

Listening—the Window to Mastery



To hear is insufficient. As a coach, it is never what you say that makes the biggest difference, It is how you listen to the client. There are three modes: listening to, listening for and listening from. Each requires rigorous attentiveness. As the coach, you are not a passive by-stander. Moods, feelings interpretations may be easily expressed by the client. None of them further the action. It is imperative that the coach acknowledge those things and bring the conversation back to a conversation for possibility and action.

This chart demonstrates the differences in the three modes of listening.

Listening To models how one listens to music

During the first few calls, the client can take the coach here immediately or until the coach hears what's happening and stops the music

A coach gathers much from *just* listening, learning to use the client's "already-always" way of explaining themselves to hear their existing default future in order to support them in creating their designed future.

- Its passive and psychological
- It takes you along for the ride, as in a story
- No practice required
- It can suck you in, it's a *trip to Paris*
- When you find yourself in their story, stop

Listening For models what you know and understand

A coach gathers much from *just* listening, learning to use the client's already-always way of explaining themselves to hear their existing default future in order to support them in creating their designed future.

Coaches bring an *agenda* to their call and Listen For:

- Actions taken or not taken
- Results produced
- Breakdowns survived or taken over by
- Possibility for action and relationship
- Insights realized

Listening From models a shared commitment between speaker and listener

Coach is *being* outside her/himself, and unattached to: being liked, being nice, looking good, playing safe or inversely, not making mistakes, not being disliked, not able to "help"—if these are present the coach is not present for the client.

Coach listens the client *living in* their goal as it's the future they said they are Listening From:

- Use commitments shared as a place to stand
- Hears client's promises loud and clear
- Knows this is the key ground of being for leaders
- Has language precise and significant
- Requires patience, persistence and practice

GOALS: Designing the Pathway to Success

Goals are a fundamental speech act. From goals come the physical actions to “make it so”. All goals are not created equal in their impact, influence, and need for resources. First comes an idea for something to happen, then speaking that idea as a goal, with commitment, enrollment, and a time by when the goal will be accomplished, then finally a plan for “being in action”—aligned actions for the goal’s success.

