

# Leadership Starts with Listening

## Amplify your Impact

@heidihelfand



[heidihelfand.com](https://heidihelfand.com)

1 hr 15 mins









A large, diverse crowd of people is gathered at an indoor event, possibly a conference or social gathering. In the upper left, several orange and white balloons are visible. The crowd is composed of men and women of various ages, many of whom are smiling and engaged in conversation. In the center, a man with a beard and light brown hair is looking towards the camera. He is wearing a dark grey hoodie with the word "PROCORE" printed on the chest. To his left, a man with a beard and a blue beanie is looking towards the right. In the foreground, a woman with long brown hair is seen from the back, wearing a yellow top. The background shows more people and some greenery, suggesting an indoor space with large plants. The overall atmosphere is lively and social.

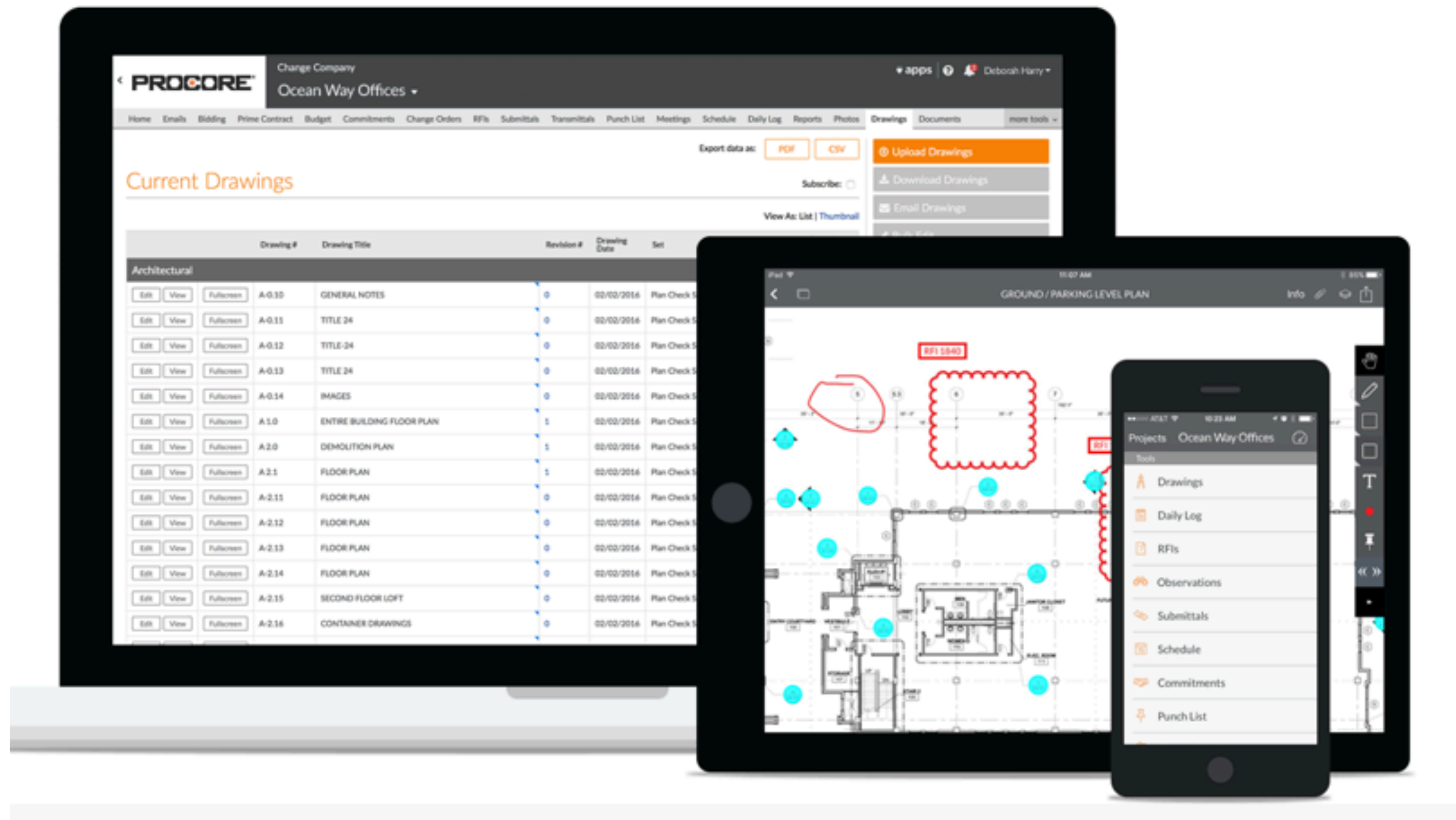
**PROCORE®**



# HEIDI HELFAND

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# PROCORE®





An aerial photograph of the ProcCore headquarters in Carpinteria, California, taken during the golden hour of sunset. The image shows a large, modern industrial or office complex with several large, white, rectangular buildings and multiple parking lots filled with cars. The complex is situated on a hillside overlooking the ocean, with waves crashing against the shore in the foreground. In the background, a multi-lane highway runs parallel to the coast, and further inland, there are more industrial buildings and a residential area. The sun is low on the horizon, casting a warm, golden glow over the entire scene, with long shadows and a hazy sky. The mountains in the distance are silhouetted against the bright light of the setting sun.

**PROCORE®**  
HEADQUARTERS | CARPINTERIA, CA.



# HEIDI HELFAND

 GoToMeeting

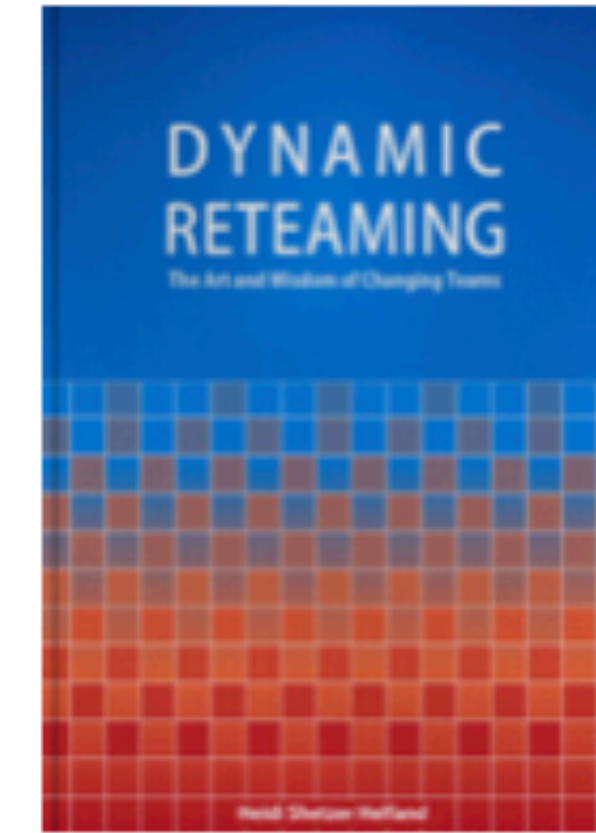
 GoToWebinar

**CITRIX®**

 appfolio™

 CRR Global

 ICF  
co-active®



**PROCORE®**



# WORKSHOP ALLIANCE

- Are you willing to experiment?
- Are you willing to be active?
- Can you tolerate messiness?
- Share ideas, ask questions
- Slides & resources will be available after the workshop



