

without judgment. Listen wholeheartedly, from the speaker's point of view, not yours.

- *Listen actively*

Anticipate where the speaker is going.

Weigh what he/she is saying against what you know.

Listen to the supporting evidence.

Keep reviewing and summarizing what is being said.

Sort out evidence and fact from statements unsupported by evidence.

Categorize: "This relates to that."

- *Listen to all of it*

Wait till the very end. As you listen, try to figure out where he/she is going and what the conclusion will be. But *wait* for it before you speak.

- *Look at the speaker*

The non-verbal signals we all give off as we speak are often even more truth-telling than our self-edited words. Notice what else is going on. Not only is it revealing, it peaks your interest, because we are drawn to the visual and the active, not just to abstract listening.

- *Build on*

When it's your turn, hook into what was just said as a point of departure for your statement:

"Joe just brought up X. Why don't we . . ." or pick out a few words you just heard and incorporate them as your opening:

" 'A total overview . . . ' You're right, Lynn. As you said, a total overview is what we need right now."

This not only tells everyone you *were* listening, but is a sign of respect to the previous speaker, making you a friend and enlisting him/her as a supporter of yours. It also enhances the cumulative idea-building process.

- *Take notes*

If you have lots of trouble listening and doing these steps, you might try taking notes as other people speak. This forces you to focus and make a precis of what is being said, keeping you up with the speaker and taking in the idea.