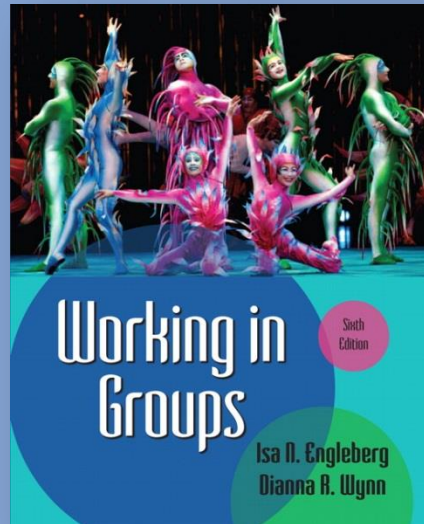


Working in Groups *6th edition*



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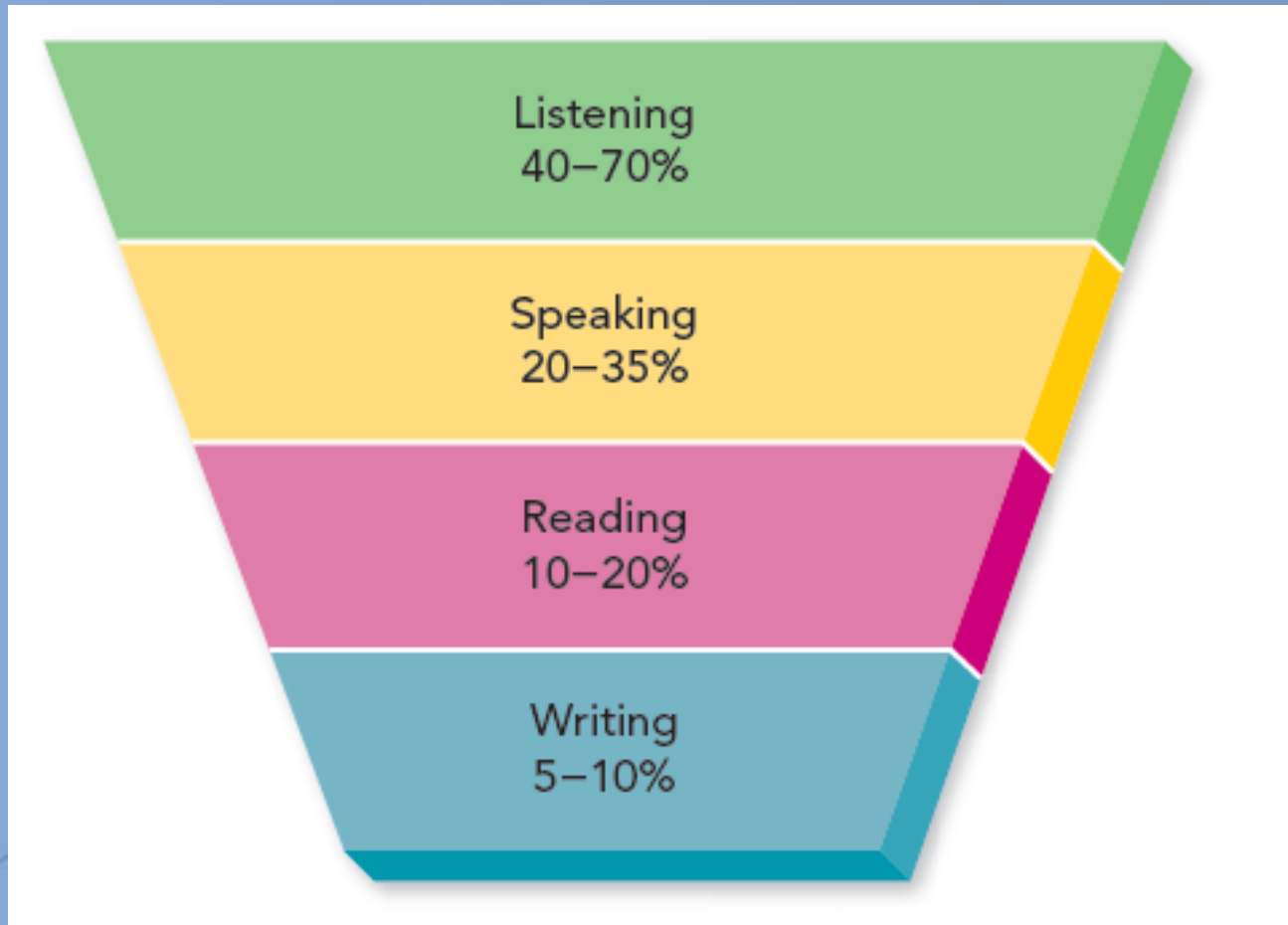
Listening in Groups

