Introductions

• Name
• Where you work
• How long you’ve been supervising
• How long you’ve been supervising at Williams
Agenda

1) Program Overview
2) Listening Skills

Program Overview

1. Structure of the Program
2. Structure of Each Module
3. Ground Rules
Supervisory Training Series: Communication & Self-Management

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Communication & Self-Management

- Listening Skills
- Giving Effective Feedback
- Delegating Skills
- Diversity & Inclusion

Supervising Individuals

- Hiring & Onboarding
- Leaves, Absences & Accommodations
- Performance Development
- Dealing with Performance Problems
- Developing Employees

Supervising Teams

- Building Effective Teams
- Resolving Conflict

Supervising at Williams

- Professional Ethics

Program Overview

Structure of Each Module

- Overview: “Least you need to know”
- Skills Practice or Case Study Discussion
- Who to call
- Course web page with all materials
- Pre-work questions
- Materials to add to binder
- Who to call

Listening Skills for Supervisors

page 3
**Ground Rules**

- Confidentiality
- Participation
- Listening
- Judgement free zone

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**Agenda**

1) Program Overview
2) Listening Skills
Why is listening important for supervisors?
Why is Listening Important for Supervisors?

-NOTES-
What behaviors indicate good listening?
What Behaviors Indicate Good Listening?

-NOTES-
Listening Skills

1. The Listening Container

2. Listening Behaviors
   - Minimal encouragements
   - Open-ended questions
   - Mirroring statements
   - Empathy questions
The Listening Container

• Privacy
• Freedom from Distractions
• Time Limit
• Setting Ground Rules

Setting Ground Rules

• Confidentiality
• “I” statements
• No name calling or pejorative language
• No interruptions
• Volume and gestures moderate
• Time outs
Listening Skills

1. The Listening Container

2. Listening Behaviors
   - Minimal encouragements
   - Open-ended questions
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Minimal Encouragements

- Echoing words or phrases
- Verbal cues that you are listening “Oh?”, “Mm hmm”, “Right.” etc.
- “Is there more about that?”
- Silence
Minimal Encouragements– your turn

- Pair up. This will be your partner for the whole class.
- Each person think about a real problem you are facing that you can talk about easily with a stranger.
- For the first round, choose who will be the speaker and who will be the listener.
- Speakers, talk about your problem for 2 minutes. Listeners, use only minimal encouragements.
- Switch roles.

Listening Skills

1. The Listening Container
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   - Minimal encouragements
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Open Ended Questions

- Questions that encourage the speaker to explore the whole landscape of the topic.
- Cannot be answered “yes” or “no”
- Beware of advice posing as a question: “Have you considered doing x?”
- Examples of open-ended questions on next page.
## From Exploring to Clarifying Questions

### Introducing Questions
- Descriptive
  - "Tell me about.../ Describe..."
- "What do you do when.../ What happens when..."
- "What do you recognize..."
- "What, which, when, who, how, why..."

### Follow-Up Questions
- Specifying
  - "Can you tell me a little more about..."
- "What do you mean by..."
- "What happened then/ who, when etc..."
- Pauses, silence, nods, eye contact, 'listening'

- Probing

### Illustrating Questions
- Examples, Hypothetical Experiences
  - "Tell me about last time / your experience with..."
  - "Give me an example of..."
  - "In which situations..."
  - "What would happen if..."
  - "Imagine that..."
  - "What if..."

### Indirect Questions
- Contrast
  - "Some might say that [opposite view]..."
- "When do you not..."
- "What do you think others/ would see, do, say..."

- Projective
- Change of perspective

### Direct Questions
- Structuring
  - Change of subject, introduce specific topics
  - Yes-no/either-or/factual answers
  - "Do you mean by [...] that..."
  - "So what you say is... in other words..."
"You know how advice is. You only want it if it agrees with what you wanted to do anyway."

— John Steinbeck

Open-ended questions – your turn

- Speakers, talk about your problem for 3 minutes. Listeners, use minimal encouragements and open-ended questions.
- Switch roles.
1. The Listening Container

2. Listening Behaviors
   - Minimal encouragements
   - Open-ended questions
   - **Mirroring statements**
   - Empathy questions

Mirroring Statements

- Statements that summarize what the person has said.
- Helps the other person know you are hearing them.
- Follow with “Have I got that right?”
Watch the video and underline the mirroring statements that you hear.
Mirroring Statements in Action

Mirroring statements are statements that summarize and distill what the listener has heard from the speaker. They help to ensure understanding and provide the speaker with a sense of validation.

_Underline the mirroring statements as you see them in the video._

Michelle: So how's it going with your email and phone call triage?

Eric: Not so great. I've been tracking my emails every day, and the average is 150. I don't know how anybody keeps up with that amount of volume.

