

ECHO

The word "ECHO" is written in a blue, sans-serif font. To the right of the letters are three curved lines representing sound waves, colored in shades of blue, green, and purple.

LISTENING PROFILE

Effective Communication for Healthy Organizations



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INTRODUCTION TO THE ECHO LISTENING PROFILE

Listening plays an incredibly important role in communication. But our experience at Brio Enterprise has shown that while many companies may place focus on improving the communication of their organizations, the listening component is often completely left out. Because of the great impact listening has on communication overall, the ECHO Listening Profile was developed to help address this other half, the other 50% of the communication equation. The ECHO Listening Profile is designed to improve workplace communications, enhance collaboration and performance and, ultimately, create a culture that honors the individual while strengthening the group.

Why is listening so important?

Most of us recognize that individuals express themselves in unique ways. But, more recent research has begun to show that the same is true for listening. Because our brains are not all the same, different people hear things in different ways. This is why ten highly competent people can leave a meeting all with varying impressions about what they just heard.

While new areas of cognitive research are attempting to better understand the highly nuanced act of listening, modern work settings are also recognizing the importance of Listening Intelligence as a crucial factor in successful management, team cohesion, employee and customer satisfaction, and even bottom line results. In fact, the price of poor listening was recently estimated to account for annual losses valued as high as **\$37 billion in Fortune 500 companies.**¹

What is the cost of poor listening within an organization?

- Lack of credibility
- Lost contacts
- Inaccurate reporting
- Obstructed workflow
- Rework
- Dissatisfied customers
- Lowered productivity
- Low retention

What is Listening Intelligence and why does it matter?

Different people habitually listen to and for different types of information. Once we become aware of our habitual filters, we can examine our blind spots and start listening for and recognizing an expanded range of input. Additionally, we can begin to speak into other people's listening preferences to enhance the chance that we are fully understood in our communication. This greater awareness and ability is what we call Listening Intelligence.

How can the ECHO Listening Profile bring value to your organization?

Since its development in 2008, Brio's ECHO Listening Profile has been used extensively as a hiring, management development and training tool. Armed with ECHO's ability to identify and grow Listening Intelligence, organizations can develop management techniques that foster greater collaboration by diagnosing a workforce's unique listening habits, anticipating their effect in workplace interactions and proactively coaching employees toward more effective communication.

When teams take the assessment together, they can better harness the listening strengths of each individual to ensure the team as a whole becomes exponentially smarter and more productive than the sum of its parts. **This is what the ECHO Listening Profile sets out to achieve.**

¹Holmes Report. The Cost of Poor Communications. <http://www.holmesreport.com/latest/article/the-cost-of-poor-communications>

WHAT IS THE ECHO LISTENING MODEL

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. There are four primary groups of Listening Preferences, which form the basis of the ECHO Listening Model. These groups are summarized to the right. Each listening type is associated with a unique icon that will be repeated for visual reference throughout this report.

Three things to know when looking over your profile:

1. Listening is a habit, not a hardwired trait.

We use the term habit because listening is a mostly unconscious pattern of behavior that has become ingrained through repetition. We habitually listen to and for certain types of information, while filtering out other input. Despite that, listening is not “hard-wired.” Since our listening is habit-based, we can make shifts to the way we listen, if we choose to.

2. There are 41 profiles.

Each unique profile is developed based on the order and degree to which an individual habitually prefers one type of listening over another. There are 41 ways to arrange the order of listening preferences, giving rise to 41 possible profiles.

3. There is no “ideal” profile.

The ECHO Listening Profile does not measure whether you are a “good” or a “bad” listener, and no one style of listening is better than another. By understanding your own listening preferences, you can optimize your ability to collaborate effectively with individuals of any profile.

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.

