT?



- **Pacing** through matching
- In the on-going process of pacing, you literally take on the movements, gestures, words, use of voice etc. – the behavioral output - of the other person and **match** them with your own.



KEY VARIABLES IN BEHAVIOR TO PACE

- **Matching vocal or qualities of speech:** matching another's shifts in tonality, tempo, volume, intonation patterns etc.
- **Matching physiology:** moving in a way that takes on the body and hand gestures of another, heads and shoulder angles, body leaning forward or backward, legs crossing etc.
- **Matching** the other persons use of words and expressions (don't paraphrase).





**BE AWARE OF
PHYSICAL
POSITIONING IN
CONVERSATIONS**

**HAVING A TABLE BETWEEN
YOU BREAKS RAPPORT**



EXERCISE: PACING

- Work two and two
- 1,5 minutes: Deliberately mismatch voice
- 1,5 minutes: Mismatch both voice and physiology
- 1,5 minutes: Match the other in voice (speed, volume, tonality)
- 1,5 minutes: Bring in physiology matching (in addition to voice matching)
- **Then switch**



PRESUPPOSITIONS OF EFFECTIVE COMMUNICATION



- **When calibrating someone's reality, when there is incongruity, the highest information will be behavior.**
- *This includes a person body language, eye cues, breathing, etc.*

- **Resistance first and foremost indicates the lack of rapport (connection).**
- *People have a positive intention when they resist what we offer—it saves them by resisting what we seem to be imposing upon them.*



HOMEWORK

- Practice calibration, being curious and open, noticing other peoples use of body language without jumping to conclusions. Ask to find out.
- Practice to pace and match in conversations with others, and notice what difference it makes with regards to rapport.



WHAT YOU WILL BE LEARNING THROUGH THE PROGRAM



Understand the basics of human psychological functioning

The skill of listening

The skill of supporting

The skill of questioning

The skill of framing and giving/receiving feedback

The skill of state induction