# IMPROMPTU NETWORKING

- ① Find a partner - someone you don't know!
  - Tell your partner about the best leader you've ever had
- ② Switch partners
- ③ Switch partners



**HOW WAS YOUR  
LISTENING?**



**To improve your  
listening you must  
increase your awareness  
of your listening.**



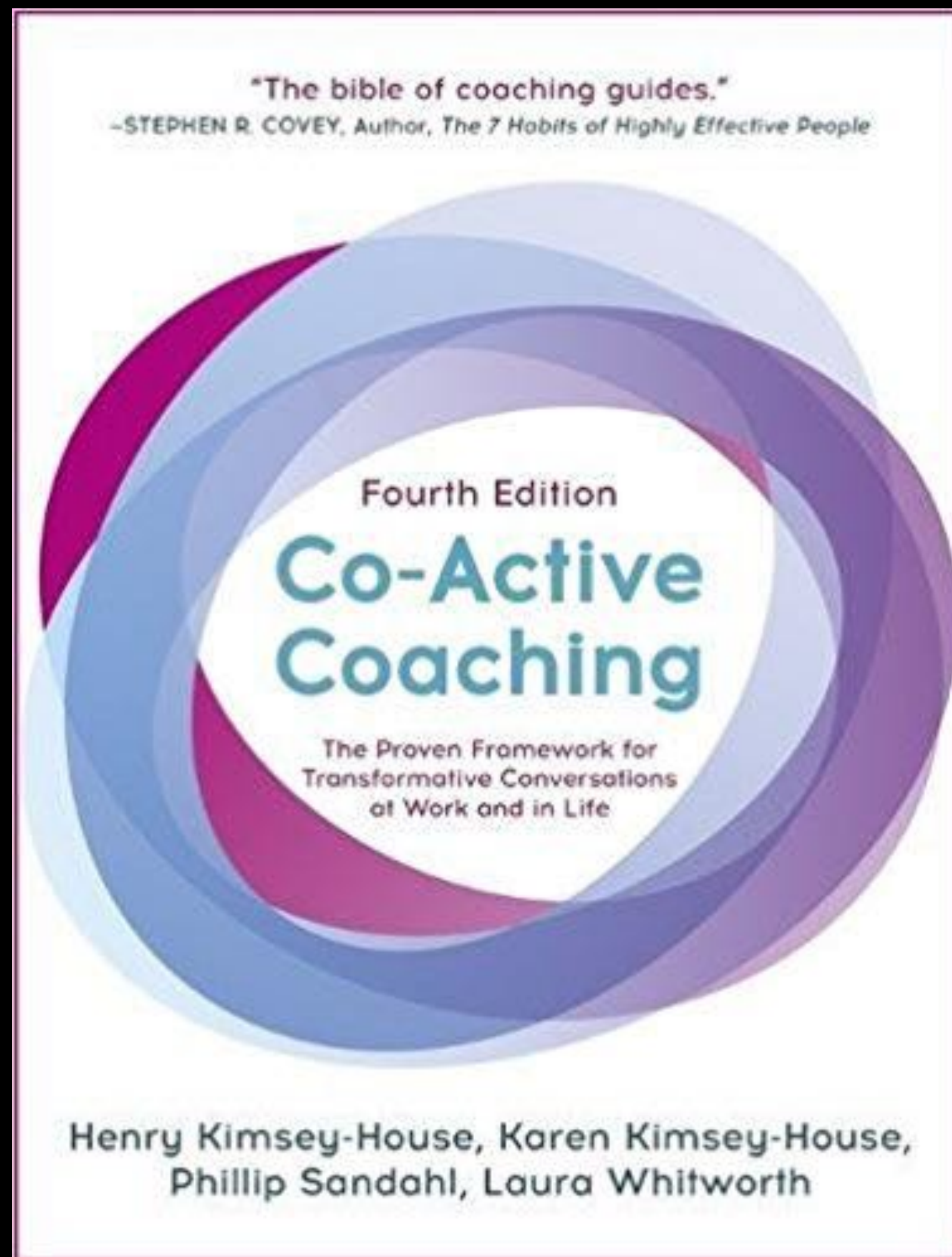
# WORKSHOP OUTLINE

**3 TOOLS**  
**TO AMPLIFY YOUR IMPACT**  
**& GENERATE LEADERS**



INCREASE #OWNERSHIP





# TOOL #1

## LISTENING LEVELS

### BECOME SELF-AWARE OF YOUR LISTENING!



# LEVEL 1 INWARD FOCUSED













# LEVEL 2 ATTENTION OUT













# LEVEL 3 BODY LANGUAGE ENVIRONMENT

















- **LEVEL 1 INWARD FOCUSED**
- **LEVEL 2 ATTENTION OUT**
- **LEVEL 3 BODY LANGUAGE/  
ENVIRONMENT**
- **Lock it in!**



# TOOL #2

## MIRROR/PARAPHRASE

HELP THEM FEEL HEARD!