Chapter Seven

The Nature of Listening

The ability to understand, analyze, respect, and appropriately respond to the meaning of another person's spoken and nonverbal messages

Time Spent Communicating



How Well Do We Listen?

- Most people cannot accurately report 50% percent of a spoken message.
- Without training, most people listen at only 25% efficiency.
- Listeners often distort or misunderstand the intended meaning of spoken messages.

Effective Habits



Poor Listening Habits

Pseudolistening

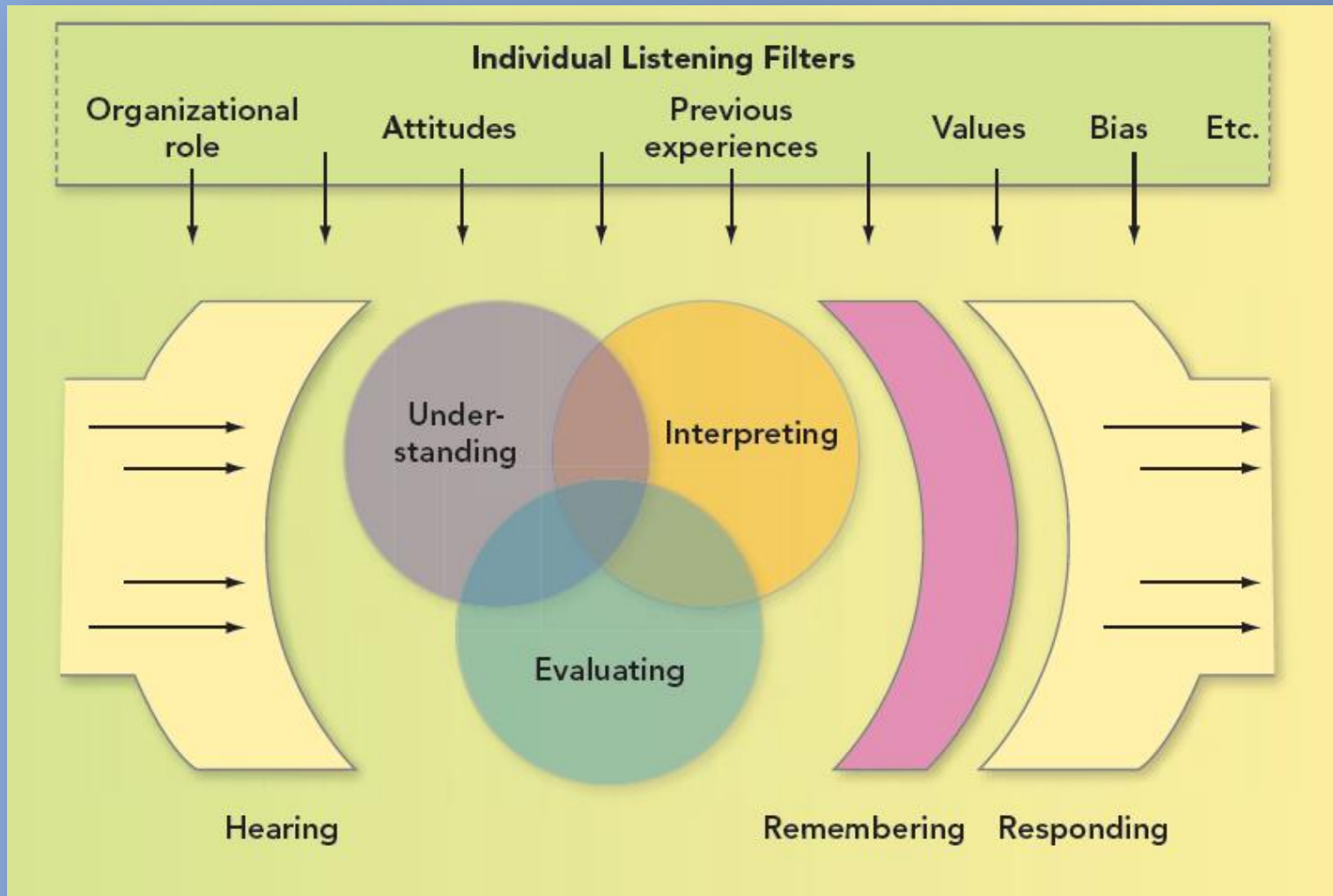
Selective
Listening

Superficial
Listening

Defensive
Listening

Disruptive
Listening

The HURIER Listening Model



Types of Memory

Short-term memory

the content a person remembers immediately after listening to a series of numbers, words, sentences, or paragraphs.

Working memory

the subsystem we use to understand, remember, or use information to solve a problem or communicate with others.

Types of Listening

Discriminative
Listening

Comprehensive
Listening

Empathic
Listening

Analytical
Listening

Appreciative
Listening

Discriminative and Comprehensive Listening

Discriminative Listening:

- Do you accurately distinguish auditory and/or visual stimuli?

Comprehensive Listening:

- Do you accurately understand the meaning (main ideas and arguments) of messages?

Empathic and Analytical Listening

Empathic Listening

- Do you understand and identify with a member's situation, feelings, or motives?

Analytical Listening

- Do you analyze and form appropriate opinions about the content of a message?

Appreciative Listening

- Do you appreciate the way group members speak and think?
- Do you appreciate the use of effective language?
- Do you appreciate a member's humor, persuasiveness, or eloquence?

PowerPoint Quiz

Bob and Ray present very different solutions to a problem. Which type of listening should the group use to assess their proposed solutions?

- a) Analytical listening
- b) Empathic listening
- c) Comprehensive listening
- d) Appreciative listening
- e) Discriminative listening

