

ACTIVE LISTENING FOR INTERNAL AUDITORS

Workbook



What is active listening?

Active listening is getting an understanding what the other person is

- Thinking
- Feeling
- Wanting

And / Or

- Being in tune with the underlying message they are sending

Why don't we listen well?

I'd rather talk

Attitude

Problem

I want to be in control

Attitude

Problem

I want to prevent others from talking

Attitude

Problem

Why don't we listen well?

I want to achieve my goal

Attitude




Problem



I think faster than I listen

Attitude



Problem



Benefits of Active Listening

1. Listening builds trust and strong relationships



2. Listening can help you to resolve conflict



3. Listening can help you learn



4. Listening helps you identify and anticipate problems



What's stopping you from listening?

1

2

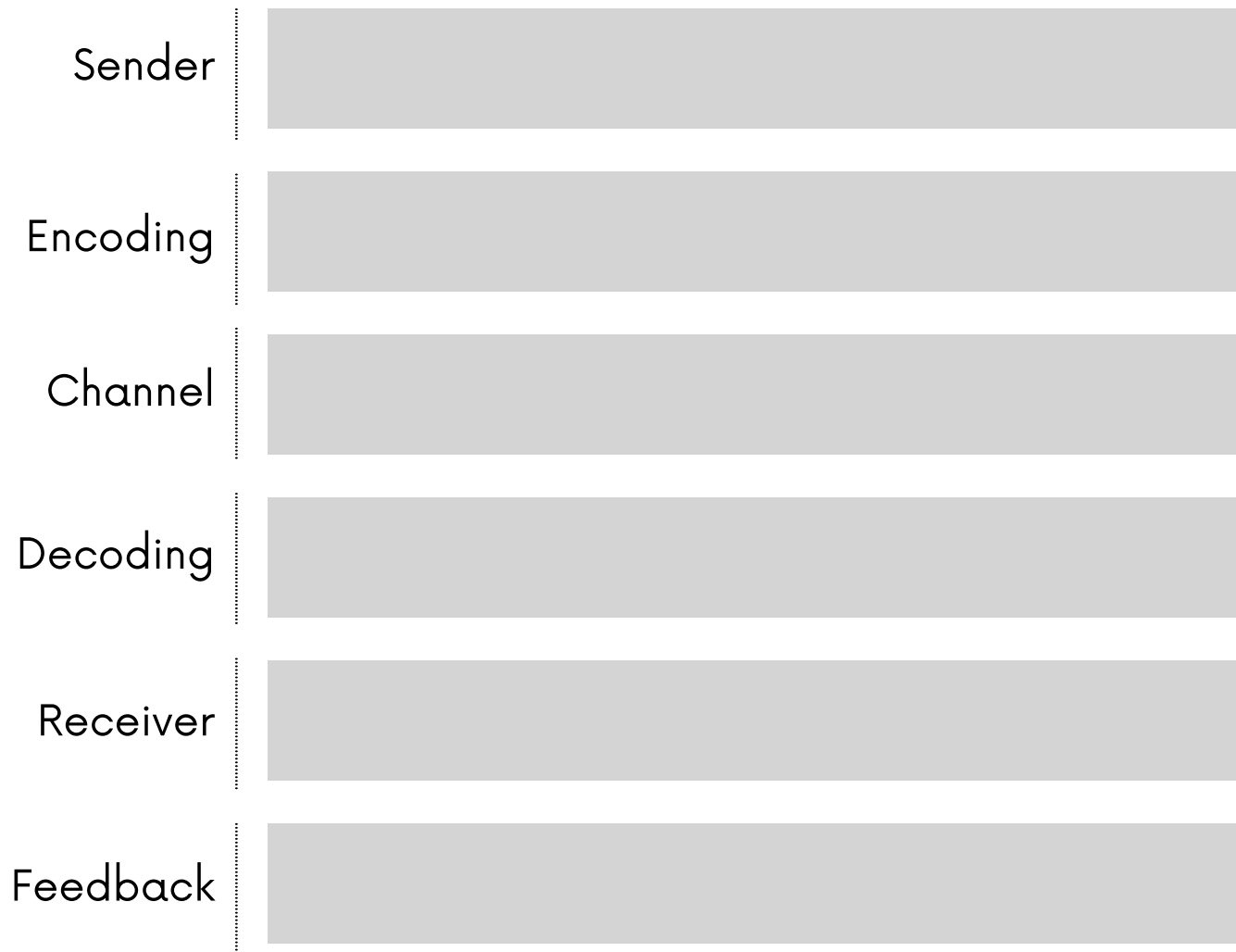
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Communication Failures



Sometimes Life Gets Noisy

Physical noise consists of various sounds in an environment that interfere with a source's ability to hear.

Psychological noise consists of distractions to a speaker's message caused by a receiver's internal thoughts.