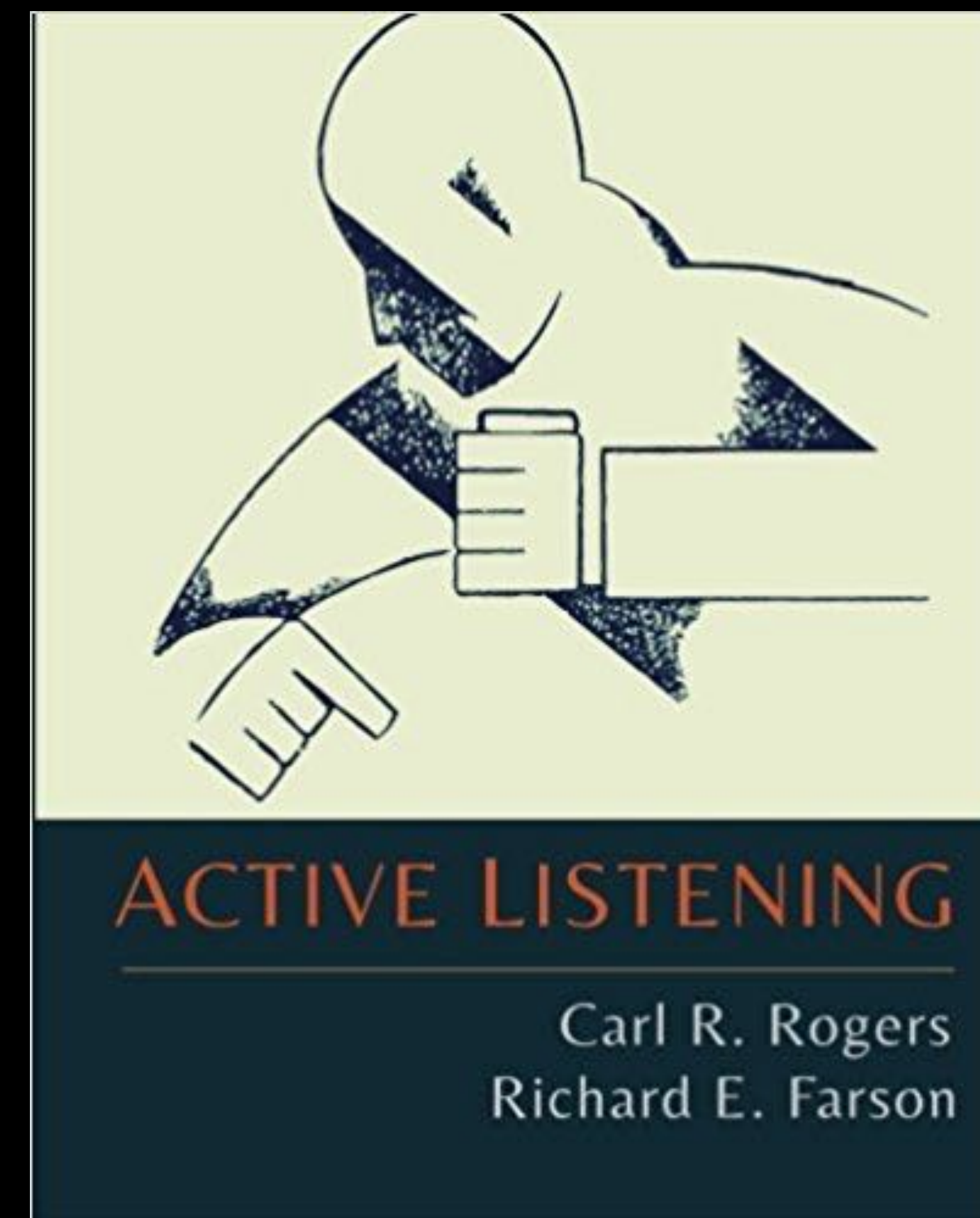








**SAY IT BACK  
EXACTLY OR  
PARAPHRASE IT**



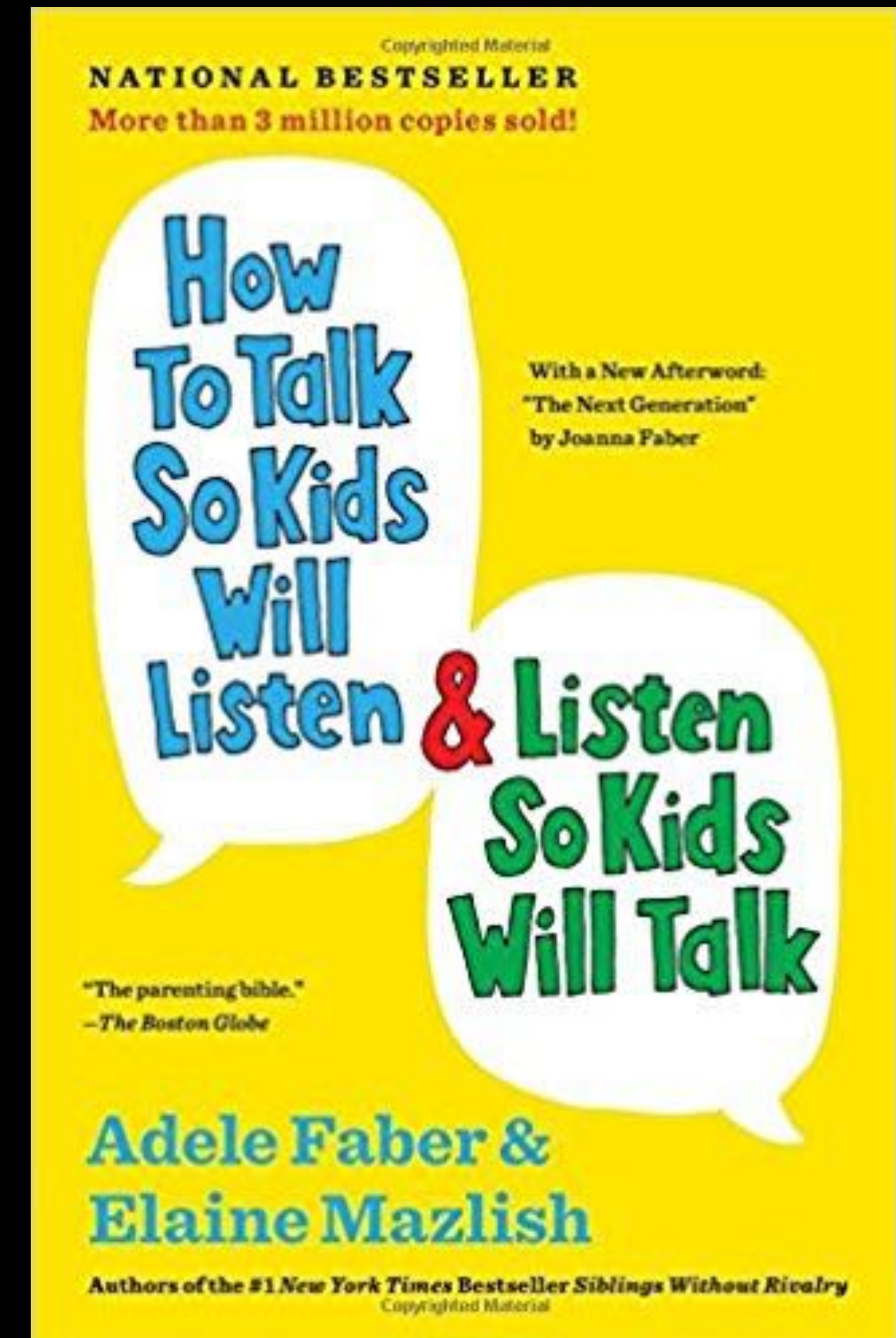


# ACKNOWLEDGE FEELINGS

YOU SOUND RELIEVED.

WHAT AN EXCITING SITUATION!

THAT MUST BE REALLY CHALLENGING.





A large tortoise, likely a Galapagos tortoise, is walking on a gravel path. The tortoise has a dark, patterned shell with distinct orange-brown spots. It is moving towards the right side of the frame. The background consists of a grassy hill under a blue sky with scattered white clouds. A white speech bubble with a black outline is positioned in the upper right quadrant of the image, containing the text "Ask them to repeat it." in a bold, black, sans-serif font.

**Ask them to  
repeat it.**



LET'S PRACTICE

**STAND UP,  
FIND A PARTNER**



LET'S PRACTICE

**PERSON A...**

**TRAVELED THE FARTHEST TO GET  
HERE**



KEY GOALS

**PRACTICE LISTENING**

**MIRRORING, PARAPHRASING**



THINK OF...

**A PEAK EXPERIENCE YOU'RE**

**WILLING TO SHARE**



**A:**  
**SHARE YOUR PEAK EXPERIENCE**

**B:**  
**LISTEN IN LEVELS 2&3,  
MIRROR & PARAPHRASE BACK**





**B:**  
**SHARE YOUR PEAK EXPERIENCE**

**A:**  
**LISTEN IN LEVELS 2&3,  
MIRROR & PARAPHRASE BACK**





**WHAT WAS THAT  
LIKE?**



**LET'S BUILD ON THIS**



# TOOL #3

## POWERFUL QUESTIONS

EVOKE INSIGHT AND  
FORWARD MOVEMENT



# POWERFUL QUESTIONS

ARE NOT ABOUT...

