

# ECHO<sup>TM</sup>

## LISTENING PROFILE

Effective Communication for Healthy Organizations



## Sample Group Profile

April 30<sup>th</sup>, 2020

# TABLE OF CONTENTS

- 1** Introduction to the ECHO Group Profile
- 2** Your Group Bar Graph
- 3** Your Team Grid
- 4** Discussion of Your Group Profile
- 4** Team Development Focus
- 5** The Power of Team Listening Intelligence

# INTRODUCTION TO THE ECHO GROUP PROFILE

Group dynamics can make or break a team. Cohesive teams that honor and harness their collective diversity of perspectives and thinking through strong communication skills are highly productive—and pay off. Large businesses lose an estimated \$15,000 per employee per year due to miscommunication, which amounts to approximately \$50 million in total yearly loss.<sup>1</sup>

The ECHO Listening model measures how individuals listen to and interpret what they hear, and how that interpretation affects how they communicate with those around them. We habitually listen to and for certain types of information, while filtering out other input. Individual Listening Assessment results compiled into one Group Profile can help the team understand how they operate as a functional whole made up of individuals with differing listening styles, and how the interaction of those styles affects work dynamics and group productivity.

Teams can leverage the insights that the Group Profile provides to heighten collective team awareness, harness a team's cognitive diversity, and correct for imbalances that may be costing them time and money.

This report will guide your team through two unique visual displays of your group listening habits along with a customized Group Profile description. There will also be tailored recommendations to improve your team's communication, efficiency, and cohesion that you can immediately put into action. There is no "ideal" Group Profile; ECHO does not measure whether you are collectively "good" or "bad" listeners, and no one style of listening is better than another. By understanding your team's listening preferences, collaboration is optimized, ultimately helping organizations improve their productivity, work environments, and employee relationships.

1. Webtutorials. (2017). "2017 Workplace Productivity and Communications Technology Report." <http://www.webtutorials.com/main/resource/papers/Mitel/paper2/2017-Workplace-Productivity-SotM.pdf?l=WT-17-03-23-Mt5>



## CONNECTIVE LISTENING (CV)

This type of listening focuses on what the interaction means for others. People who prefer Connective Listening tend to filter what they hear through their interests in other people, groups, processes, and audiences.



## REFLECTIVE LISTENING (RV)

This type of listening focuses on how the interaction relates to an individual's experience. People who prefer Reflective Listening check information against their own library of knowledge to understand how it applies to current needs or interests.



## ANALYTICAL LISTENING (AL)

This type of listening is concerned with what the interaction means to an issue or objective situation. People who prefer Analytical Listening filter what they hear through their interest in data, facts and results.



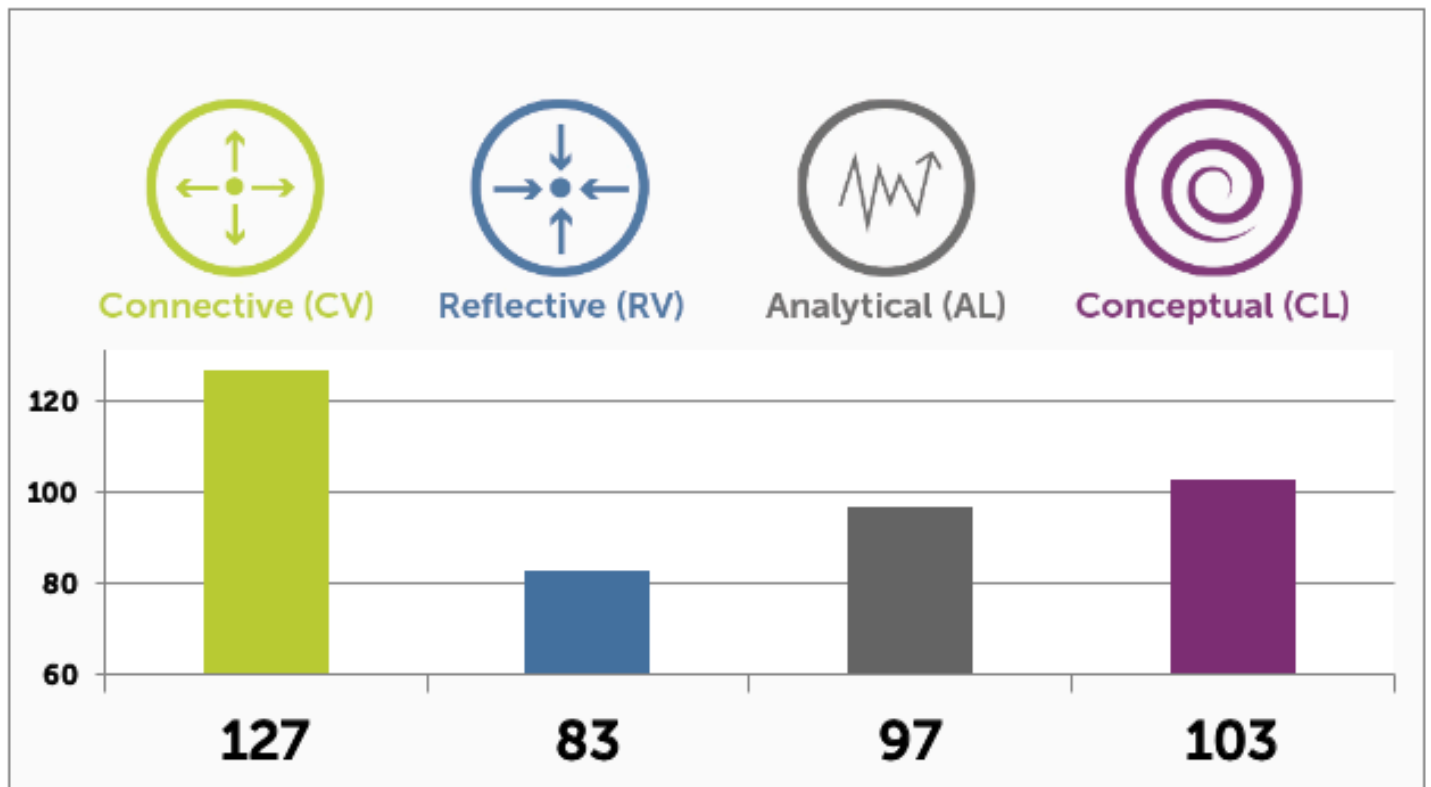
## CONCEPTUAL LISTENING (CL)

