Seek First to Understand...Some 21st Century Tools

Laree Kiely, Ph.D.
The Kiely Group
www.Kielygroup.com
530-622-8887
It’s not about informing, it’s about understanding
Here's How It Works

R & R

E & E
Seek First to Understand… Listening
The Behaviors of Listening

1. Perspective of other
2. Curiosity versus Certainty
3. Nonverbal attending behavior  --  No multi-tasking e.g. texting
4. Ask permission for what might be annoying
5. Questions not answers
6. 5 Levels of “why”
5. Silence
Tool: The Crucial Questions

• What are we solving for?

• For whom are we solving?
Tool: 5 Levels of “Why”

• Ask “why” 3 to 5 times to get to the core issue
• Or “double click” on one of their words
• Use their words to gather more meaning
• When they start to struggle with the answer, you are close to the core
• Practice SILENCE—Let them think
• If you go down the wrong path, back up and start down another
Sharing Meaning: From My Mind to Yours
Tool: The Why

- The “why”; always the why
- Why the “why”? 
Tool: The Authority Scale

Levels of AUTHORITY and AUTONOMY©

Level 7: Team/Individual researches, determines options, chooses option, acts, and does not report to manager
Level 6: Team/Individual researches, determines options, chooses option, acts, reports only failure to manager
Level 5: Team/Individual researches, determines options, chooses option, acts, reports results to manager
Level 4: Team/Individual researches, determines options, chooses option, manager gives final approval
Level 3: Team/Individual researches, determines options, makes recommendation, manager decides
Level 2: Team/Individual researches, suggests options, manager chooses
Level 1: Team/Individual researches, manager decides

The Overall Job Expectancy Scale©

Most Independent
Level 6: Act independently, no need to report
Level 5: Act independently, report routinely
Level 4: Act independently, report immediately
Level 3: Recommend action, do whatever directed
Level 2: Ask what to do
Level 1: Wait to be directed

Least Autonomous

“Whatever you can do, or dream you can, begin it. Boldness has genius, power, and magic in it”
-Goethe-
Disagreeing Without Being Disagreeable
Tool: The Listening L.A.W.S.

L = What I sincerely LIKE about what you said is...
A = What I would ADD is...
W = What I’m WORRIED about is...
S = SO, What do you think we could do?

Respect for People Reminders

• Remember: We ALL share in the responsibility to get things done. Help your associates solve their problems and have some accountability for the results by asking, “How can we solve this together?”

• Remember: You can disagree with someone without being disagreeable. Use The Listening L.A.W.S. to respect the other person’s perspective and create shared responsibility
Tool: The Three Questions

1. How will this better serve our constituents?
2. How does this represent an improvement over the status quo?
3. Is it respectful of all people involved?
Difficult Conversations
Irrational Escalation
The Ladder of Inference

- Argyris-

At each step, there is an opportunity for our stories to diverge because:

1. Our Observations
   We notice different things

2. Our Interpretations
   We are influenced by past experience

3. Our Conclusions
   Our conclusions reflect our self interest

Answer:
Move from being sure to being curious!
Tool: Respectful Dialogues

1. Move from being sure you are right or from finding blame to just being curious about how you got here.

2. Let Go of Blame and Map the Contribution
   - My Contribution: What have I done (or failed to do) that got us to this point?
   - Their Contribution: What have they done (or failed to do) that got us to this point?

3. The “Mask” of Fear
   - What about me: What do I fear this situation says about me? Could some of that be true?
   - What about them: What might they be afraid the situation says about them?

4. Have the conversation at the “bottom of the ladder”
The Base of the Iceberg

FEAR

Like-able
Ethical
Competent
Remember:

• To reflect on the process
• Because learning is a valuable outcome
Thank You!

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