INFORMATION GATHERING

***“WHAT DO YOU PLAN TO TELL BOB  
WHEN YOU SEE HIM NEXT WEEK?”***



# POWERFUL QUESTIONS

DO NOT RESULT IN...

## ONE WORD RESPONSES

***“DID YOU LEARN SOMETHING NEW  
YESTERDAY?” “YES/NO”***



# POWERFUL QUESTIONS

HELP THEM TO...

## DISCOVER

THEIR OWN SOLUTIONS  
WHAT THEY WANT  
INSIGHTS

***“I NEVER THOUGHT ABOUT IT LIKE  
THAT!”***



# POWERFUL QUESTIONS

ICF DEFINITION

**CLEAR, DIRECT QUESTIONS THAT  
LEAD TO NEW INSIGHT AND MOVE  
THE CLIENT FORWARD**

<https://coachfederation.org/core-competencies>



# POWERFUL QUESTIONS

CO-ACTIVE EMPHASIS

**EVOKE PERSONAL EXPLORATION**  
**VERSUS INFORMATION**  
**GATHERING**

***CO-ACTIVE COACHING, P. 64***



# POWERFUL OR NOT?

45

1. Did you enjoy our offsite last week?

Not Powerful

2. What does the situation mean to you as a person?

Powerful

3. How will you get started?

Powerful

4. What did Joe say about sprint commitment?

Not Powerful



## “WHAT” QUESTIONS

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**WHAT DO YOU WANT?**

**WHAT'S IMPORTANT ABOUT THIS?**

**WHAT'S ONE STEP YOU COULD TAKE?**

## “HOW” QUESTIONS

**HOW DO YOU WANT IT TO BE?**

**HOW MIGHT YOU APPROACH THIS SITUATION?**

**HOW DO YOU FEEL ABOUT THIS?**



## LISTEN IN LEVELS 2/3

TO DETERMINE THE  
POWERFUL QUESTIONS  
TO ASK



**LET'S PUT IT TOGETHER  
INTO A COACHING  
CONVERSATION**



# COACHING CONVERSATIONS

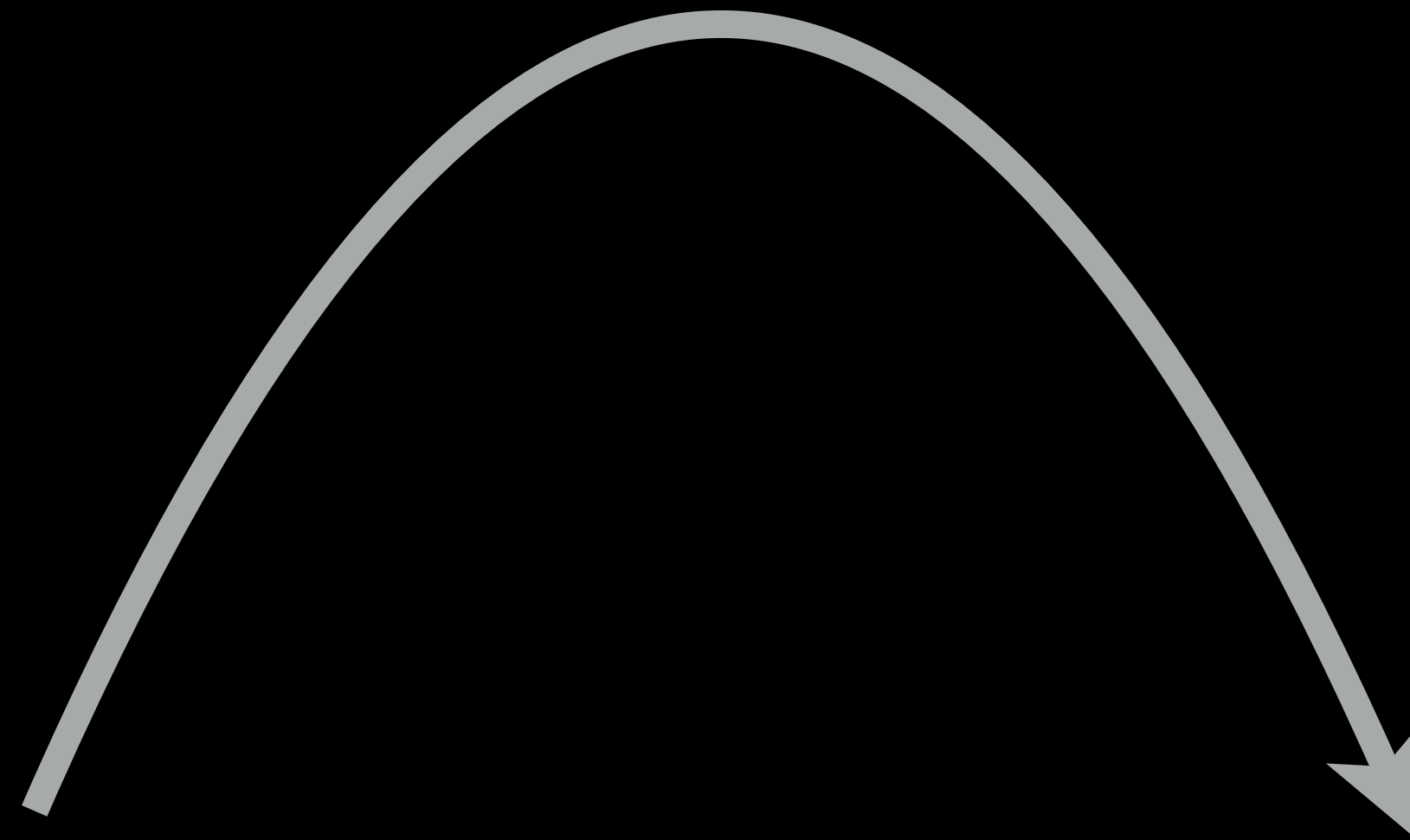
**Listen in levels 2/3**

**Mirror/Paraphrase**

**Ask Powerful Questions to...**

**Get them into  
Action or Being  
then...**

**What do you want  
coaching on today?**



**Plan the  
followup**

*Adapted from Coaches Training Institute*



LET'S PRACTICE

**STAND UP,  
FIND A PARTNER**



KEY GOAL

**PRACTICE**

**HAVING A COACHING  
CONVERSATION**



**ONE PERSON STARTS:**  
**SHARE A CHALLENGE**

**OTHER PERSON:**  
**LISTEN IN LEVELS 2/3**  
**ASK POWERFUL**  
**QUESTIONS. TRY TO GET**  
**THEM TO AN ACTION OR**  
**BEING**

