

Good Morning Everyone

1. Ella Simpson runs:
  - a. A package company
  - b. A management consultancy
  - c. **An IT consultancy**

2. When Ian starts talking about the packaging his company produces,
  - a. Ella seems very interested
  - b. **Ella interrupts him**
  - c. Ella asks for more information

3. Ian asks, "sorry, what were you saying" because
  - a. He isn't interested in IT
  - b. He wants to talk more about himself.
  - c. **He hasn't been listening to Ella**

4. The conversation between Ian and Ella is:
  - a. **Unsuccessful because Ian doesn't listen and Ella talks about herself too much.**
  - b. Unsuccessful because Ella isn't really interested in doing business with Ian.
  - c. Successful because both Ian and Ella listen and seem interested.

5. Barbara:
  - a. Is a fashion designer
  - b. **Runs an online clothes shop.**
  - c. Makes women's clothes.

6. Adam:
  - a. Wants to open a designer clothes shop.
  - b. **Tries to find work for young fashion designers**
  - c. Runs courses for young fashion designers.

7. At the end of the conversation :
  - a. **Barbara suggests they should meet again and talk more.**
  - b. Adam is clearly not interested in doing business with Barbara
  - c. Barbara agrees to meet some of Adam's designers.

8. The conversation between them is:
  - a. Unsuccessful because Adam doesn't listen and Barbara talks about herself too much.
  - b. Unsuccessful because Adam isn't really interested in doing business with Barbara
  - c. **Successful because both Barbara and Adam listen and seem interested.**

# COMPLETE THE FOLLOWING SENTENCES USING YOUR OWN THOUGHTS ....

- When someone is talking, I think it's rude to ....
- One thing I find really irritating when I'm speaking to someone is .....
- If I'm bored in a meeting, I often find myself.....
- When people just won't get to the point, then it's okay to.....

# **TURN TO PAGE 26: READ THIS SHORT ARTICLE AND SEE WHAT THESE NUMBERS SHOW**

**80% - 4-5 – 700WPM –  $\frac{3}{4}$  -  $\frac{1}{2}$  - 25% - \$50,000 - \$14,000 – 2:1**

- Psychologist Eric Berne used to say that everyone in the world just wants to be listened to, but they seldom get what they want because so does everyone else! And this is especially true in the office. Research carried out by UK leadership institute Roffery Park shows that 80% of managers do not listen well. Part of the problem is that we think four or five times faster than we speak – about 700 words per minute. So no wonder our minds wander the minute someone else opens their mouth!
- In their classic book on the subject, *Are You listening?* Ralph Nicholas and Leonard Stevens estimate that the average employee spends about three-quarters of each working day in conversations with colleagues and clients – roughly half of this time requires them to listen and yet this is a skill at which most are only 25% effective. That means that in case an employee earning \$50,000 a year, their company is actually paying them around \$14,000 not to listen! But really bad listeners cost their companies millions more by damaging relationships, missing opportunities and making careless mistakes.
- As the ancient Greek philosopher Epictetus wisely reminded us: “ We have two ears and one mouth, so that we can listen twice as much as we speak.”

**LET'S LISTEN TO CD 1.23 : LISTEN TO WHAT'S WRONG? SUMMARIZE THE MAIN PROBLEM IN EACH CONVERSATION**

<b>Extracts</b>	<b>What's wrong?</b>	<b>Main Problem</b>
Extract A		
Extract B		
Extract C		

Extracts	What's wrong?	Main Problem
Extract A	James isn't concentrating and asks Ingrid to repeat multiple times.	<ul style="list-style-type: none"> <li>- Quarter lease</li> <li>- Meeting on Friday and haven't received figures from Alison and Hugh</li> <li>- Hugh has been late with his quarter lease 3 times.</li> <li>- Hugh ignores reminders</li> </ul>
Extract B	Tim interrupts Nichole every time she tries to explain.	<ul style="list-style-type: none"> <li>- Tim's team need to decrease the amount of entertainment and restaurants.</li> <li>- Tim's team expenses are twice as much as everyone else's expenses.</li> </ul>
Extract C	Mr.Hepburn just wants to seal the deal and started saying things he shouldn't have.	<ul style="list-style-type: none"> <li>- Delivered wrong consignment</li> <li>- It took weeks to replace the correct consignment due to an administrative error.</li> </ul>

# LET'S DISCUSS ...

- What do you think makes a good boss?
- Do you consider your boss to be a good boss?
- If you were the boss, how would things be different?

# LET'S TURN TO PAGE 27

a. Look interested

- 1.seek further information, probe with questions.

b. Inquire

- 2.resist the temptation to judge or criticize too soon.

c. Summarize

- 3.clarify any points which are unclear to you.

d. Test understanding

- 4.establish eye contact, adopt an open, alert posture.

e. Encourage

- 5.paraphrase regularly to show you're paying attention.

f. Neutralize your own attitudes

- 6.make polite noises, show support, repeat keywords



# ANSWERS

- 1. b
- 2. f
- 3. d
- 4. a
- 5. c
- 6. e

# LET'S DIVIDE INTO TWO GROUPS : APPLY THE SKILLS YOU JUST LEARNED TO THESE EXTRACTS

## Group A

## Group B

- might be helpful.
- a** Okay, well, in my opinion, our sales team is badly underperforming (*clarify*). I think we definitely need to introduce some kind of incentive scheme (*encourage*). We must also do something about poor performers (*clarify*). At the same time, we have to build team spirit (*encourage*). I'm concerned that there's currently too little communication and collaboration between team members (*summarize and ask one or two further questions*).
  - b** Okay, this is just an idea, but why don't we do more to celebrate successes amongst our sales staff (*clarify*)? This would be a great way to reinforce the idea that we're a winning team (*encourage*). Perhaps we could also develop a mentoring system (*clarify*). If junior staff could turn to more experienced team members for advice, I think it would improve overall performance and boost morale (*encourage*). In fact, maybe mentors could get a bonus based on the performance of the people they're mentoring (*summarize and ask one or two further questions*).

# LET'S LISTEN TO CD 1.24-1.27

Extract	Topic	Skill
Cd 1.24		
Cd 1.25		
Cd 1.26		
Cd 1.27		

<b>Extract</b>	<b>Topic</b>	<b>Skill</b>
Cd 1.24	- Training ( expenses and percentage of employees training each year)	Inquire
Cd 1.25	- Multimedia business cards	Encourage
Cd 1.26	- Taking Gean of the team for blowing up at a meeting and giving Martin her role.	Test your understanding
Cd 1.27	- Sharing knowledge with employees	Neutralize your own attitudes