

Leadership Lessons From The Interrogation Room

The Disciplined Listening Method



Wicklander-Zulawski
Business-Intelligent Communication

Maintain a Learning Mentality

- Stay Patient
- Be aware of your biases and behaviors
- Demonstrate respect and empathy

Demonstrate the Two Core Components of Trust

- Character
- Capability

Reverse Engineer Your Strategy

- Build from the inside out
- Execute from the outside in

Constructing Your Approach



Establish Your Target



Not Coaching
and
Developing

Create Level One Questions

“What are some of the specific reasons the team has given for their low audit scores?”

“How does that line up with what you have observed?”

Excuses and Observations

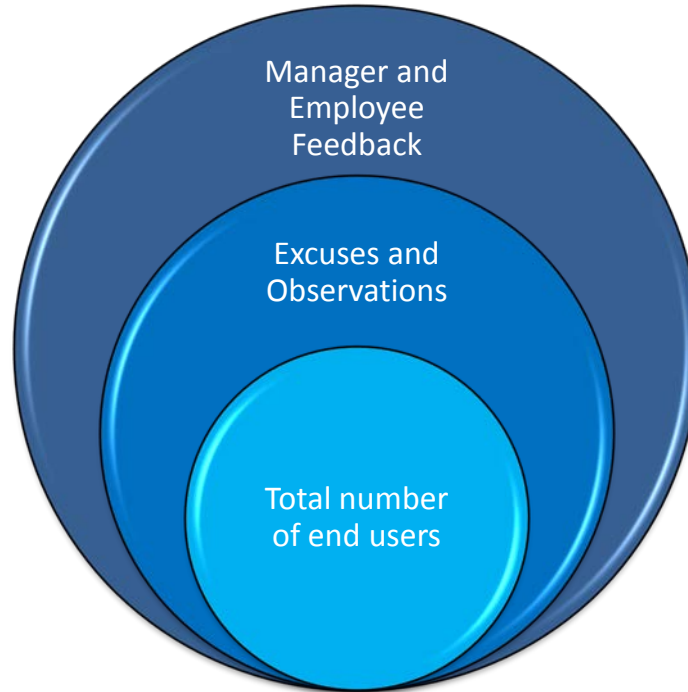
Not Coaching and Developing

“How many hours have you spent reviewing their efforts?”

Create Level Two Questions

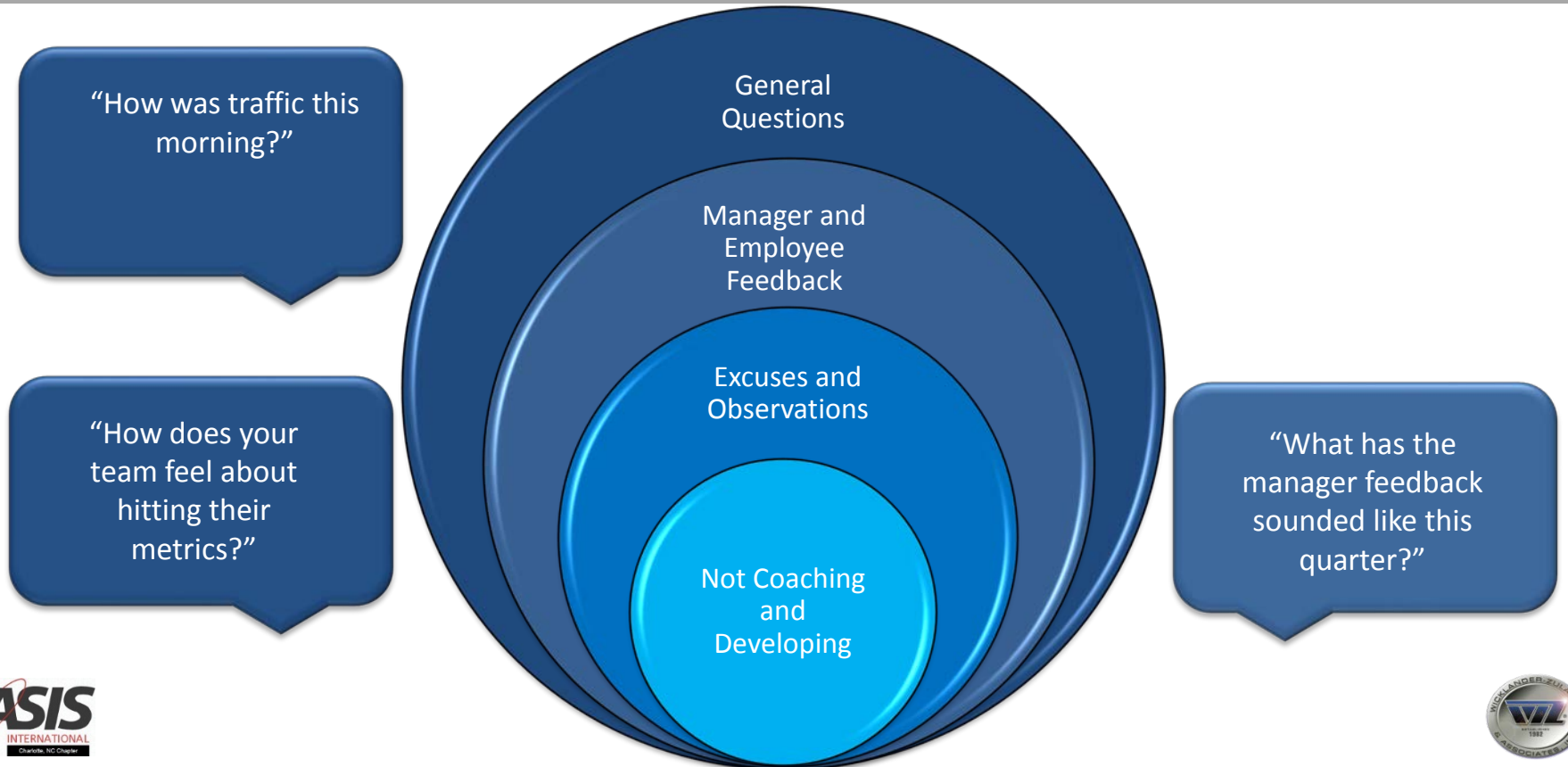
“What has the manager feedback sounded like this quarter?”