**What do you want?**

**What's important about this?**

**How do you want it to be?**

**How might you approach this situation?**



**TAKE A MINUTE...**  
**GIVE EACH OTHER FEEDBACK**  
**ON YOUR COACHING**



# COACHING CONVERSATIONS

**Listen in levels 2/3**

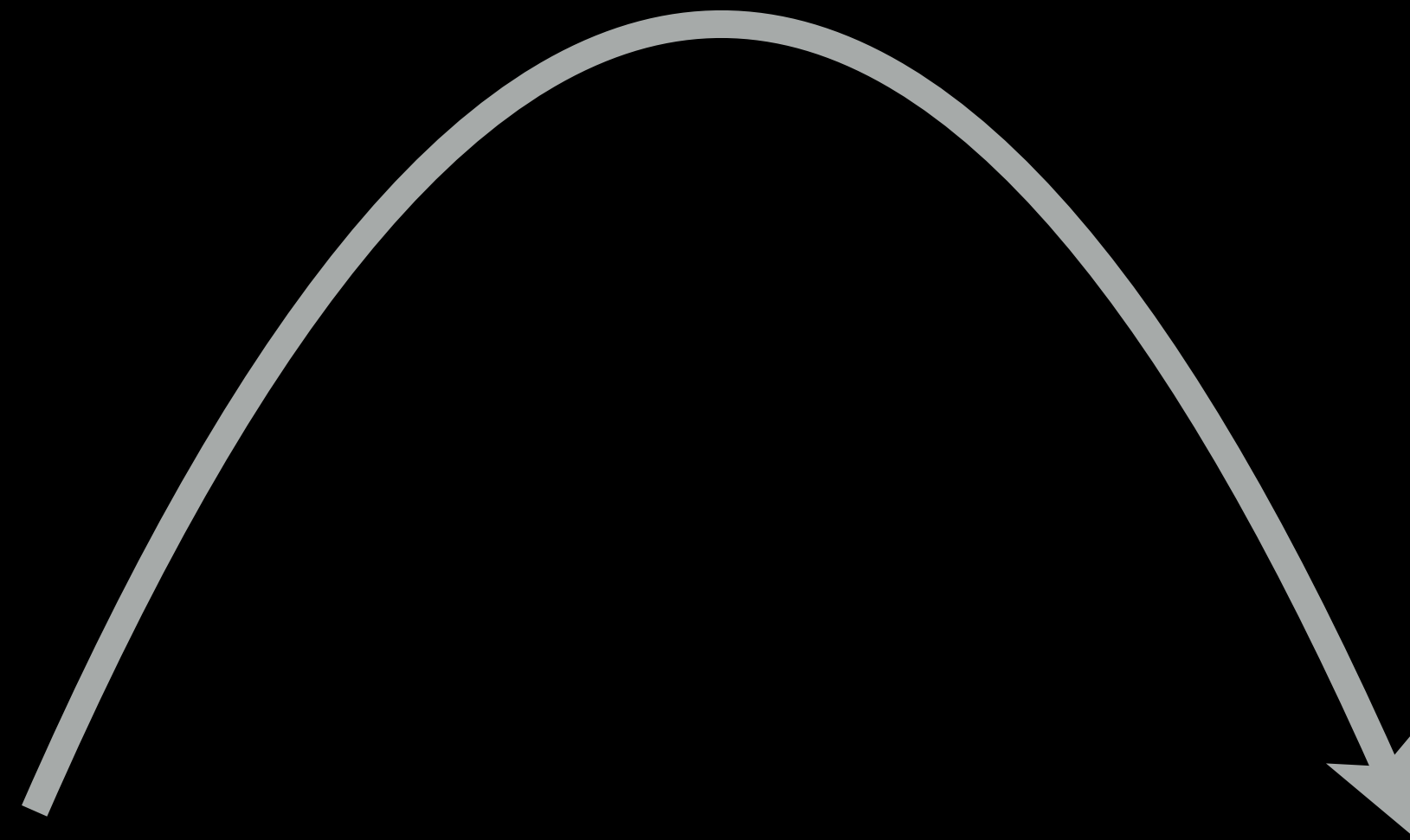
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## SUMMARY

