



LEADERS IN FUNDRAISING

# Managing For Success Series

Session One:

Managing Listening

# Purpose and Intended Outcomes

**Purpose:** To expand your awareness of and skill with the art of managing listening.

**Intended Outcomes:** You will distinguish ways of listening that make a difference in your work and leave feeling more competent at managing this complex phenomenon. Specifically, you will:

- understand the difference between past-based listening and possibility-based listening and have experienced applying possibility-based listening at will.
- have a plan for managing the listening of others in a real circumstance that you face.

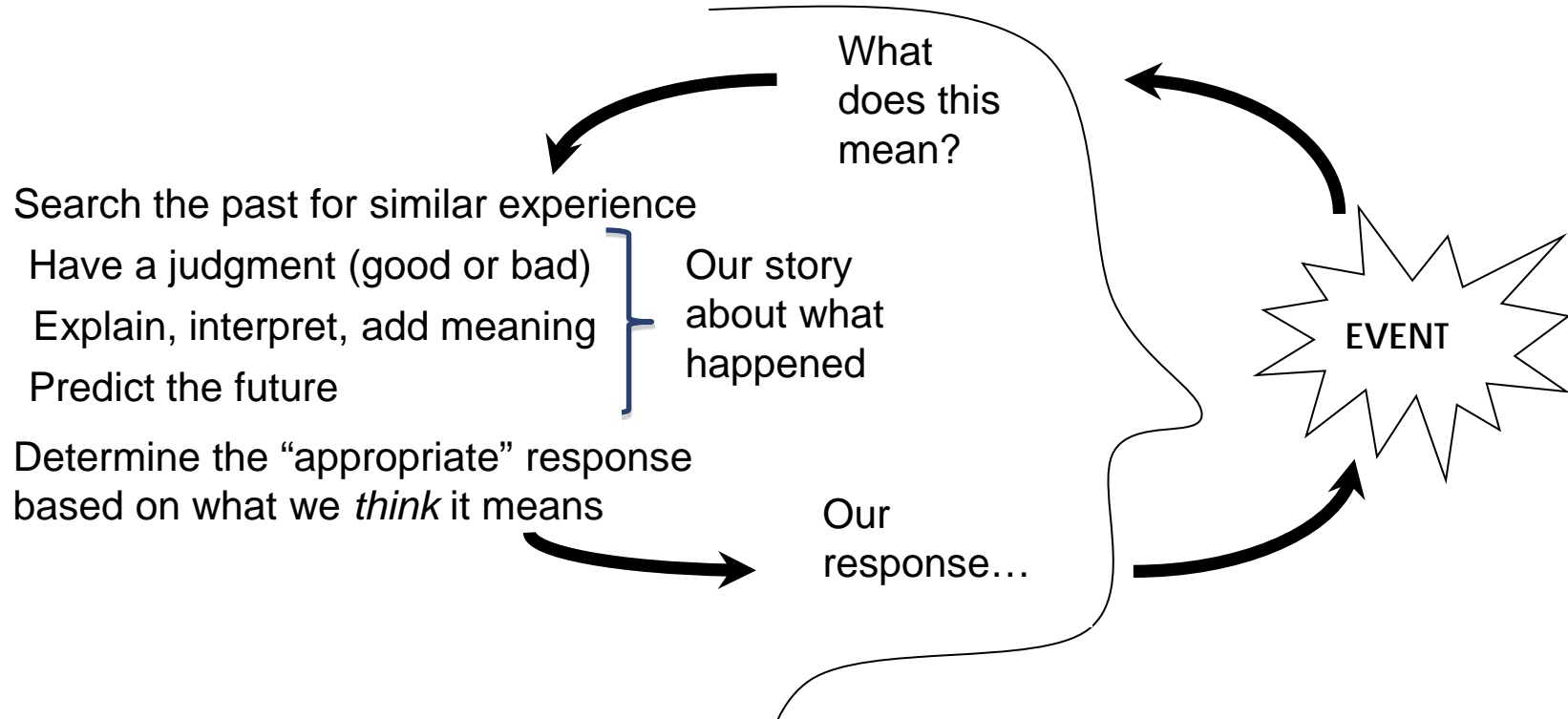
## How Best to Work Together

- Keep an open mind and “try things on” – test your assumptions
- Confidentiality – make this a safe space to share openly
- Be willing to learn from your peers as well as from us
- Logistics:
  - Cell phones off
  - Be present – break at about 10:30

## Introductions

- What is your name, organization and role; how long have you been in this role?
- What do you love most about your job?
- What is the most challenging situation or circumstance we face as development professionals?
- What would be a breakthrough for you in regard to that challenge?

# What Shapes Our Listening and Thinking



- The mechanism is transparent
- We stop distinguishing between what happened and our *interpretation* of what happened
- We always find evidence to support our point of view
- This impacts everything we hear and see and say
- Our power lies in awareness, ownership and choice

## Past-based Listening Includes

- Agree/Disagree
  - Get to the bottom line
  - Find the flaw
  - Name that tune
  - What's the catch?
  - How will this affect me?
  - Right/Wrong
- ... add your own favorites



## Examine Your Own Past-Based Listening

- Peers/other departments
- People who report to you
- People to whom you report
- Volunteers who are prominent/influential in your organization
- Other community stakeholders with whom you must work
- Donors/potential donors

## Possibility-based Listening Usually Requires Attention and Some Work

- It is possible to manage your own listening in a way that produces more:
    - Alignment
    - Commitment
    - Possibility
    - Empowerment
    - Appreciation/Acknowledgment
- ... in other words, more of what you need in order to be successful

# Managing “Their” Listening



## Keys to Managing the Listening of Others

- You *must* be listening for their listening
- Asking questions is how you know whether you are correct
- What unites people is shared commitment, and it's crucial to get what you and they are committed to "on the table"
- Sometimes you must assume the best about them and interact in a way that reminds them of who they really are
- Sometimes you can inspire shared commitment through powerful stories
- The question is, "What do they need to hear from you (or others) in order to experience relationship, trust and shared commitment?"
- This is NOT about manipulation, but about creating possibility