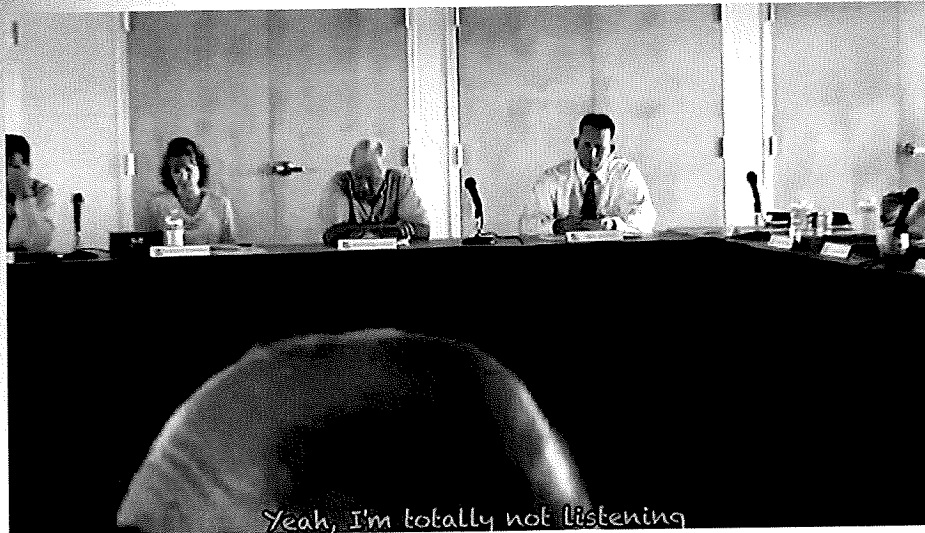


Thanks for Not Listening



A YouTube video showing top executives at the South Florida Water Management District texting and using computers while a Florida Audubon representative was addressing them at a contentious hearing on water pollution

The LTC. from the Army Corp of Engineers might have been the only one listening!

Also this is after an hour long break which everyone would have had time to use their phones!



We see the same, do we not?

What are some barriers to listening? What are some reasons we do not listen?

1. We don't have time; we are busy.
2. We don't agree with the speaker.
3. We are thinking of what our response will be.
4. We are distracted by other thoughts.
5. We are not open minded.
6. We have already made our decision.
7. We think we know what they are going to say.
8. We are more concerned about our own story.

Let's see how many barriers to listening we can spot in this next video...

Play video...

Does your spouse know how to listen?

1. Yes
2. No

The first verbal communication skill is to think before you speak. I find that many people say whatever goes through their minds without putting any thought into what they are saying. As a result they say things that end up reflecting poorly on themselves and confuses their listeners.

We can prevent this by planning ahead. Planning ahead will allow you to think better on your feet, express your ideas with more clarity, more effectiveness, and more poise. It will also helps you to ensure that your message is clear in your own mind and that your message will be understood by your Marines--that it comes off the way you intend.

The more formal the communication, the more preparation that is required.

For example, President Lincoln is remembered for being a remarkable communicator. What some people might not know is he was to great was because he spent a lot of time in preparation. For example, he spent months meticulously preparing the Cooper Union Address, the speech that made him president. And contrary to popular opinion, he did not draft the Gettysburg address on the back of an envelope on his way to the cemetery.

The less formal the communication, less preparation is necessary. One way to be prepared for extemporaneous communication is to read.

2. When preparing our communication, you should start with what your audience needs to know, not with everything you know. For example, Marines have enough information. They are drowning in it. What they need is someone to help them make sense of it, to help them make meaning of the information.

Matter of fact, leadership theory states the power to motivate followers and shape their values resides almost solely in the ability of leaders to effectively communicate...because in so doing, you create meaning for the members of the organization. It is the way members of a group become aligned with the goals and values of the organization.

3. We want to make the information relevant to our Marines, because this will ensure they pay attention. Research demonstrates that when we hear someone speak, the area of the brain that deals with whether or not the information is useful to us is activated.