# 3 TOOLS

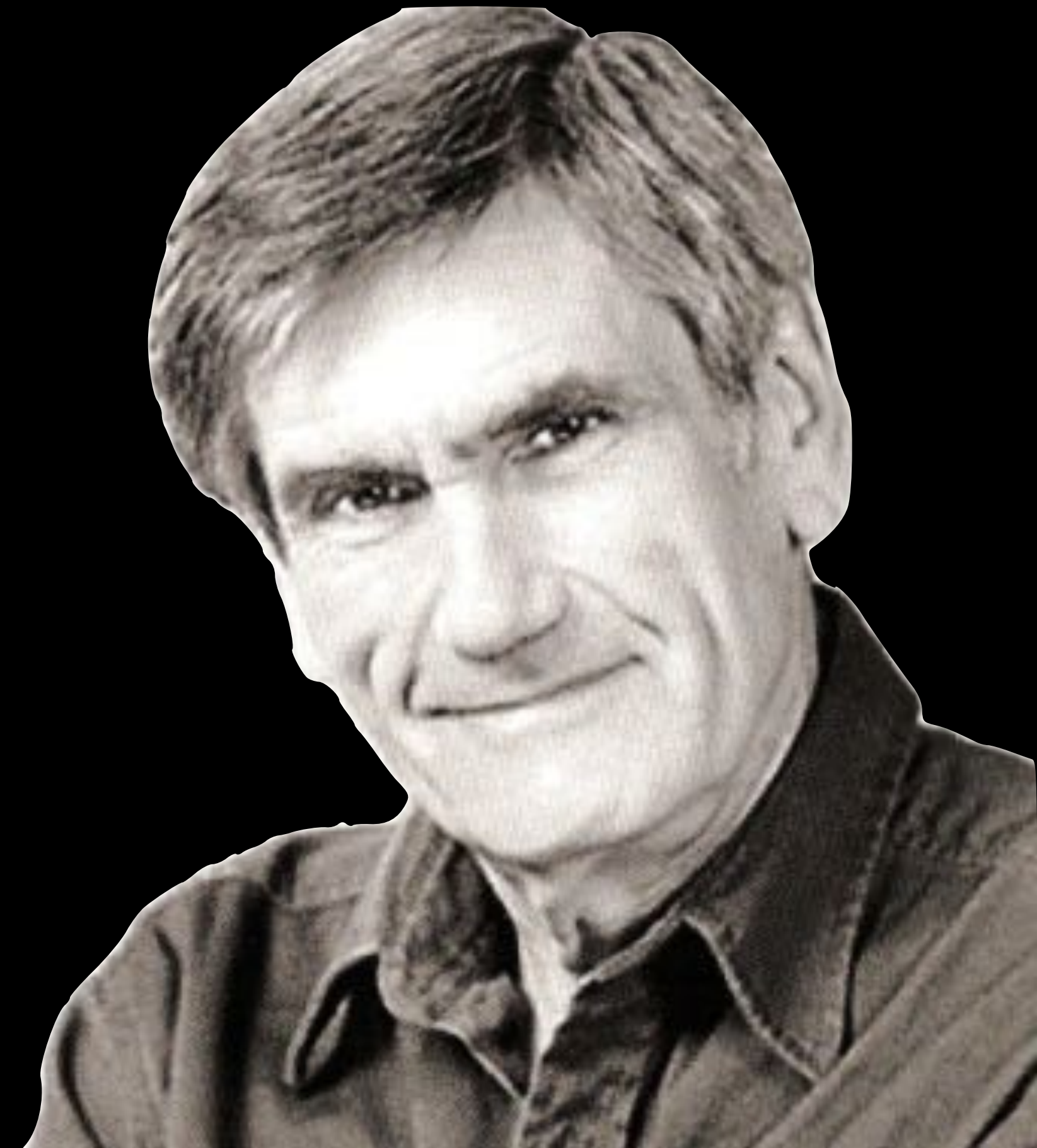
- LISTENING LEVELS
- MIRRORING/PARAPHRASING
- POWERFUL QUESTIONS

**And a taste of coaching...**



**“Don’t Just Do Something,  
Stand There.”**

**-Marshall B. Rosenberg**





# Thoughts, Puzzles, Takeaways?<sup>57</sup>\_\_\_\_\_

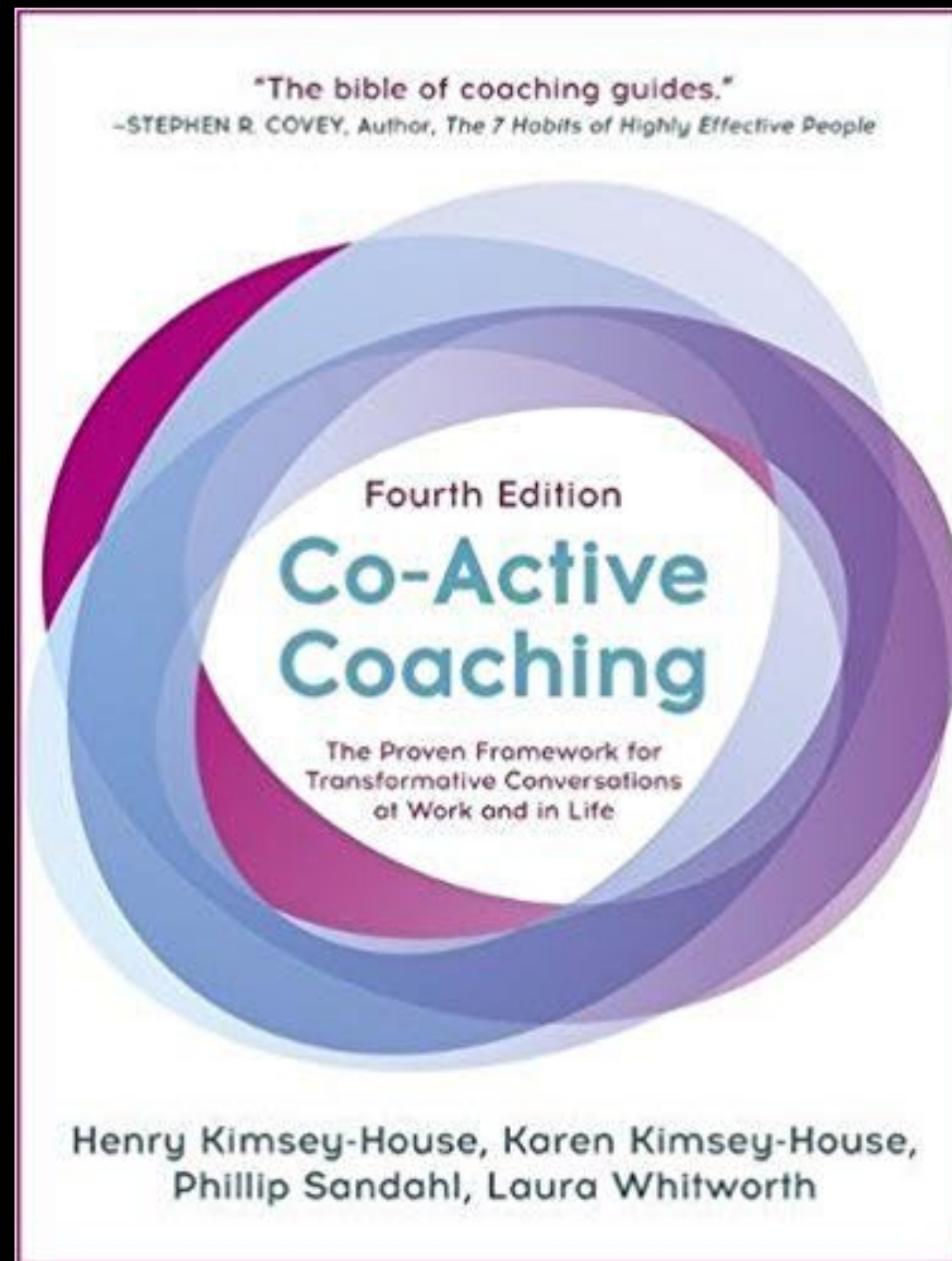
- **How do you plan to apply what you've learned today?**
- **What are you going to do?**
- **Write down some ideas**



# MORE RESOURCES

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<https://coactive.com/toolkit>



co-active.

## TOOLKIT

SHARE




**Co-Active Coaching: A powerful alliance** designed to forward and enhance the lifelong process of human learning, effectiveness and fulfillment.

Welcome to the Co-Active Online Toolkit. On this page, you'll find an ever growing list of forms, checklists, exercises and other tools for you to download and use with your coaching clients. You are welcome to use these tools in their current form ... or better, modify them to reflect your personal style and approach to coaching.