Physiological noise consists of distractions to a speaker's message caused by a listener's own body.

Semantic noise occurs when a receiver experiences confusion over the meaning of a source's word choice.

Toxic Responses

Whatever	You always...	Suit yourself	Good for you
Never mind	I told you	You are the worst...	What did you say?
Who cares	What's the point!	Like I care	Not bad...

Types of Listening

Not Listening

Concept	
Problem	

Pretend Listening

Concept	
Problem	

Selective Listening

Concept	
Problem	

Types of Listening

Misunderstood Listening

Concept	
Problem	

Data Only Listening

Concept	
Problem	

Empathetic Listening

Concept	
Problem	

Types of Listening

Facilitative Listening

Concept	
Problem	

Levels of Listening

LEVEL 1: ***Repeating***

- Repeat using exactly the same words

LEVEL 2: ***Paraphrasing***

- Paraphrase using similar words and arrangements, but not exactly repeating it

LEVEL 3: ***Reflecting***

- Render the message using your own words and sentence structure

LEVEL 4: Reflect & Empathise

- While reflecting, empathise with the feelings of the other person

Principles of Effective Listening

- Do more listening than talking
- Restate and clarify what the other has said. Do not talk about your own views, feeling and wants.
- Focus on the feelings of the other person and not just on what he is saying.
- Work towards understanding the frame of reference of the other person and refrain from responding using your own frame of reference.
- Respond with acceptance and show empathy. Try not to appear indifferent or cold.
- Do not show fake concern.

Exercise 1

Scenario 1	
<p><i>Mr. Jones:</i></p> <p>“How many times do I have to call before I can talk to somebody who can actually do something about my case? I get pushed around all the time and I am not getting any straight answers. Nobody seems to be in charge. I want a senior person to look at my case. I am seriously losing my patience with you.”</p>	
Options	Reply
A	“I will talk to the management”
B	“We are a reputable company, what you are saying is completely unfair.”
C	“This is the <u>marketing department</u> , you need to contact the after-sales.”
D	“You have called a few times and did not get as much help as you wanted. I know it can be frustrating, so sorry about this. I’ll see if I can get hold of Mark, who is the section manager and should be able to address your problem...”
E	“I don’t know how others responded to you, but you need to complain to them instead. Here, we have a system to follow and you need to wait to hear back from us.”
F	“Mr. Jones, you are not the first person to complain. We have a process in place which must be followed to address your specific issue. We will contact you in due course.”

Exercise 2

Scenario 2	
Ben: “What am I supposed to do with Sue? She keeps throwing me more and more work. I have told her already that I am getting overloaded and she agrees. But in <u>reality</u> I am getting the same treatment as before. I think I am getting burnt.”	
Options	Reply
A	“I will talk to Sue about this.”
B	“It’s just her personality. She is like this with everyone.”
C	“You are upset that Sue doesn’t seem to understand the load she has put on you.”
D	“Have you discussed this with Mark?”
E	“You are getting fed up with this situation and are looking for a way to resolve it.”
F	“This is just a phase Ben. It will come and pass as you get better at it.”
G	“We have all been through this. Welcome to the club.”
H	“You should have discussed this with HR before it gets to this stage.”
I	“Sue is a terrible manager, isn’t she?”

Dealing with Difficult Behaviors

Emotional Bully

Behaviour	
Dealing with it	

Verbal Bully

Behaviour	
Dealing with it	

Dealing with Difficult Behaviors

Physical Bully

Behaviour	
Dealing with it	

Workaholic Bully

Behaviour	
Dealing with it	

Dealing with Difficult Behaviors

Passive Aggressive

Behaviour	
Dealing with it	

Narcissist

Behaviour	
Dealing with it	

Dealing with Difficult Behaviors

Sufferer

Behaviour	
Dealing with it	

Over Talkative

Behaviour	
Dealing with it	

Dealing with Difficult Behaviors

Perfectionist

Behaviour	
Dealing with it	

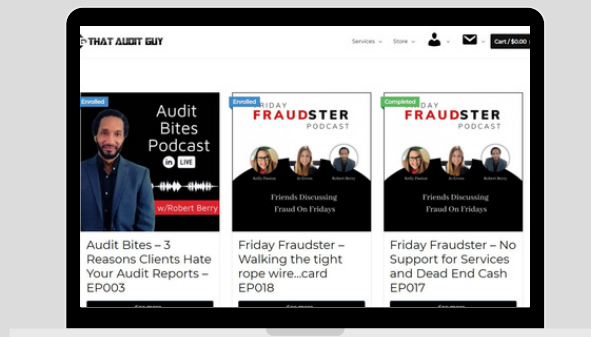
Power Hungry

Behaviour	
Dealing with it	

ACTIVE LISTENING

LET'S KEEP IN TOUCH

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