Welcome!

As you come in, please fill out the Conversation Beliefs Survey.

Only complete the rows numbered 1 and 2.

“Questions are the yang to complete the yin of listening.”

-Jim Knight
Building Leadership Through Conversations: The Power of Listening First

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Outcomes

• Provide a foundation for productive conversations.
• Explore the purpose and power of paraphrasing in conversation.
• Practice with new knowledge.
4 Corners Conversation

• I am aware of how to use my body language and focus to facilitate conversations.

• In conversations, I know how to make people feel heard and understood.
Rational Outcomes

Rational Outcomes are:

- Tangible
- Relate to the content of the work
- Tasks associated with the work
- Measureable, tracked over time
- Checked off the “to do” list

Rational Outcomes include:

- Plans
- Projects
- Products
- Deliverables
- Measurable Objectives
Experiential Outcomes

Experiential Outcomes are:

Intangible
Experiences of participants as they engage in the work
Ways of operating
Difficult to measure directly
Not a check-off item on a list

Experiential Outcomes include:

Safety to express opinions in a group
Building of trust
Creating connections between people
Creating a sense of commonality/universality in groups
Creating a sense of being part of a winning team
Building understanding or commitment
Facilitators (and participants) need to be able to manage conscious attention.

Three potential positions that consume our conscious attention.

![Diagram showing three positions: FIRST, SECOND, THIRD](image)
## Perceptual Positions

<table>
<thead>
<tr>
<th>Perceptual Position</th>
<th>Attention</th>
<th>Focus</th>
<th>Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Position</td>
<td>Internal</td>
<td>Focused on own needs, reactions, feelings, and emotions</td>
<td>Ability to pay attention to outside information greatly reduced</td>
</tr>
<tr>
<td>Second Position</td>
<td>External</td>
<td>Focused on the needs of and paying full attention to the other person</td>
<td>Ability to listen fully and be aware of nonverbal communication</td>
</tr>
<tr>
<td>Third Position</td>
<td>Disassociated/Detached from the experience</td>
<td>Focused on what is happening in the larger group</td>
<td>Ability to tune in to the dynamics of the whole group/system (fly on the wall)</td>
</tr>
</tbody>
</table>
How does perceptual positions affect our work as instructional leaders, particularly when we are discussing EL students?

- Staff meetings

- District/Site Professional Development

- Coaching Conversations
Perceptual Positions

Tips to utilizing perceptual positions:

● Select position based on needs of situation

● Facilitator’s bulk of time spent in positions two and three
  ○ Focus outside self to truly listen to individuals in the group (2nd)
  ○ Essential to determine what is going on in the group simultaneously (3rd)
    ■ Allows facilitator to shift group dynamics
    ■ Allows facilitator to “step out” to be more objective

● May vacillate between the three positions
Points of Focus

• How a facilitator uses her/his eyes to select the appropriate point of focus.

• Particular focus is used to create the desired effect on an individual or an entire group

• Four points of focus
First Point of Focus

Facilitator breaks eye contact with individual or group by looking down.

Diffuses tension and forces negative energy downward and away

Signals to a group that you are making a transition between activities/topics.

Forces the speaker to seek out someone else within the group to connect with.
Second Point of Focus

Facilitator looks at the individual or the group.

- Conveys connectedness within a group
- Usually all participants are looking at the person speaking
- Looking to find shared solutions
Third Point of Focus

Facilitator looks at an object, not the person or those within the group.

- Places the focus on the object being discussed
- Remains detached from the negative content/information
- Allows the group to look at the content/information objectively
Fourth Point of Focus

Facilitator maintains eye contact with individual, but “sweeps” an idea off to the side.

- Allows the speaker to be heard and acknowledged
- Discards the idea
- Keeps the group focused
# Points of Focus - Review and Discuss

<table>
<thead>
<tr>
<th>Points</th>
<th>Focus</th>
<th>Additional Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; Point</td>
<td>Looking down</td>
<td>When under attack; Transitions; Creating a conversation in a team</td>
</tr>
<tr>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Point</td>
<td>Looking at the other person</td>
<td>Maintain relationship; focusing on the future; solutioning</td>
</tr>
<tr>
<td>3&lt;sup&gt;rd&lt;/sup&gt; Point</td>
<td>Looking at the paper, the screen, a flip chart, etc.</td>
<td>To objectify difficult information; to specify a problem; to focus the attention on the problem</td>
</tr>
<tr>
<td>4&lt;sup&gt;th&lt;/sup&gt; Point</td>
<td>Gesturing away while maintaining eye contact</td>
<td>Discard the idea rather than put on a “parking lot”</td>
</tr>
</tbody>
</table>

What are your thoughts?

How might you use this in your work?

What questions do you have?
Paraphrasing

- Listen to understand
- Capture the essence of the message
- Reflect the essence of voice tone and gestures
- Make the paraphrase shorter than the original
- Use “you” instead of “I”
Paraphrasing

A good paraphrase sends the message –

*I am listening*

*I am interested*

*I understand you ( or I am trying to…)*
Practice Paraphrasing

In 30 seconds, talk about a CABE session you really enjoyed.
With your partner, practice paraphrasing with the following statements:

**Prompts**

- Jobs that I have had in my career are…
- I would describe my hometown as…
- A person with whom I enjoy spending time is…
- When I go on vacation I like to…

**Reminders**

- Listen to understand
- Capture the essence of the message
- Reflect the essence of voice tone and gestures
- Make the paraphrase shorter than the original
- Use “you” instead of “I”
“Questions are the yang to complete the yin of listening.”

-Jim Knight

Be Curious -
We should ask questions because we authentically want to hear the answer.

Ask Open-Ended, Opinion Questions -
Open-ended questions elicit unlimited responses. Opinion questions offer participants the opportunity to be more forthcoming.

Be Non-judgemental -
Listen without assumptions and let go of the desire to give advice.
Check In

• Revisit your survey. What changed?
• Be ready to share with a partner.

Conversation Beliefs Survey

How much do you agree with the following statements? Please circle one answer for each statement.

1. I am aware of how to use my body language and focus to facilitate conversations.
   - Strongly Agree
   - Agree
   - Disagree
   - Strongly Disagree

2. In conversations, I know how to make people feel heard and understood.
   - Strongly Agree
   - Agree
   - Disagree
   - Strongly Disagree
Outcomes

• Provide a foundation for productive conversations.
• Explore the purpose and power of paraphrasing in conversation.
• Practice with new knowledge.
Thank you!