Group Roles and Listening

Members who assume important **task roles** are often good **comprehensive** and **analytical** listeners.

Members who assume important **maintenance roles** are often good **empathic** and **appreciative** listeners.

Leadership and Listening

Effective Leaders:

- are good listeners.
- know when and how to use comprehensive, empathic, analytical, and appreciative listening.
- are **proactive** listeners.

Major Listening Strategies

Use your extra
thought-speed to
listen more effectively.

Apply the Golden
Listening Rule.

Speech vs. Thought Speed

Most people talk at 125–150 words per minute.

People think at 400+ words per minute.

Thought speed is the speed at which most people can think compared to the speed at which they can speak.

What do you do with this excess time?

Use Your Extra Thought Speed

Use your extra thought speed to . . .

- identify and summarize main ideas.
- interpret nonverbal behavior.
- analyze arguments.
- assess the message's relevance.

Apply the Golden Listening Rule

Listen to others as you would have them listen to you.

Suspend your own needs in order to listen to someone else's.

Group Listening Skills

Listen for big ideas.

Overcome
distractions.

“Listen” to
nonverbal behavior.

Listen before you
leap.

Help your group
listen.

The Art of Paraphrasing

A form of feedback that asks “Am I right—is this what you mean?”

Matches the content, depth, meaning, and language of a member’s message

The ability to restate what people say in a way that indicates you understand them

Practice Paraphrasing

Group Member: “I get really annoyed when André yells at us during a meeting.”

Paraphrase: _____

Group Member: How are we going to get an A on this project if we can't even find time to meet?

Paraphrase: _____

PowerPoint Quiz

_____ refers to the degree to which you match the importance of and emotions in the speaker's message in a paraphrase.

- a) Paraphrasing content
- b) Paraphrasing depth
- c) Paraphrasing meaning
- d) Paraphrasing language
- e) Paraphrasing nonverbal