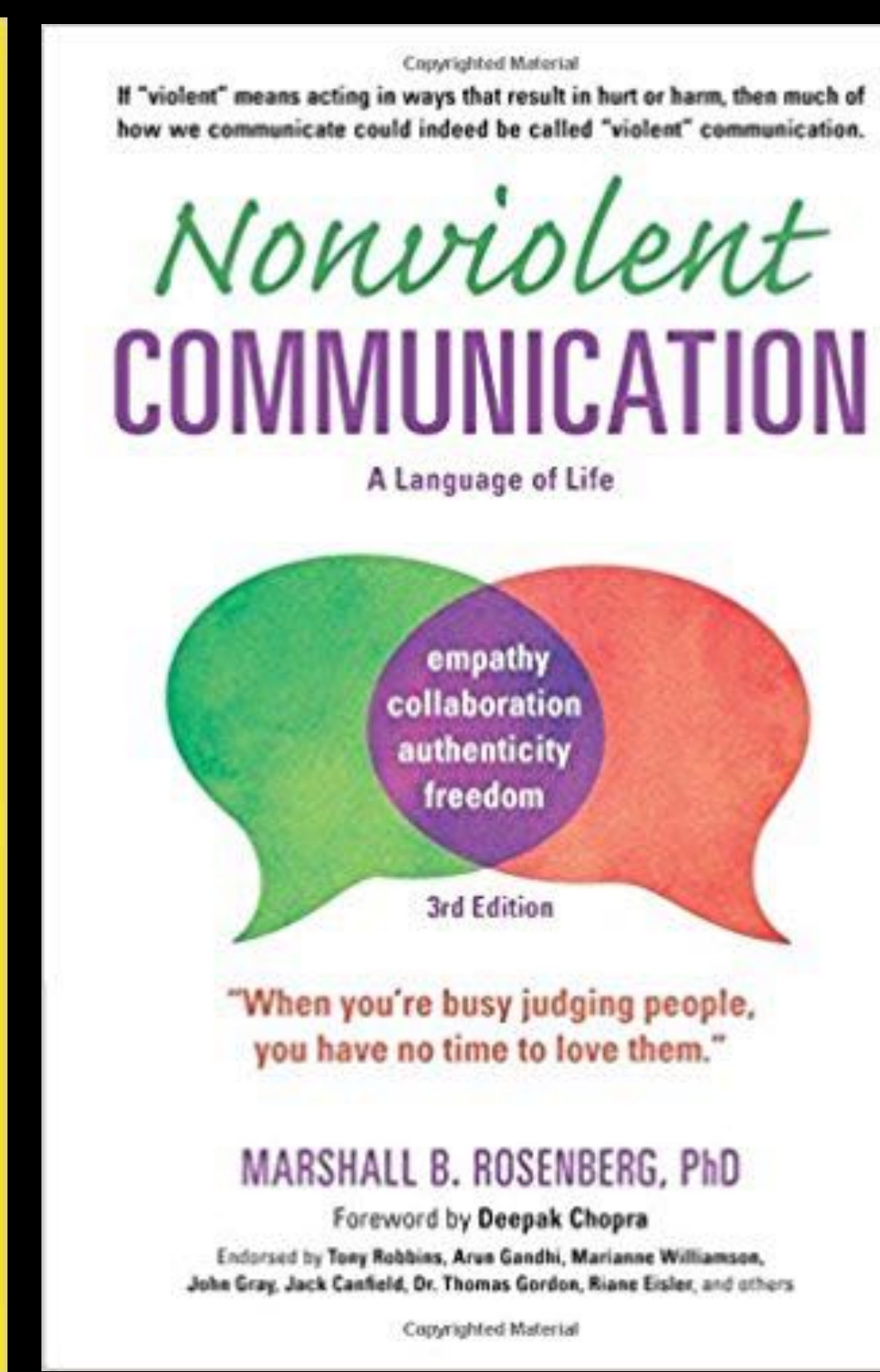
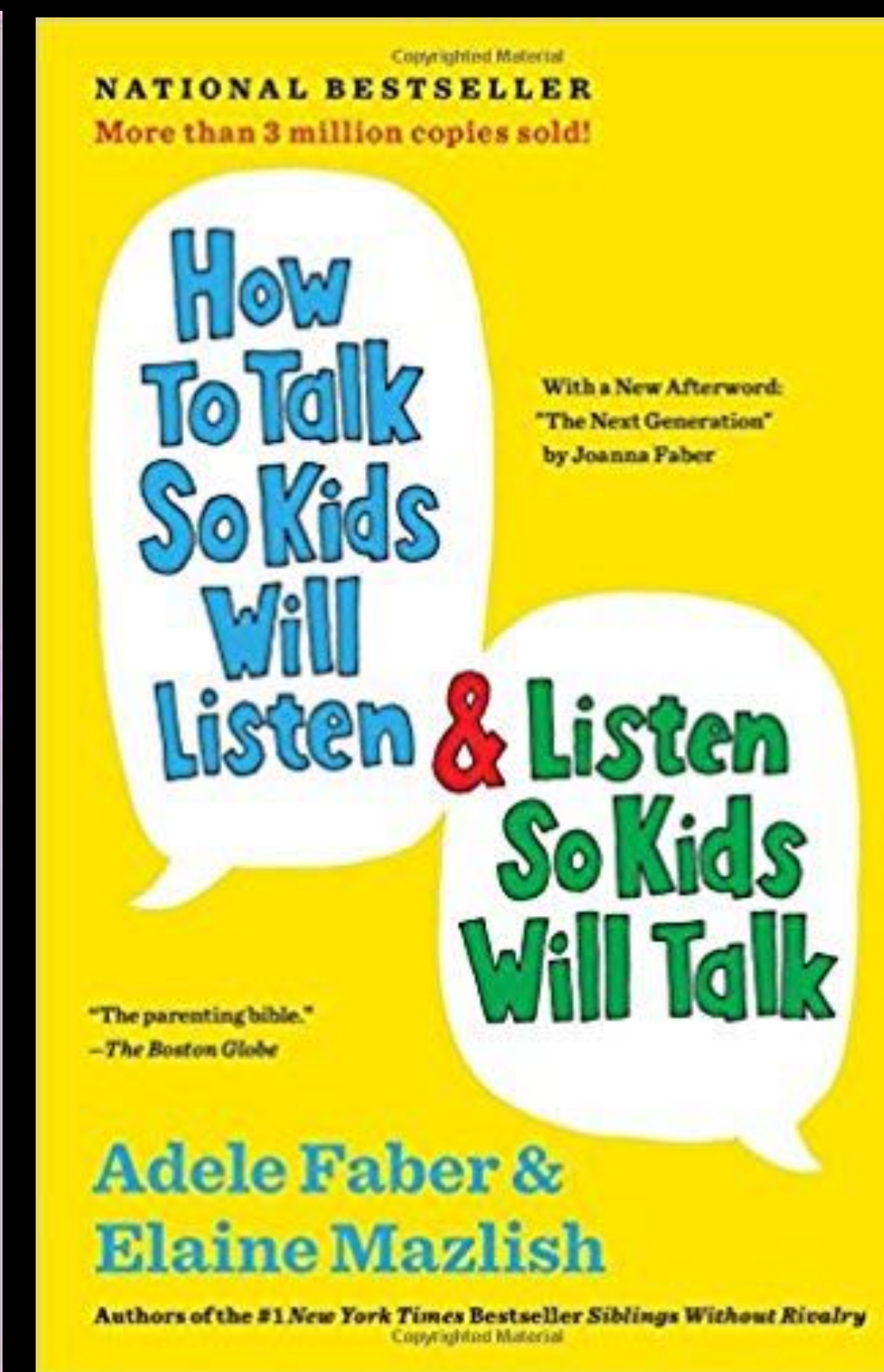
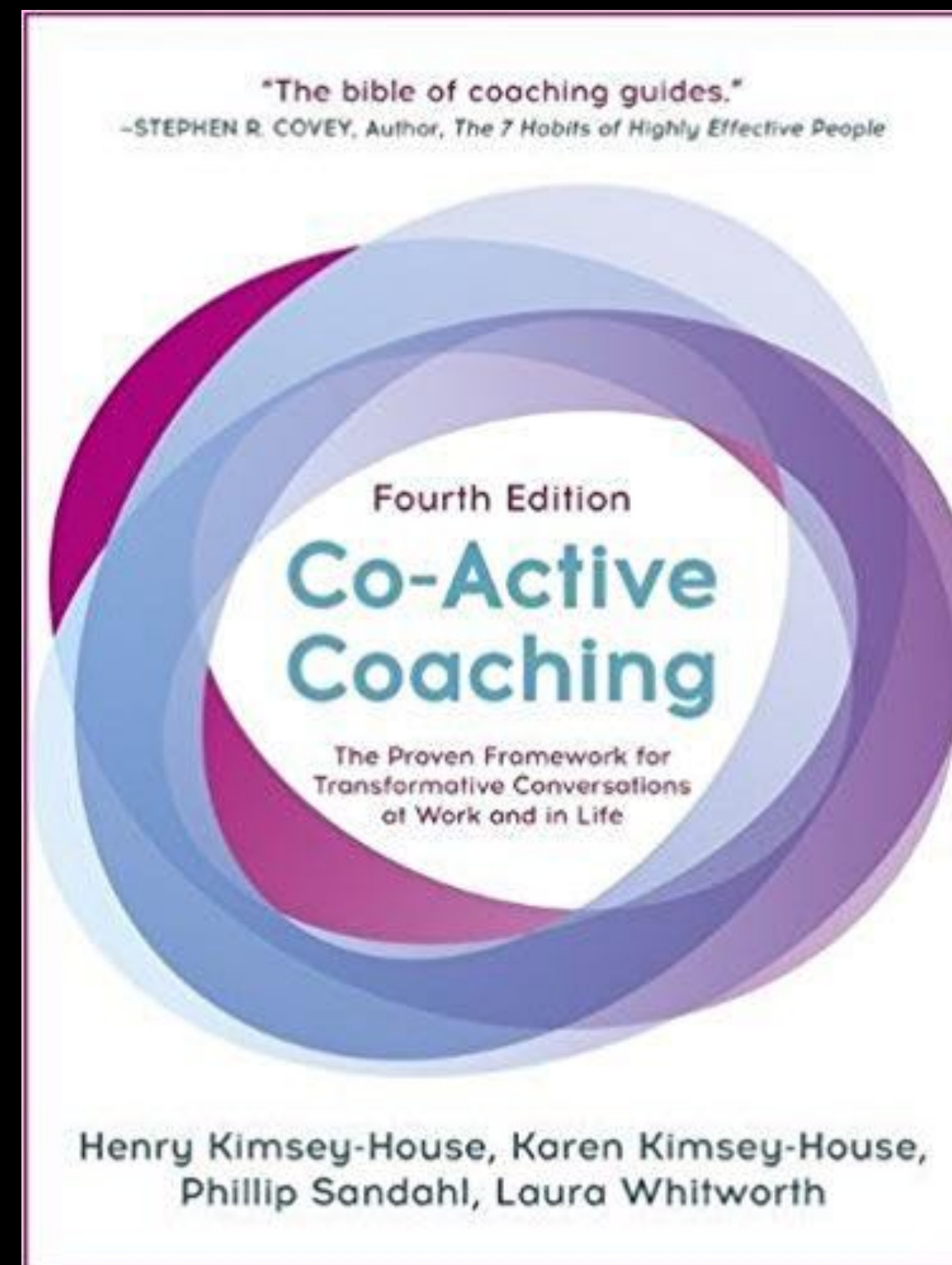
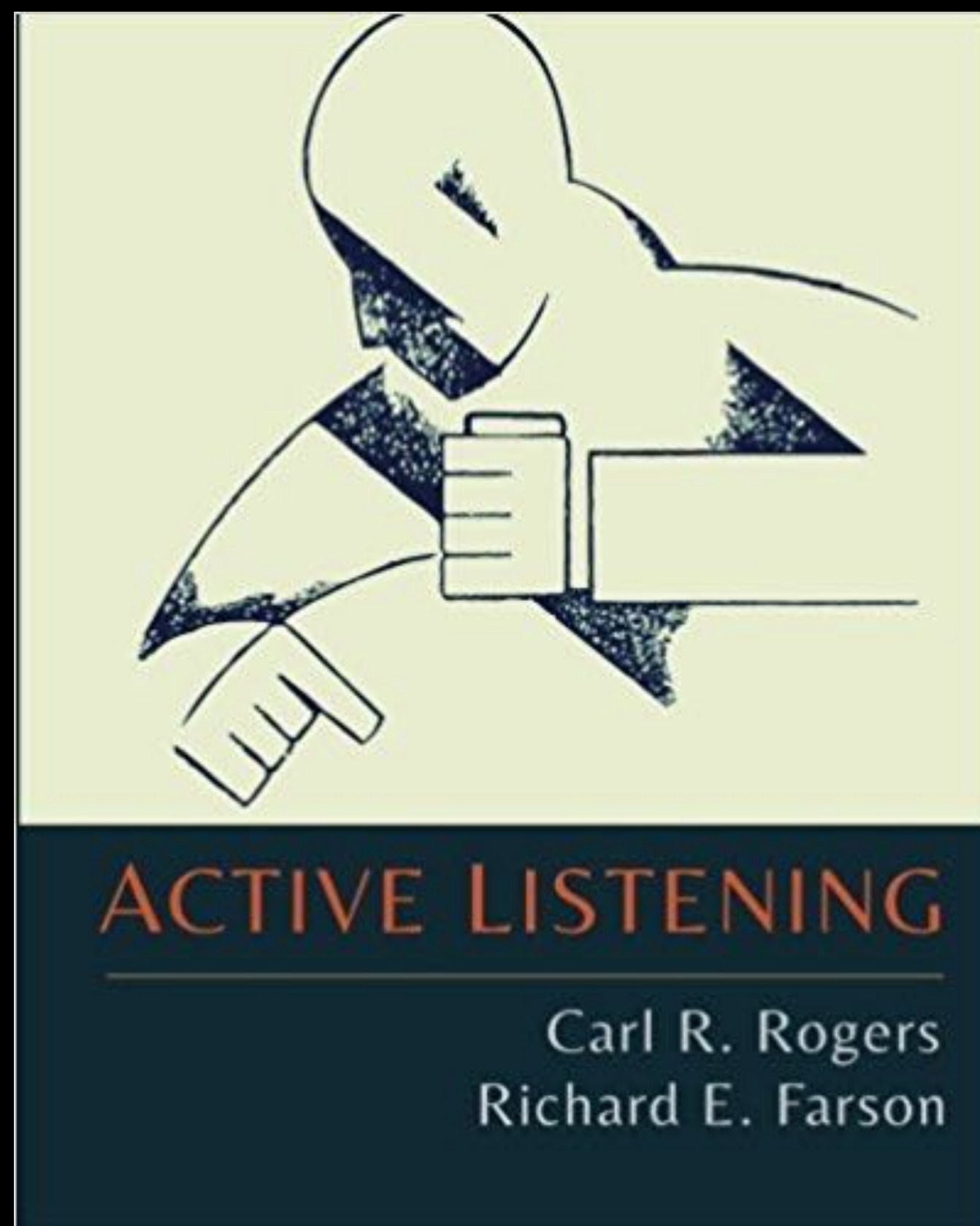
At CTI, we are always looking for ways to connect our community through technology, support coaches in their development, as well as spread the word about Co-Active Coaching. Thank you for your partnership!

Welcome to the Toolkit  
from CTI



vimeo







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