This type of listening is focused on the big picture, big ideas and abstract thought. Listeners who prefer Conceptual Listening tend to filter what they hear through their interest in concepts and possibilities.

# YOUR GROUP BAR GRAPH

## Company Team

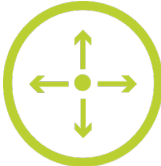



As a highly Connective group, you will tend to engage all members, placing a high premium on group cohesion, buy-in, and ensuring all voices are heard. When making decisions, you will also consider how changes will affect other stakeholders outside the group. At times, your high connectivity may tempt the group toward the more "social" aspect of meetings. Also, when considering a path forward, the group may consider its work finished once agreement is reached, but without fully fleshing out details or defining next steps.



# YOUR TEAM GRID

## Company Team

The below grid is a different visual display of your group's listening preferences to further reveal nuances in your team's dynamics. This allows you to see how each individual team member's listening contributes to the whole group. High listening preferences are dark blue, low listening preferences are light blue.

TEAM MEMBER	PROFILE TYPE	 CONNECTIVE	 REFLECTIVE	 ANALYTICAL	 CONCEPTUAL
Doug	Flexer	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Jennifer	Connector	Dark Blue	Light Blue	Light Blue	Light Blue
Scott	Practitioner	Dark Blue	Light Blue	Dark Blue	Dark Blue
Sam	Implementor	Dark Blue	Light Blue	Light Blue	Light Blue
Linda	Collaborator	Dark Blue	Light Blue	Light Blue	Dark Blue

# DISCUSSION OF YOUR GROUP PROFILE

Now that you've had a chance to review your Group Profile and learn your group's listening preferences, take some time to explore the below questions together. Use them as a guide to help you uncover opportunities for enhanced alignment.

To help guide this discourse, here are some suggestions of discussion topics for your group to consider and discuss:

- What does your team do really well? Where do you have your greatest successes?
- In what ways does your group's highest listening preference(s) influence your work together?
- Where does your team get hung up or struggle to perform optimally?
- In what ways does your group's lowest listening preference(s) influence your work together?
- Are there any divisions within the team based on listening preferences?
- Are you using all team member's listening strengths?
- Based on what you've learned from your Group Profile, what are three commitments you will put into action immediately?

## TEAM DEVELOPMENT FOCUS

1. While it may be natural for this group to consider the impact on people that are affected in the decision-making process, make sure to also take the time to surface and discuss the facts and information available, then clearly define your next steps.
2. To stay focused in meetings, rely on well-defined agendas with time constraints.
3. When brainstorming, clearly articulate the goal, then encourage team members to voice various viewpoints and consider different perspectives before coming to consensus or compromise.

# THE POWER OF TEAM LISTENING INTELLIGENCE

## Harness Cognitive Diversity Through Listening Intelligence

How do we cultivate teams that are cognitively diverse, while simultaneously ensuring the healthy communication necessary for them to be successful? The key is Listening Intelligence, which is the greater awareness and ability that arises when we understand how we ourselves listen and then adapt our listening style depending on the speaker and the context. We all listen along a certain “frequency,” but we’re only capturing a limited range of a much broader spectrum. Once we become aware of our own listening filters, we can start listening for and recognizing an expanded range of input. Additionally, we can begin to recognize and speak into other people’s listening styles to enhance the chance that the value of what we are trying to communicate lands most effectively.

### Listening Intelligence:

The greater awareness and ability that arises when we understand how we listen, and then can adapt our listening style depending on the speaker and the context.

## How to Develop Your Team’s Listening Intelligence

Listening Intelligence can be developed through three distinct steps:

- 1: Each individual deepens their awareness by taking the ECHO Listening Assessment and understanding how their own listening habits fit into the larger framework of the four listening styles.
- 2: With this new self-awareness, individuals can begin to recognize the listening habits of others and creatively adapt their listening according to the speaker and the situation.
- 3: Individuals can utilize their understanding of others’ listening habits to speak *into* those preferences, maximizing the chance that what they’re communicating is truly understood.

Listening Intelligence offers a helpful way to harness the cognitive diversity present in teams. As the term implies, cognitively diverse team members think differently, hold varying viewpoints, and approach problems in unique ways. Without effective communication skills, and especially strong listening skills, these unique ways of thinking within a team can stay disparate, leading to misunderstandings, rework, and frustration. However, such diversity can be a great asset, leading to higher versatility, creativity, and dynamism, but *only if* team members are able to successfully communicate and collaborate across their differences.