“How does that match up with what your team is saying?”



“What are some of the specific reasons the team has given for their low audit scores?”

Create Level Three Questions



Execute Your Strategy

- Remain alert for new cues and topics
- Adapt the plan as necessary

Execute Level Three Questions

“How was traffic this morning?”

“How does your team feel about hitting their metrics?”

General Questions

Manager and Employee Feedback

Excuses and Observations

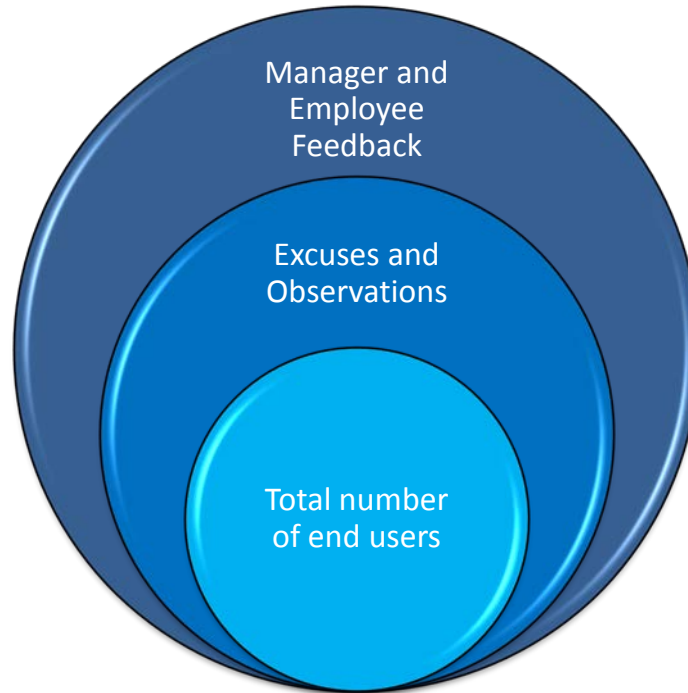
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Not Coaching and Developing

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Hit Your Target



Not Coaching
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Leading Means Teaching

- Ask don't tell
- Questions can be perceived as invitations or attacks

Precede Tough Questions or Statements With Justifications

- Demonstration of Understanding
- Statement of knowledge
- Speak in the third person

Look for Discomfort not Deception

- Gain insight into motivations and intentions
- Context is king

Leverage the Indicative Index

- Provide lists of potential excuses, motivations and alternatives
- Allow your employees reaction to dictate the direction of the conversation

Take Bullets Out of Guns

- Diffuse arguments before they start
- Introduce contentious information into the conversation before your employee can

Accept – Reframe – Justify

- Don't argue – accept
- Turn reasons people “couldn't” into reasons people “should”

Responsibility Comes at the End of the Conversation

- Speak in the third person in the beginning
- Allow the employee to blame their actions on excuses early in the conversation
- Circle back to ultimate responsibility at the end

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