



LISTENING TOUR TOOLKIT

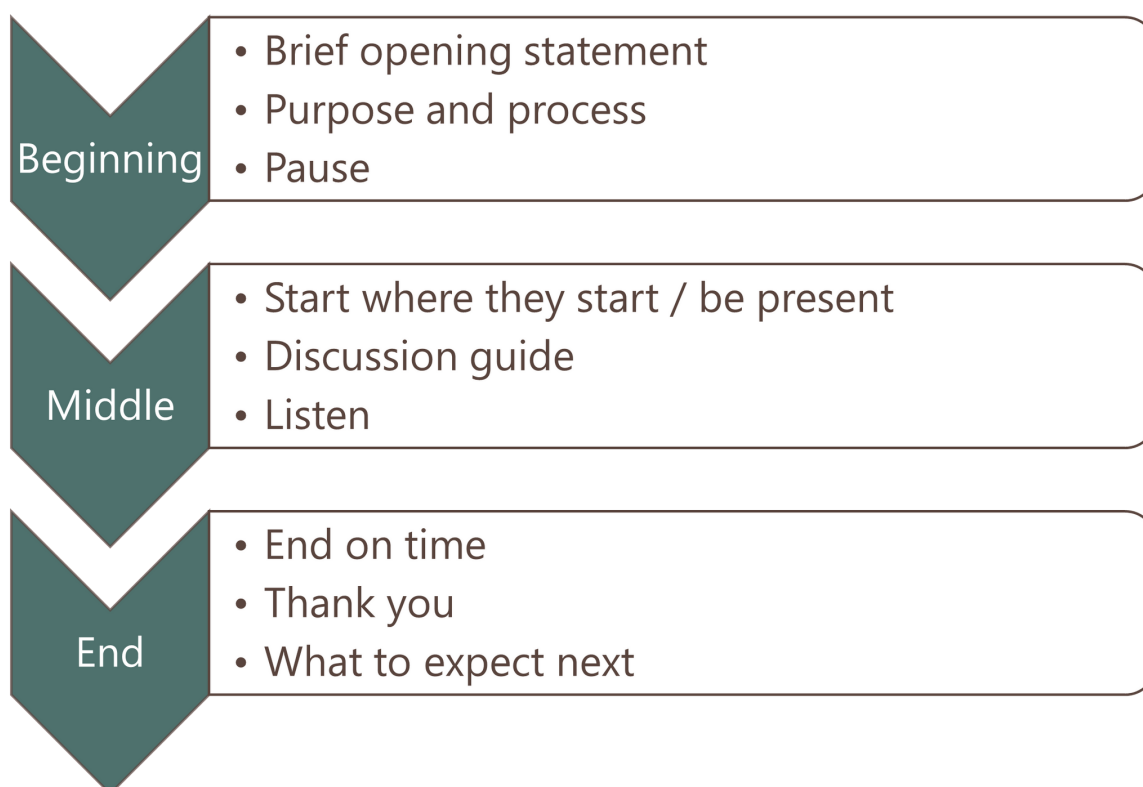
Tool 1 - Meeting Flow

Tool 2 - Listening Levels

Tool 3 - Sample Discussion Guide Questions

Bonus - 7 Listening Tour Tips

MEETING FLOW





LISTENING LEVELS

Listening is like an iceberg. The words spoken are what you see above the surface. During your meetings, you will listen to much more than words. What is going on here under the surface? You'll discover three levels of listening that need your attention.



LEVEL ONE

*Organization
strategy and
structure
(roles/teams)*

LEVEL TWO

*Culture, norms,
and said and
unsaid expectations*

LEVEL THREE

*Individuals'
experiences; gifts;
emotions; concerns;
and fears*



SAMPLE DISCUSSION GUIDE QUESTIONS

QUESTIONS TO ASK YOUR BOSS

- What are the key outcomes that will make this year successful for the organization? For you?
- What kind of support would you like from my team?
- What is working well that my team should keep doing?
- What would you like to see my team start doing or stop doing to be more effective?
- What do I need to know about my new job that people are unlikely to tell me?
- How do you prefer to communicate?

QUESTIONS TO ASK PEERS/COLLEAGUES

- Let's start with me understanding a bit about your career and time in the role. Do I have it right that you joined x years/months/days ago?
- Talk to me about what attracted you to the organization.
- What are your top priorities for the next 12-18 months?
- How should our teams work together?
- If you were in my role, what types of things would you focus on immediately? Are there specific items that come to mind? Give me some context...
- What changes would you like to see?

QUESTIONS TO ASK YOUR TEAM

- Tell me about your role.
- What do you like most about the organization?
- If you were in my shoes, what would you focus on? Why?
- What's the biggest opportunity for our team in the next 12-18 months? Threat?
- What gets in the way of us doing our best work as a team or you doing your best work as an individual?
- What key questions should I ask and/or answer in order to make the organization successful?

BONUS



Listening *7* Tour Tips

- 1* be prepared
- 2* observe everything
- 3* learn the lingo
- 4* ask your questions
- 5* listen more than you talk
- 6* tune into listening levels
- 7* journal