Michelle: That is a lot of email. Now last week you talked about carving out time at the beginning and the end of each workday for email. How's that going?

Eric: Not so great. I mean, there's just not enough time. I get bogged down trying to figure out which emails are most important.

Michelle: Well, they're not all of equal importance. I think you should choose the top three project priorities and then make your decision from there.

Eric: Okay. I'll give it a try.

Michelle: Oh, I'm sorry. Let's, let's go back. Sounds like you're seeing the vast ocean of emails and even with the hour of focused attention, you don't know where to start. Is that more accurate?

Eric: Yes, I get very anxious. I'm nervous that I'm going to miss something or that people are going to think I'm slow or that I'm slacking.

Michelle: That's an interesting perspective. Is it true?

Eric: Well, maybe. But actually, I'm the opposite of a slacker.

Michelle: So, what is your expectation about what you should be able to do?

Eric: I should be able to create a system. get it started.

Michelle: Mm-hm.

Eric: And then call it done.

Michelle: That's a great idea. What would it look like?
Mirroring statements – your turn

• Same partner
• Speakers, talk about your problem for 4 minutes. Listeners, use minimal encouragements, open-ended questions, and mirroring statements.
• Switch roles.

Listening Skills

1. The Listening Container
2. Listening Behaviors
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   – Mirroring statements
   – Empathy questions
Empathy questions

- Sharing your guess about what the speaker may be feeling:
  “Based on what I’m hearing, I’m guessing you’re really angry about this.”
- Demonstrates concern and respect for the person’s feelings.
- Follow with: “Am I right about that?”
- Don’t be afraid to ask “How are you feeling?”
- With sincerity, validate feelings: “That makes sense to me.”

The Link Between Emotions and Needs

- Positive feelings arise when needs are fulfilled
- Negative feelings arise when needs are not fulfilled
- Listeners can help speakers identify their needs and the associated emotions
### Some Basic Feelings We All Have

**Feelings when needs are fulfilled**
- Amazed
- Comfortable
- Confident
- Eager
- Energetic
- Fulfilled
- Glad
- Hopeful
- Inspired
- Intrigued
- Joyous
- Moved
- Optimistic
- Proud
- Relieved
- Stimulated
- Surprised
- Thankful
- Touched
- Trustful

**Feelings when needs are not fulfilled**
- Angry
- Annoyed
- Concerned
- Confused
- Disappointed
- Discouraged
- Distressed
- Embarrassed
- Frustrated
- Helpless
- Hopeless
- Impatient
- Irritated
- Lonely
- Nervous
- Overwhelmed
- Puzzled
- Reluctant
- Sad
- Uncomfortable

### Some Basic Needs We All Have

**Autonomy**
- Choosing dreams/goals/values
- Choosing plans for fulfilling one’s dreams, goals, values

**Celebration**
- Celebrating the creation of life and dreams fulfilled
- Celebrating losses: loved ones, dreams, etc. (mourning)

**Integrity**
- Authenticity
- Creativity
- Meaning
- Self-worth

**Interdependence**
- Acceptance
- Appreciation
- Closeness
- Community
- Consideration
- Contribution to the enrichment of life
- Emotional Safety
- Empathy

**Physical Nurturance**
- Air
- Food
- Movement, exercise
- Protection from life-threatening forms of life: viruses, bacteria, insects, predatory animals
- Rest
- Sexual expression
- Shelter
- Touch
- Water

**Play**
- Fun
- Laughter

**Spiritual Communion**
- Beauty
- Harmony
- Inspiration
- Order
- Peace
- Honesty (the empowering honesty that enables us to learn from our limitations)
- Love
- Reassurance
- Respect
- Support
- Trust
- Understanding

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Empathy Questions – your turn

• Same partner
• Speakers, talk about your problem for 4 minutes. Listeners, use minimal encouragements, open-ended questions, mirroring statements, and empathic questions.
• Switch roles.

“Anything that’s human is mentionable. And what’s mentionable is much more manageable.”

— Fred Rogers
What Great Listeners Actually Do

1. Ask questions that promote discovery and insight
   - Two way dialog - constructive

2. Interactions that build self esteem
   - Create a safe environment to openly discuss issues/differences

3. Co-operative conversation
   - Feedback flows in both directions
   - Challenge/disagree without making other person defensive

4. Make suggestions skillfully
   - That open up alternative paths

Good listener is not a sponge that absorbs but a trampoline to bounce ideas off!

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

Sketchnote by: Tanmay Vora | @tnvora | QAspire.com
Supervisory Training Series
Communication & Self-Management

Thank You

Links coming via email:
• Course page link to all course materials
• Program evaluation link, feedback welcome

Questions?
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