FLOW SYSTEM

PARTICIPANT WORKBOOK

Distributed Leadership

Workbook: Active Listening

getflowtrained.com/playbook/active-listening/

Active Listening

Active listening is a communication method that allows all parties the benefit of understanding the message.

During active listening, the discussant delivers a message while the receiver interprets the message.

While receiving the message, the receiver listens attentively without judging or criticizing the discussant.

The receiver repeats the information back to the discussant to assure that the message understood was the same as intended by the discussant.

Active listening helps to reduce any gaps between the discussant's intended message and the receiver's understanding of the message.

One simple active listening acronym to remember is R-A-S-A (remember, appreciate, summarize, ask). In the following exercises, you will write down a message or order that you are to deliver to your followers. The second exercise involves you listening and writing down what you heard from someone delivering a message or order, followed by you writing down any questions that you might have and asking these questions for further clarification from the discussant.

Exercise #1: Write Your Message

Write Your Message	
Write down a message or order that you are to deliver to your followers/subordinates. Identify who the potential followers might be.	
Write down three different potential interpretations from your message. Remember the receiver(s) perspective, they may hear the message slightly different than you had originally intended. This exercise will help you plan for different interpretations in advance.	
After reviewing the potentially different interpretations of your message based on the receiver's perspective, identify any parts of the original message that needs to be modified. Provide the newly modified message here.	
Before delivering the message remember the R-A-S-A acronym. Receive: Provide an atmosphere where the receivers can hear/read the message without interruptions.	
Appreciate: Be sure to show appreciation for the receiver's attention and for their interpretations of your message.	

Write Your Message (cont.)	
Summarize: Provide the receiver(s) the opportunity to summarize the message that they heard without interruption.	
Ask: Be sure to allow the receiver(s) the opportunity to ask any questions that they need for them to understand the meaning of the message.	
Closing: Be sure to conclude with both parties (you and the receiver) having the same understanding of the message delivered. Be sure that there are no gaps between the message delivered and the message understood by the receiver(s).	

Exercise #2: Listening to a Message

Listening to a Message	
Choose a message that you will or are receiving for this exercise. Briefly provide background for this message (e.g., discussant, work related, context).	
Who delivered the message?	
When the message was delivered, did you listen attentively without interrupting?	

LISTENING TO A MESSAGE (CONT.)	
Receive: Write down the message that you heard. List any questions that you might have regarding the message, anything that you do not understand or that is not clear.	
Appreciate: Show appreciation to the discussant for delivering the information.	
Summarize: Summarize the information back to the discussant to be sure that you understood the message that was delivered.	
Ask: Ask any questions that you have regarding the message.	
Summarize and Ask: Before closing, be sure to summarize the message and ask questions followed by a new summary until the complete message is agreed upon by the discussant and yourself.	

Connect the Three Helixes:

Flow can only be achieved when the three helixes are interconnected. To identify how this could occur, the next exercise requires the reader to identify examples of different methods from each of the other two helixes (complexity thinking, team science) that might work well with active listening.

COMPLEXITY THINKING   **DISTRIBUTED LEADERSHIP**   **TEAM SCIENCE**

?   Active Listening   ?

CONTINUOUS IMPROVEMENT · RESPECT FOR PEOPLE · CUSTOMER FIRST · RESPECT FOR HUMANITY · ELIMINATE WASTE

CONNECT THE HELIXES	
Select a scenario or problem that would benefit from implementing active listening.	
Identify three methods from complexity thinking that could work with active listening and give a brief description about how they complement one another.	
CT Method 1:	
CT Method 2:	

Connect the Helixes	
CT Method 3:	
Identify three methods from the team science helix that could work with or support active listening. Give a brief description about how they complement one another.	
TS Method 1:	
TS Method 2:	
TS Method 3:	
Provide a description explaining which methods from each of the three helixes (with active listening being the DL method) work best for the scenario/problem identified earlier.	