Reflecting on my learning style to engage those of others
Types of Listening

• Inactive Listening
  – When you have little or no interest in what is being said or want to avoid listening

• Selective Listening
  – Most common. Only hearing what you want to hear or were expecting to hear. Select out bits from the original message

• Reflective listening
  – Used to clarify and convey a mutual understanding of a complicated issue

• Active listening
  – When a conscious effort is made not only to hear the words but also to understand the complete message the speaker is sending out. Includes non-verbal communication
  – Listening with the sole intent to understand both the content and the feelings of the sender / message

Active Listening

Nature has given us two ears, two eyes and but one tongue – to the end that we should hear and see more than we speak

(Socrates BC 469 – 399)
Leadership is not...
“Leadership is the art of mobilizing others to want to struggle for shared aspirations.”

— Kouzes and Posner
Leadership

“Produces Change and Movement”

• Establishing Direction

• Aligning People

• Motivating and Inspiring

Source: A Force for Change: How Leadership Differs from Management By John Kotter
Communicating well
Don’t forget
Briefing and documentation
Hey pal, that is some fish you have on the wall there... by the way, are you a golfer?... Is that a picture of your family? What a good looking bunch there... Do you travel much?... I think you and I are going to have great relationship...
• Matching
• Eye movements
• Language
Matching and Mirroring

• Only a small part of communication is verbal
• Read non verbal messages to build rapport
• Match – observe and behave the same
• Mirror – match behaviour precisely
• Take care to be subtle!
Things to Match

• Whole body – stance, seated position
• Upper or lower body
• The way they move, slow, energetic
  - move a lot or a little, head tilt, shoulder matching
• Gestures
• Facial expressions, eye director
• Breathing patterns and rhythms
Pacing and Leading

**Pacing** – match someone’s behaviour (breathing, walking, energy, calmness)
Do this for a while
Make a subtle change

*Useful to deal with anger:*
- match their tone and speed to show concern and help them feel heard
- then gradually slow down the pace and lead them towards resolution
Building Rapport - Summary

• Match the other person’s
  – Posture
  – Expression – maintain eye contact
  – Breathing – fast/slow, chest/abdomen
  – Movement – fast/slow, steady/erratic
  – Voice – speed, volume, intonation, vocabulary

• Pacing – respect feelings or style of others
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<thead>
<tr>
<th>Learning Styles</th>
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What is your learning style?
Learning Styles

Activist? Pragmatist? Reflector? Theorist?
The learning styles diamond

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Activists

- The here and now
- Just do it
- Jump in at the deep end
- Have a go
- May act without thinking it through
- Don’t like preparation
- Get bored easily
Reflectors

• Take time to think it through
• Consider all angles and implications
• Listen to others
• Uncomfortable in unplanned situations
• Need information to work on
• Dislike deadlines
Theorists

- Logical
- Rational
- Analytical
- Objective
- Perfectionist
- Restricted lateral thinking
- Don’t like uncertainty
- Don’t like subjectivity
Pragmatists

- Does it work in practice?
- Like linking the theory to the problem
- Like to tackle it straight away
- Enjoy coaching and feedback
- Don’t like open ended discussions
- Need clear guidelines
- Need immediate reward
Learning Styles and Reflective Cycle

VARK - Preferences NOT Strengths

- Visual
- Aural
- Reading/Writing
- Kinaesthetic

IKEA
Are you..... (discuss)

- Visual
- Auditory
- Kinaesthetic
- Activist
- Pragmatist
- Theorist
- Reflector
Task 1: Highlight a planned trip
2: Purchasing a new “thing”
3: Important change in practice
4: Problem with workload
Trust: Caring & Competency

- Affection: Extent to which I believe you care about me
- Distrust: Extent to which I believe you are competent and capable
- Trust: Extent to which I believe you are competent and capable
- Respect: Extent to which I believe you care about me

## Learning Styles

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