

# Good Life Engine

Connecting  
with others.  
22.11.23

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How good a  
listener are  
you? Grade  
yourself from  
1-5

# 01

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# Listening

# Empathy - listening exercise

- **Make a pair**
  - **Person #1 thinks about the topic that really bothers him/ her**
- After person #1 tells (complains) about this topic to another person for 1 min.**

# Empathy - listening exercise

- **Person #2 has to loop it in 20 sec.**

## Empathy - listening exercise

- **The person #1 has to grade the answer on how close it was to the actual feelings from 1-5. 1 – yes, basically you were here physically but you didn't get anything. 5 – you looped it even better than me.**

# Levels of Listening\*

## **Level 1: Ignoring**

Not really listening; waiting for your turn to speak; looking at lap-top; already decided what going to say or ask next!

## **Level 2: Pretending to Listening**

Nodding but not really paying attention; doing other things at the same time; can't replay back what person actually said

## **Level 3: Selective Listening**

Picking out the parts you are interested in or the parts that impact you!

## **Level 4: Attentive Listening**

Focused only on the speaker; concentrating on what they have to say; allowing them to finish what they have to say; Asking follow up questions

## **Level 5: Empathetic/Generative Listening**

Focused on the speaker; understanding; recognizing emotions; talks less and listens more; interested and curious in what the speaker has to say

## Four modes of listening:

**Attention** – The quality of concentration, focused on the speaker and what they are saying, fully engaged without distraction or presumption;

**Inquiry** – The skill to respond and explore the speaker's account, being curious in a way that deepens both the coach's understanding and the client's awareness;

[Passmore, Jonathan. The Coaches' Handbook]



## Four modes of listening:

**Observation** – The ability to notice non-verbal clues and use them to lay bare further levels of meaning in what the client is recounting;

**Resonance** – The sensitivity and awareness that allows the coach to notice how they are impacted emotionally and somatically by the client and their issue; and make what they notice available to the client.

In practice, these four modes are rarely discrete. Indeed, there is evidence that good listeners engage in “multi-modal listening” (Wolvin and Coakley, 1996) in which good attention is the foundation for all other modes:

[Passmore, Jonathan. The Coaches' Handbook]

# 02

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# Coaching

# Definitions of coaching

- **Practical definition**

- *“Coaching is unlocking a person’s potential to maximise their own performance. It is helping them to learn rather than teaching them (Whitmore, 1992)*

- **Practitioner’s definition (ICF)**

- *“ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”*

- **Academic definition**

- *“Coaching is a learning and development tool, with the goal of producing behavioural change.*
- *Coaching is also a way of ‘being’ that influences how we interact with others at both a personal and professional level, called a coaching mindset.” (Jones, 2020)*

# Choose consciously what conversation you are having

## Expert Conversation

- The problem and responsibility lies with the manager
- The manager is intensively thinking
- The manager is asking questions in order to gather information, make an assessment
  - so that (s)he can solve the issue
- The co-worker's talk: describing, telling and reporting

## Coaching Conversation

- The problem and responsibility lies with the co-worker
- The manager is intensively listening
- The manager is asking questions in order to place the responsibility with the co-worker and support his/her thinking process
- The co-worker's talk: thinking (and working) out loud
- The co-worker is doing the thinking work

# Coaching in a nutshell:

## Clarify Goal.

Desired goal or outcome:

- in general?
- in this specific conversation?

## Ask.

Be a catalyst for the other person's thinking by asking open questions.

It's they who do the thinking work, not you.

## Listen.

Listen both literally, and between the lines.

Ask questions that arise from listening.  
Listen again.

## Crystallize & clarify.

What is it really about?

Share straight and honest observations.

# Exercise 2.

# Coaching session



# Examples of questions

- What do you want to achieve in this conversation (goal, outcome)?
- How would you want it to be?
- What alternatives can you see?
- What do you need in order to ...?
- What is missing (for you to) ...?
- What is essential (in order) to ...?
- What stops you from ...?
- What could be the next (or, first) step?
- How could you ... (do that)?
- How can you move this forward?
- Say something more about that!

# PAUSE

- Viktor Frankl described freedom as the capacity to pause between the stimulus and response



# Coaching trios

	A Coachee	B Coach	C Observer
Coaching	<ul style="list-style-type: none"><li>▪ Chooses the coaching topic</li></ul>	<ul style="list-style-type: none"><li>▪ Coaches using open questions</li><li>▪ Lets coachee be responsible for doing the thinking work (does not give advice)</li><li>▪ Can give feedback to coachee on what they observe</li></ul>	<ul style="list-style-type: none"><li>▪ Listens and observes:</li><li>▪ Oversees use of time</li></ul>

# Typical Pitfalls to listen out for

- Giving advice
- Not listening
- Focus drifting to 3<sup>rd</sup> party or anecdotes outside of the present
- Falling into a “nice chat”
- The coach talking more than the coachee

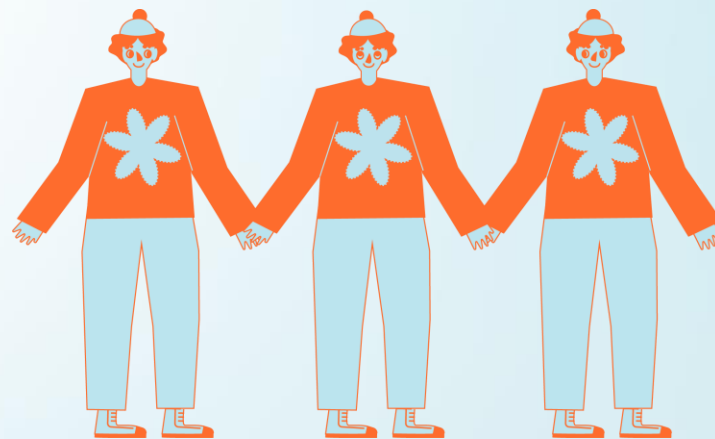
# Homework (in MyCourses):

1. Answer 4 questions in your learning diary
2. Keep on with the chosen routine
3. If you won't be physically at wrap-up, but your learning diary is not in digital form – bring it to the next session
4. Read the article How to Play to your strengths - <https://hbr.org/2005/01/how-to-play-to-your-strengths>;
5. Article - Unskilled and unaware;
6. Article - Today's Leaders Need Vulnerability, Not Bravado - <https://hbr.org/2020/10/todays-leaders-need-vulnerability-not-bravado?ab=hero-subleft-2> ;

# Attendance



- <https://link.webropolsurveys.com/S/6CB731D78DE78A17>



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