4. Think about what you are saying from the other person's perspective. Just because you understand what you mean, it doesn't mean that they will. This will help us ensure the information is presented in a way that is best understood by our audience.

For all these reasons, we want to make sure we make the most of our verbal communication opportunities, and we can do this by being prepared.

President Lincoln understood this. He is known as an intelligent and tremendously effective communicator. He was careful about what he said and thought before he spoke. He also had the ability to communicate his feelings and emotions. Because of this, he had the capacity to raise the emotions of his audience and influence them.

Does your boss know how to listen?

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2. No

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Active Listening Skills

- Focus
 - Do not do anything else while the person is talking
- Observe
 - Non-verbal behavior
- Respect
 - Do not interrupt and let the person finish
- Acknowledge
 - Acknowledge the message even if you do not agree
- Ask
 - Ask questions for clarity and show sincere interest

One way to overcome those barriers and learn how to listen is to develop active listening skills.

The first technique is to show a sincere interest in what is being said.

Listen for the message within the message.

Avoid interrupting.

Asking for clarity and completeness allows you to verify what you heard and see if you have accurate and or complete information.

Often, a speaker presumes that he or she is understood, and therefore tends to leave out certain details that the listener needs to know.

They may think that they have the same frame of reference with the other person, and consequently does not need to expand on the meaning of their statements.

At times, intense emotions, like excitement can result in lack of clarity and completeness in communication.

Look for understanding from your audience. It's easier to back track at certain points in your conversation than revisit the whole conversation again – or you risk getting the wrong results because your audience did not understand! You can use this when delivering or receiving a message. Occasional summaries and confirmation questions can be extremely useful.

Finally, asking for clarity and completeness can also communicate your sincere desire to understand what the other person is saying. It also moves the conversation along.

What's the most effective way to influence others?

1. Formal speech
2. Informal speech
3. Brief/presentation
4. Conversation
5. Lecture

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5. Master the Art of Conversation

- Ask for examples
- Ask for elaboration
- Summarize what's been said
- Give your own insight

Sometimes all followers want and crave is the opportunity to simply talk with their leader.

The fourth verbal communication principle is mastering the art of conversation.

The reason this skill is important is because private conversation is more effective than formal public speaking in most organizations at winning loyalty, influencing, and instilling values.

Chatting informally provides an opportunity for direct contact with our Marines and allows leaders to pick up how people actually feel and think and it allows for active participation. This is why annual training is better conducted in small groups, via guided discussions led by small unit leaders. It's like a conversation. People are more likely to speak up in small groups. Plus, the leader can better tailor the message to the audience.

For example, conversation was Abraham Lincoln's chief form of persuasion and the single most effective aspect of his leadership style.

One on one, Lincoln could convince anybody of just about anything...he could talk to anyone, brilliant scientist, wily politician, head of state, backwoods farmer. Matter of fact, one journalist said he did not like talking to Lincoln because Lincoln often talked him out of his convictions and apprehensions.

Lincoln was an effective conversationalist because he was genuinely interested in people and because he read a lot.

Finally, he created a lot of opportunities for informal communication because he spent most of his time out of his office. Basically, he conducted "leadership by walking around."

The take away here is that sometimes all followers want, and sometimes crave, is the opportunity to simply talk with their leader. And something as simple as this can really make not just a big difference, but all the difference.

6. Communicate with Power

- Stick to the point
- Connect with your audience
- Speak with confidence

Power in communication refers to the ability to make an impact. When you communicate with power you make a favorable impression and your listener remembers what you said.

In so doing, you are able to influence your audience.

It is hard to influence people if they can't remember your message. One way to ensure you get forgotten is to start a class with, "This is really boring, dry stuff, so bear with me and we'll get through it."

Stick to the Point

*“How can I say what needs to be said using
the fewest number of words?”*

The first technique to communicate with power is to stick to the point. Powerful communication is not about saying as many things as you can in a given period of time. It is about being concise. It is about sticking to what is relevant to the discussion, such as giving the ideas your listeners need to know and the ones that promote your intentions best.

