Listening and Responding to Others

Chapter Six

Communication Mosaics

Chapter

Focus Questions

- What does the listening process include?
- How do listening and hearing differ?
- What obstacles interfere with effective listening?

Focus Questions

- How is effective listening for information different from effective listening to support others?
- How we can improve our listening skills?

How Important Is Listening?

- Communication usually focused on talking
- Listening is at least as important as talking
- Few of us devote as much energy to listening as we do to talking

Studies Show...

- The average person spends 45% to 53% of waking time listening to others
- That's more time than we spend in any other communication activity

Poor Listening May:

- Cause loss of information
- Have negative affects on professional lives
- Cause diminished learning

- Cause loss of performance on tests
- Hinder understanding of others
- Leave us unfamiliar/uninformed with important issues

Good Listening

- Listening is the number one quality of effective managers
- Linked to
 - Resolution of workplace conflicts
 - Overall effectiveness

The Listening Process

- Hearing:
 - physiological
- Listening:
 - Several step process

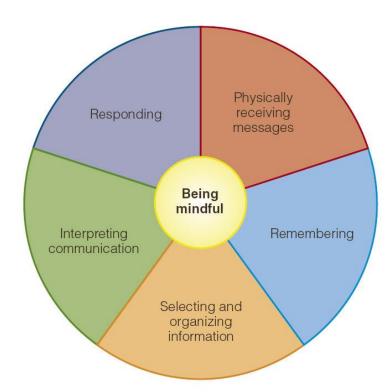


Figure 6.1 THE LISTENING PROCESS Source: Adapted from Wood, 1997, p. 21.

Mindfulness

- Focusing on what is happening in the moment
- Focusing on the people with whom they are interacting
- An ethical commitment to attend fully to others in particular moments
- It increases our understanding
- It promotes more complete communication by others

Physically Receiving Communication

- We might receive it by hearing
 - sounds
 - interpreting nonverbal behaviors
 - reading lips
 - ASL

Selecting and Organizing Communication

- What we attend to depends on:
 - physiological influences
 - expectations
 - cognitive structures
 - social roles
 - membership in cultures & social communities

Interpreting Communication

 We put together all that we have selected and organized to make sense of communication

Responding

Includes

- expressing interest
- asking questions
- voicing our own ideas on a topic
- communicating attentiveness

Remembering

- We forget a lot of what we hear
- After eight hours, we recall only about 35% of the information
- We selectively focus our attention to what is important

Obstacles to Effective Listening

- Situational obstacles
 - message overload
 - message complexity
 - environmental distractions

Obstacles to Effective Listening

- Internal obstacles
 - preoccupation
 - prejudgments
 - lack of effort
 - not recognizing diverse listening styles

Forms of Ineffective Listening

- Pseudolistening
- Monopolizing
- Selective listening
- Defensive listening
- Ambushing
- Literal listening

Guidelines for Informational and Critical Listening Skills

- Be mindful
- Control obstacles
- Ask questions
- Use aids to recall

Communication Mosaics

Organize information

Guidelines for Relationship Listening Skills

- Be mindful
- Suspend judgment
- Strive to understand the other's perspective
 - minimal encouragers
 - paraphrasing
- Express support

Skills for Other Listening Goals

- Listening for pleasure
- Listening to discriminate

Summary

- How important is listening?
- Causes of poor listening
- The listening process
- Physically receiving communication
- Selecting and organizing communication

Summary

- Interpreting communication
- Responding & remembering
- Obstacles to effective listening
- Forms of ineffective listening
- Listening skills