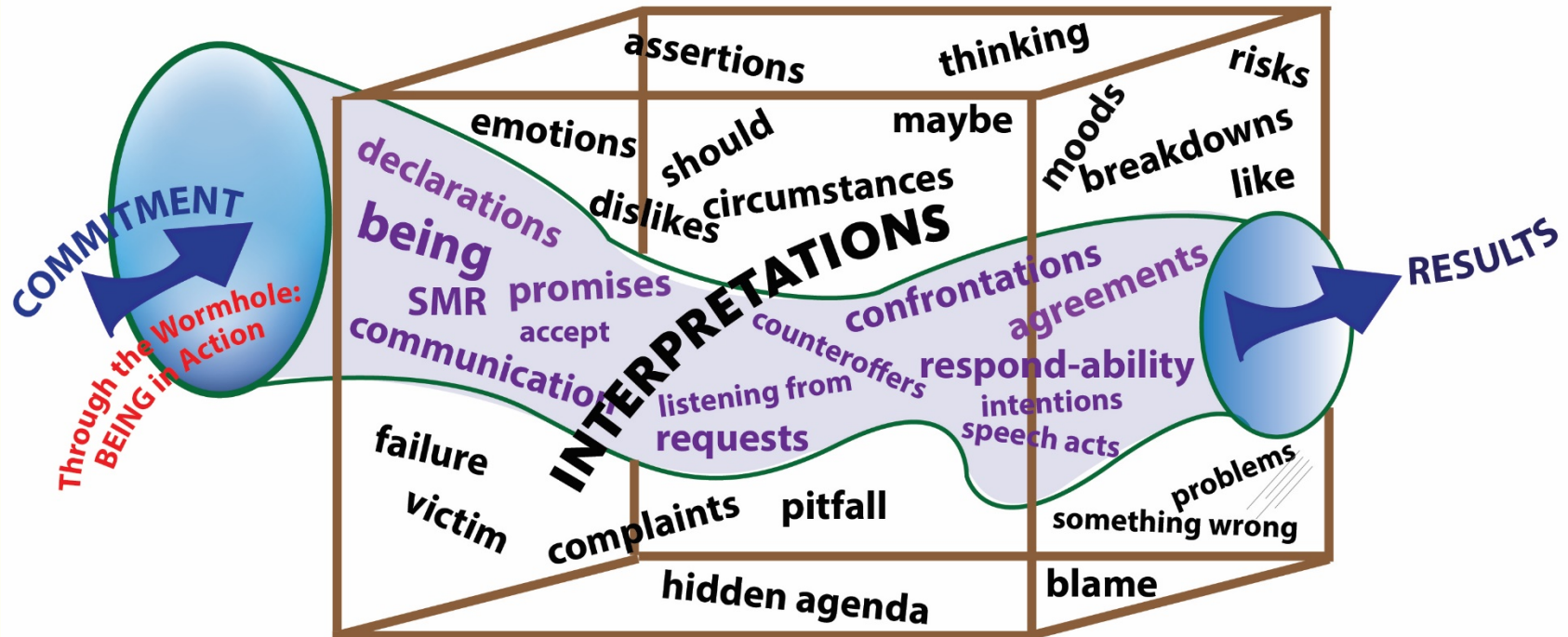
Reasonable Goals	Unreasonable Goals	Breakthrough Goals
Predictable Perimeters Known	Stretches Beyond Ones Comfort Zone Perimeters Both Known & Know Don’t Know	Not Predictable, Beyond Know Don’t Know AND Didn’t Know Didn’t Know
<ul style="list-style-type: none"> • Loose and general • Incremental, limited changes • Time more than adequate • Doesn’t necessarily need a coach to accomplish • Know path—aligned with existing default future vs. creating a new one • Risk averse • Based in psychological paradigm—fear of failure, looking bad, trying to please, and/or based in scarcity 	<ul style="list-style-type: none"> • Are specific, precision is present with benchmarks known • Deadlines reflect a sense of urgency • Specific Measurable Results (SMR) are identified • SMRs are publicly declared • Results are evolutionary yet not linear • Results cannot be accomplished alone • Risk is present, failure probable • Additional resources are required—making requests is critical • Leadership and persistence required • Alignment of like-minded followers, need more • Hidden commitments unconcealed • Client owns the goal and is fully committed to it • Coach guides client vs. has an agenda where coach <i>pushes</i> the goal • Coach committed to client living in future attained goal delivers 	<p>All the <i>Unreasonable</i> attributes plus</p> <ul style="list-style-type: none"> • Bold • Risky yet worth doing the <i>unknown</i> to succeed • Failure likely, certainly probable • No certainty on THE right way yet willing to promise for it • Leadership and enrollment present • Followers aligned and enrolling others to engage • Time constrained • Alteration in <i>being present</i> • Requires an organizational re-invention

“Until one is committed there is hesitancy, the chance to draw back, always ineffectiveness. Concerning all acts of initiative (and creation), there is one elementary truth, the ignorance of which kills countless ideas and splendid plans. That the moment one definitely commits oneself, then providence moves too. All sorts of things occur to help one that would never otherwise have occurred. A whole stream of events issues from the decision, raising in one’s favour all manner of unforeseen incidents and meetings and material assistance, which no man could have dreamt would have come his way.

I have learned a deep respect for one of Goethe’s couplets: ‘Whatever you can do, or dream you can, begin it. Boldness has genius, power and magic in it.’”
—The Scottish Himalayan Expedition by W. H. Murray published by J. M. Dent & Sons Ltd., 1951

The Physics of Language

How BEING in language creates possibility, opportunity and action



Inside the Box of BEING Human

In physics, whatever is set in motion tends to stay in motion. So too with language used for action.
The language of leadership is communication for action.



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Glossary—The Power of Words

The expression “talk is cheap” is directed to those whose words are without substance. Words are powerful. Words are our access to “being in the world”. We use words, to express thoughts and feelings. From birth, we constantly are increasing our vocabulary. As we move through school to university to on-the-job practice, that vocabulary grows and becomes more specialized. Learning to use words to more specifically say what we mean is critical to being successful with others. Guide your Team Members to “say what we mean and mean what we say” and they will upgrade their impact, results, and relationships. Use words below to guide your Team Members in speaking powerfully about themselves during the PDP process and beyond.

