

## ONE-PAGE QUICK GUIDE

# Listen to Learn

Keep this beside you whenever a conversation matters more than winning.

**Core message:** Do not build a defense while the other person is talking. Listen until you can reflect the meaning fairly.

## PAUSE - HEAR - ASK - REFLECT

1. PAUSE: Notice the urge to interrupt, correct, solve, or rehearse. Take one breath.
2. HEAR: Listen for facts, feelings, values, fears, hopes, experience, and consequences.
3. ASK: Replace assumptions with a genuine question: 'What led you there?' or 'What does that mean to you?'
4. REFLECT: Say, 'What I hear is...' and ask, 'Did I get that right?' Accept the correction.

## When knowledge may be invisible

Catch the thought, 'Everybody knows that.' Translate jargon and shorthand. Ask what needs explaining. Unfamiliarity is not lack of intelligence.

## Fair disagreement

- State the other person's view in words that person recognizes as fair.
- Name shared values before naming the disagreement.
- Challenge the idea or impact - not dignity, intelligence, faith, or motives.
- Say what you still need to learn or verify.

## Useful phrases

- "What I hear you saying is..."
- "It sounds like what matters most is..."
- "Did I get that right? What am I missing?"
- "I still disagree, and I can see why your experience led you there."

**Reset:** If you feel yourself preparing a defense, say: 'I want to understand before I answer. Please finish your thought.'