In a lot of the working groups I have been in, the most powerful, memorable, and influential person was the one who listened the most and talked the least. But when he did speak, he had something profound to say.

Lincoln's Gettysburg address was secondary to other speeches the day he gave it, it was only 2 minutes long, but came to be regarded as the greatest speeches in American history. Edward Everett's speech was intended to be the main attraction. But his speech was two hours long and was not delivered as effectively as Lincoln's. His speech is seldom remembered today.

One technique is to ask yourself “

Connect with Your Audience

- Remember their names
- Tell a story
- Establish trust/familiarity

Another way to communicate with power is to connect with your Marines since power in communication is often determined by the quality of your rapport with others. Without a bridge between you and your listeners, your words will fall in the gap between you and them.

The most obvious way to establish rapport is to demonstrate that you sincerely want to talk with them.

Connect with Your Audience

“A person’s name to him or her is the sweetest and most important sound in any language.”

One simple way to demonstrate your sincerity is to remember names, not just their last names, but their first names, names of their spouses and kids, etc.

Remember your Marines’ names (first names, names of children, names of spouses).

The reason is remembering names makes a person feel valued. It makes them feel important. Remember a name and pronounce it correctly, and you have paid someone a sincere compliment. But forget it or misspell it or mispronounce it, and you tell the other person they are not important.

A famous person once said, “A person’s name to him or her is the sweetest and most important sounds in any language.”

Remembering names shows you care and respect them and consider them important. Research shows that when a customer remembers and uses their waitress’ name, the waitress gives you better service.

I used to wait tables, and I can tell you this works. I always noticed when someone

called me by my name. It gave me the immediate impression that they were humble.

As I was waiting in line, I noticed a sales clerk was rude for no reason, and I could tell she was in a bad mood. I noticed her name tag and when it was my turn, I greeted her by name. She immediately brightened, asked me how my day was, gave me a coupon to use that she had under the counter, and told me to have a good day when I left.

Yet...most people don't remember names. I am one of them. I am horrible. I forget a name as soon as I hear it. Probably because I wasn't listening in the first place. But the irony is I do care, I care a lot. I am just paying attention to other things. And others seem to be much better than me. Some people even seem to have an uncanny ability to remember names. Recently I learned two things: I learned the value and importance of remembering names. I also learned most people who remember them aren't good either. They make excuses They just take the time and energy necessary to commit the name to memory.

Actually, when you meet someone, just repeating their name when making introductions can make a positive impression. It will also help you remember their name. If you are like me, I have a hard time remembering names.

Other techniques include:

Tips: cluster by categories. For example, by MOS.

Association: physical feature or visualize an image that you can associate with the person's name: If you meet someone by the name of Mark, you might imagine a bulls eye. Misty, you might visualize mist. Kelly=kelly blue book; Scot Burlison=braveheart
MGySgt Willis, first name John=john wayne Allisa Tarsik, I used "Who's the boss"
allyisa Milano

Acronyms: Form a word to remember their names: Scott, John, Allisa, Kelly= JAKS

Acrostics: Form a sentence rather than a word: All janitors seem kind

Finally, another way to connect with your audience is to make yourself seem more like them. They will be more receptive to your message from the get go if you can accomplish this because familiarity=trust.

We inherently do not trust outsiders. Studies indicate that 85% of listeners trust the message from a speaker they know, and only 37% trust the message from a speaker they do not know.

The good news is that listeners do not have to know you all that well to trust you.

One technique to breed familiarity, especially in conversations, is called **Verbal Modeling**. For example, if the person you are talking to is speaking softly, speak softly. If they are speaking slowly, then model their speed by talking slowly. If they are speaking with energy, then match their energy. The more you speak like others, the more they will like you. We tend to do this naturally, especially with body language and gestures, but now that we know what it is and that it works, we can try being more deliberate.

The final technique to create familiarity is to let them know who you are and why you are here. For example, they might know your billet, rank, etc, but they want to know "who is this person?"

The best way to tell them is with a story.

Connect with Your Audience

In class exercise: names

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