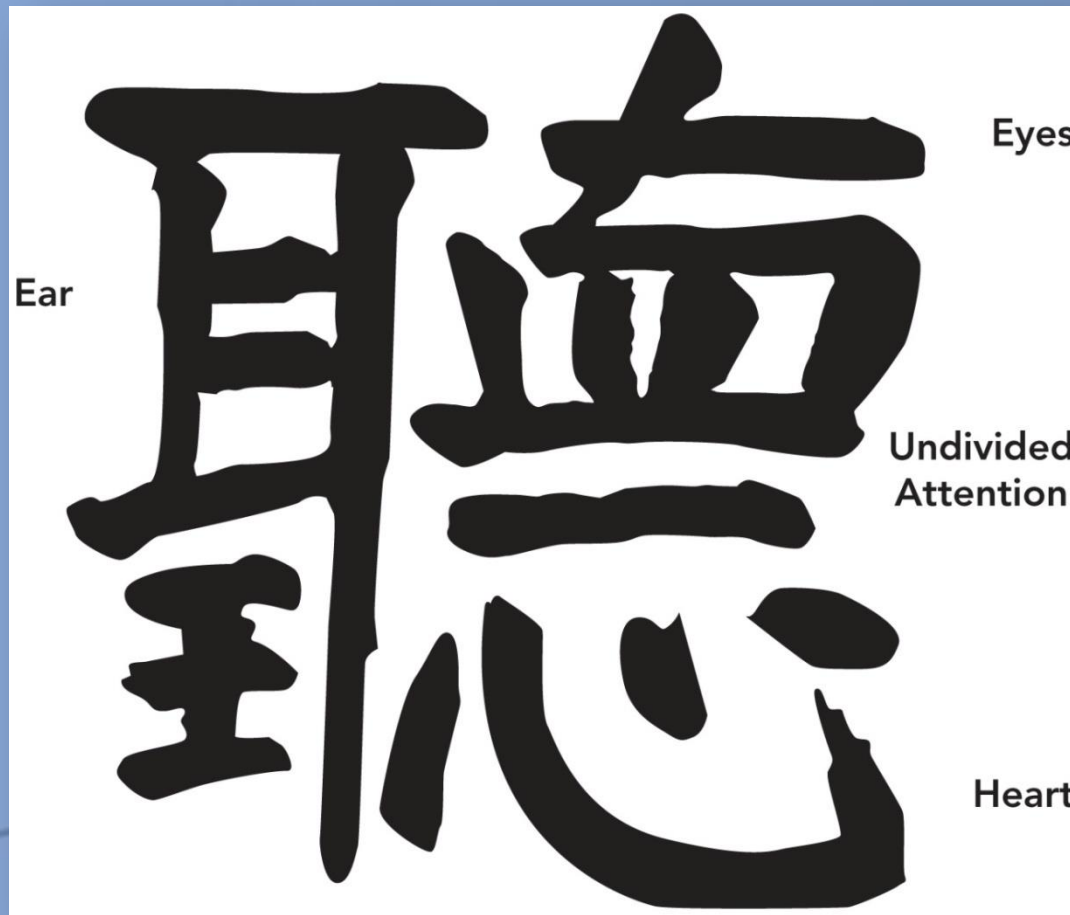
Male-Female Listening

Men are more likely to be comprehensive and analytical listeners. Men tend to hear facts.

Women are more likely to be empathic and appreciative listeners. Women are usually more aware of the mood of communication.

Deborah Tannen, *You Just Don't Understand*

Chinese Symbol for Listening



Taking Notes in Groups

- Adjust note-taking to a member's speaking style.
- Highlight information and actions on the group's agenda.
- Use a Meeting Notes Form.
 - Record important ideas and data.
 - Record action items.

Sample Form for Meeting Notes

Meeting Notes

Group: _____ Goal/Topic: _____

Date and Time: _____ Place: _____

Members Attending: _____

Members Absent: _____

Vital Information

1. _____
2. _____
3. _____

Decisions Reached

1. _____
2. _____
3. _____

Personal To-Do List _____ Date Due _____

1. _____
2. _____
3. _____

Date/Time/Place of Next Meeting: _____

Self-Listening in Groups

- Monitor and understand the effects of what you say.
- Translate feedback into useful information about the way *you* speak and listen.
- Be aware of and analyze your internal thought processes: What you *want* to say may not be what you *should* say.

Self-Listening in Groups

1. What do I *want* to say?
2. What are the consequences of saying what I want to say?
3. Have I listened comprehensively?
4. Have I listened critically?
5. Have I listened empathically?
6. Have I listened appreciatively?
7. So, what *should* I say?

Listening Assessment

Do you . . .

- Tune out people who say things you don't agree with or don't want to hear?
- Often interrupt a speaker?
- Daydream during meetings or presentations?
- Give the appearance of listening when you are not?
- Listen to a speaker without judging or criticizing?