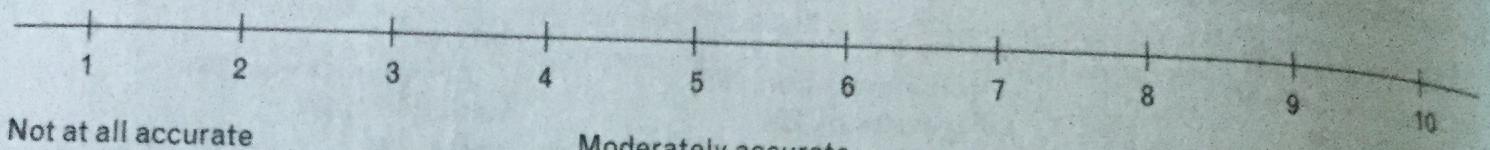
How did this person feel (name at least five feelings)?
What does this person value?
What needs were not met?
What are some of the person's beliefs?

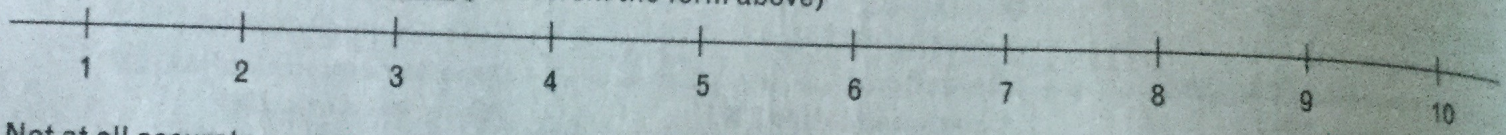
After you have noted the person's values, needs, and beliefs, share them with the person. Ask the person to circle on a scale from 1 to 10 how accurate you were in identifying them using the following scale.

Values: _____ (fill in from the form above)



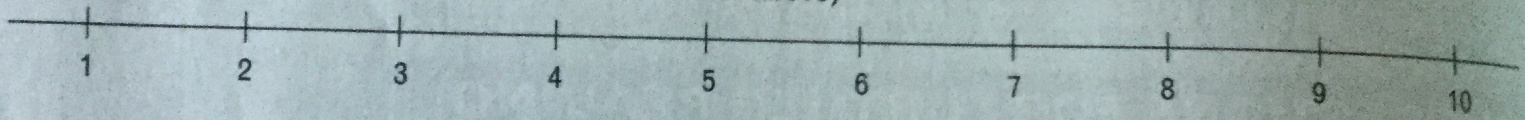
Not at all accurate — Moderately accurate — Extremely accurate

Needs: _____ (fill in from the form above)



Not at all accurate — Moderately accurate — Extremely accurate

Beliefs: _____ (fill in from the form above)



Not at all accurate — Moderately accurate — Extremely accurate

If time permits, switch roles and let the other person practice active listening.

Discussion Questions

1. Did you feel an increased level of empathy with the person as you were listening to them describe their experience? In other words, could you put yourself "in their shoes" and see the situation the way they did?
2. Was it difficult just to listen and not try to give advice? Why or why not?
3. How accurate were you in identifying the person's values, needs, and beliefs? Were you surprised at your feedback?
4. If you were the person describing the setback in your life, how did it feel to be listened to?
5. If you were the person describing the setback, what did the listener do that helped you continue speaking? Provide them with this feedback.

CASE STUDY 11.1

Communication: What Message Is Yahoo Really Relaying?

In the late 1990s, almost every browser had Yahoo as its home page, and Yahoo was a market leader. But by the early 2000s, Yahoo lost its leadership position in content aggregation, web searches, and ad placement. In the early days of the Internet, Yahoo was a popular search engine, news site, and social forum that received decent revenues from online display advertising. While it did each of these acceptably, competitors entered the market and developed greater competencies and have now taken over. Google now leads the search engine industry, while Facebook cornered the social networking market. Currently, Yahoo has no technology advantage, no product advantage, and no market advantage. While the company is hanging in there, revenues are flat and there is no clear strategic direction forward.