

EXERCISE - LISTENING

Objective: To transform your listening into a strategic diagnostic tool to identify the real needs of your partners, by applying the 3 decoding techniques (Facts, Emotion, Intention) to a concrete situation.

STEP 1 - AUTOPSY OF A MISUNDERSTANDING

Think back to a past situation where you disappointed someone (a client, a colleague, a loved one) because you did not deliver what they expected.

The "Yes" too quickly: In hindsight, what did you not "hear" during the initial request?

Missed Intention: What was the person's real need that you failed to grasp? (Ex: They wanted recognition, and you gave them numbers).

Lesson in transparency: What clarifying question should you have asked to avoid this breach of commitment?

STEP 2 - THE VALIDATION SCRIPT

Imagine this scenario: A partner comes to you stressed and says: "We absolutely have to change the entire project design by tomorrow morning, the client is not happy at all!"

1. **Action:** Do not respond "Okay, I'll take care of it" (the trap of OVER-PROMISING).
2. **Task:** Write a response in 3 steps:
3. **Paraphrase (The facts):** "If I understand correctly, the client expressed dissatisfaction and you want a redesign by tomorrow."
4. **Validation (Emotion):** "I sense that this is a significant source of stress for you."
5. **The Pivot Question (Help or Intention):** "Before I commit to a deadline, how can I most effectively help you in the next hour to calm things down with him?"

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STEP 3 - ACTION PLAN FOR YOUR NEXT CALL

Identify a conversation you will have in the next 24 hours.

1. **Write down** a specific clarifying question that you will ask to "dig deeper" into the intention. (Ex: "What is the ultimate goal of this request?").
2. **Make a commitment** to allow a 3-second silence after the other person has finished **speaking before responding**.
3. **The "UNDER-PROMISING" Commitment:** Write down the phrase you will use if you feel you are about to make too much of an automatic promise. (Ex: "Noted. I will validate my resources and get back to you with a realistic promise in an hour").