Accountability: <i>Use to distinguish one’s responsibility to report or acknowledge the result of one’s actions</i>	<ul style="list-style-type: none"> • A willingness to accept broad responsibility to “account” on it all • An act of <i>ownership</i> accounting for one’s and others’ actions
Agreement: <i>Use to distinguish a mutually binding expression between two or more people</i>	<ul style="list-style-type: none"> • A contract by which people agree about what is to be done • An expected way of behaving, etiquette
Background of Relatedness <i>Use to distinguish the established relationship between people</i>	<ul style="list-style-type: none"> • Behaving as connected in some way • Upon which interactions can thrive
Benchmark <i>Use to distinguish progress by setting a starting point, interim measurements may be added in the process</i>	<ul style="list-style-type: none"> • Point of reference from which measurements may be made • Serves as a standard by which others may be measured
Breakdown <i>Use to distinguish an occurrence that stops the action or the progress of an activity</i>	<ul style="list-style-type: none"> • A failure that prevents a system from working properly and or as expected • A failure to function
Breakthrough <i>Use to distinguish that moment when a specific unpredictable leap forward occurs</i>	<ul style="list-style-type: none"> • A sudden advance especially in knowledge or technique • An unexpected, not predictable result occurs
Conversation for Action <i>Use to distinguish the participatory dialogue between people that opens a pathway to action</i>	<ul style="list-style-type: none"> • Purposeful dialogue engaged in results intended to be generated • The antithesis of “talking to talk”
Conversation for Possibility <i>Use to distinguish the dialogue of a non-directed “brainstorming” session creating possible futures</i>	<ul style="list-style-type: none"> • An open, free-wheeling, un-structured dialogue to reveal, un-conceal a future to “come from going into the present”. • Can provide the opening for conversations for action
Counter-offer <i>Use to respond to a request as an alternative to what was requested, see Offer</i>	<ul style="list-style-type: none"> • To do something else in response to something asked for • To respond to something that another person has said
Decline <i>Use as an acceptable and proper response to a request or offer</i>	<ul style="list-style-type: none"> • To say that you will not or cannot do something • To refuse engagement or participation
Delegate <i>Use occurs when someone with authority entrusts someone to</i>	<ul style="list-style-type: none"> • To hand over control, responsibility, authority, etc. to someone, to trust someone with a job, duty, etc.

accomplish a task or action with the requisite authority to do so.	<ul style="list-style-type: none"> To choose someone to do something, giving them authority and resources to achieve the result
<p>Failure</p> <p>Use to create lessons learned and opportunities for growth</p>	<ul style="list-style-type: none"> Omission of occurrence or performance An abrupt cessation of normal functioning lacking in the completion of a request
<p>Interpretation</p> <p>Use to distinguish personal thoughts about reality</p>	<ul style="list-style-type: none"> A particular adaptation or version of a work, method, or style Individual's take on what's happening, their specific POV
<p>Lesson Learned</p> <p>Use to create knowledge from experiences</p>	<ul style="list-style-type: none"> Wisdom acquired through experience Learning gathered from failures
Milestones	<ul style="list-style-type: none">
<p>Offer</p> <p>Same as Request</p>	<ul style="list-style-type: none"> A speaker offers or conditionally promises to take care of something that they perceive the listener cares about
<p>Promise</p> <p>Use when the maker of the promise assumes accountability for the completion of the requisite actions to fulfill the request made.</p>	<ul style="list-style-type: none"> A statement telling someone you will definitely do something in the future A reason to expect that something will happen in the future
<p>Request</p> <p>Use the language of action, creates an opening for action and new possibilities, and to manage the external environment to advance one's goals</p>	<ul style="list-style-type: none"> An act of formally asking for something Is specific, has a time for completion or have a self-evident immediacy
<p>Responsibility</p> <p>Use to distinguish who is duty-bound or tasked with accomplishing an action</p>	<ul style="list-style-type: none"> Able to respond The state of being the person who caused something to happen
<p>Revoke</p> <p>Use to break a promise. Has consequences</p>	<ul style="list-style-type: none"> Cancellation of an agreement in a timely manner When fulfillment of a request is not possible, it allows for new actions or alternative resources to become available.
<p>Specific Measurable Result</p> <p>Use to distinguish productivity, accomplishment and achievement, without which is only opinion, assessment, and interpretation</p>	<ul style="list-style-type: none"> Clearly and exactly presented or stated, precise or exact, (i.e., an amount or degree of something) To proceed or arise as a consequence, effect, or conclusion
<p>Sphere of Influence</p> <p>Use to describe or distinguish one's reach to influence others</p>	<ul style="list-style-type: none"> An area within which the influence or interests of one are held to be more or less paramount...not a synonym for <i>Authority</i>
<p>Trust</p> <p>Use to distinguish a level of reliability or confidence</p>	<ul style="list-style-type: none"> Assured reliance on the character, ability, or strength, of someone or something. One in which confidence is placed