



1

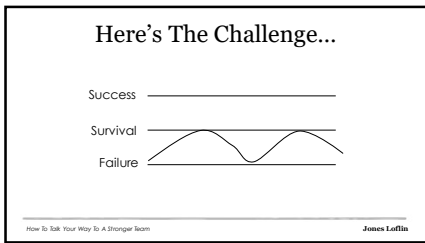


2

"The basic building block of good communications is the feeling that every human being is unique and of value."

—Lifton.com

3



4



5

You and your friend go out for an expensive dinner.  
The total bill is...

6

If someone says they will get back to you "soon," how long will it be before you hear from them?

7

If you hear that something is "most likely" to happen, what percent probability is "most likely" to you?


8

Perspective Bias

9

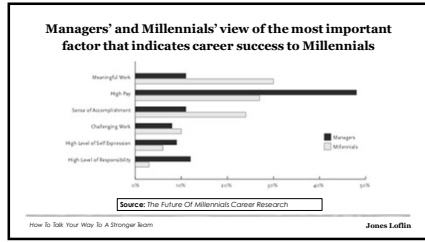
### Breakout Room

What are some perspective biases you recognize in leaders you know?



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### Managing Your Perspective Bias

Ask questions

Build bridges

Commit to objectively listen

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*Under pressure to get the job done, we listen for the minimum of what we need to know so we can move on to the next fire that needs fighting.*

Source: Co-Active Coaching

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### Levels Of Listening

Level	What It Looks Like	What You Notice
1		
2		
3		

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### Levels Of Listening

Level	What It Looks Like	What You Notice
1	Focus: Yourself Purpose: Meet your own needs	<ul style="list-style-type: none"> <li>Thinking about what to say next</li> <li>Focusing on your own thoughts</li> </ul>
2		
3		

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### Levels Of Listening

Level	What It Looks Like	What You Notice
1	Focus: Yourself Purpose: Meet your own needs	<ul style="list-style-type: none"> <li>Thinking about what to say next</li> <li>Focusing on your own thoughts</li> </ul>
2	Focus: Other Person Purpose: Listen to their words and their reactions to your response	<ul style="list-style-type: none"> <li>Very little about external environment</li> <li>Unattached to your agenda, your thoughts, or your opinions</li> </ul>
3		

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### Levels Of Listening

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3	Focus: Everything about the conversation Purpose: Articulate/Clarify/Acknowledge	<ul style="list-style-type: none"> <li>Level of energy in their words and responses</li> <li>Focus is on person, not situation</li> </ul>

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**An Aggressive Listener...**

*Asks more and tells less.*

*Lets other people finish their thought.*

*Interrupts when necessary.*

*Focuses on the person more than the problem.*

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*When people say  
it's about **this**, it's  
really about **that**.*

-Luke Jackson



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**3  
Ask Better Questions**



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**Five Ways To Ask Better Questions**

Don't "question stack."

-from Leadership Is Language by David Marquet

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**Five Ways To Ask Better Questions**

Don't "question stack."

**Instead of a teaching moment, try a learning moment.**

-from Leadership Is Language by David Marquet

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**Five Ways To Ask Better Questions**

Don't "question stack."

Instead of a teaching moment, try a learning moment.

**Instead of binary, start questions with "What" or "How."**

-from Leadership Is Language by David Marquet

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**Five Ways To Ask Better Questions**

Don't "question stack."

Instead of a teaching moment, try a learning moment.

Instead of binary, start questions with "What" or "How."

**Instead of a "why" question, try "Tell me more."**

-from Leadership Is Language by David Marquet

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**Five Ways To Ask Better Questions**

Don't "question stack."

Instead of a teaching moment, try a learning moment.

Instead of binary, start questions with "What" or "How."

Instead of a "why" question, try "Tell me more."

**Ask questions that give you the most information.**

-from Leadership Is Language by David Marquet

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*How might we...?*

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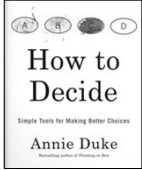
**Five Things Questions Should Do**

- Empower
- Create inclusiveness
- Challenge assumptions
- Cause the person to stretch
- Encourage breakthrough thinking

From Leading With Questions

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**How to Decide**  
Simple Tools for Making Better Choices  
Annie Duke  
Bestselling author of Thinking in Bets

*If you want to know what someone else thinks, stop infecting them with what you think.*

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**5 Stop Using Trigger Words Or Phrases**

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*A word or phrase that can create a barrier to clearly communicating with someone else.*

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**Trigger Words And Phrases**


Trigger Word Or Phrase	Alternative
"You always"	_____
"We need to..."	_____
"Why did you...?"	_____

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**Breakout Room**

- 1) *What is a trigger word or phrase for you?*
- 2) *One person from group offers a better alternative.*



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*"If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter."*

— Gilbert Amelio  
President and CEO of National Semiconductor

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**Additional Resources**

**Weekly 3 Minute Video**  
Email [jones@jonesloffin.com](mailto:jones@jonesloffin.com) with subject line "weekly"

**Monthly Communication**  
Email [jones@jonesloffin.com](mailto:jones@jonesloffin.com) with subject line "monthly"

You'll receive the PDF, Five Ways to Lead When You Are Too Busy To Lead.



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