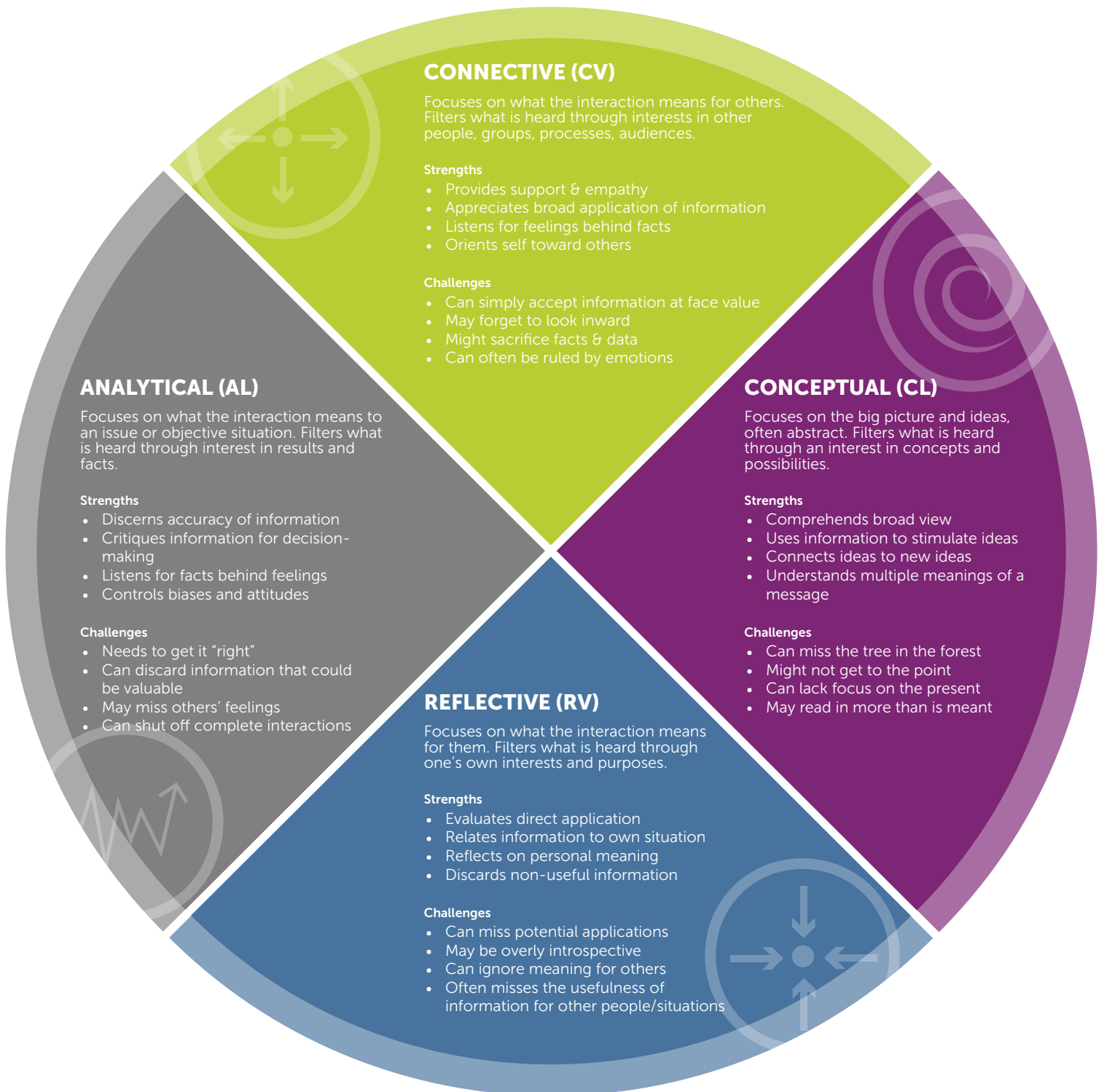


CONCEPTUAL LISTENING (CL)

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.



THE FOUR LISTENING HABITS

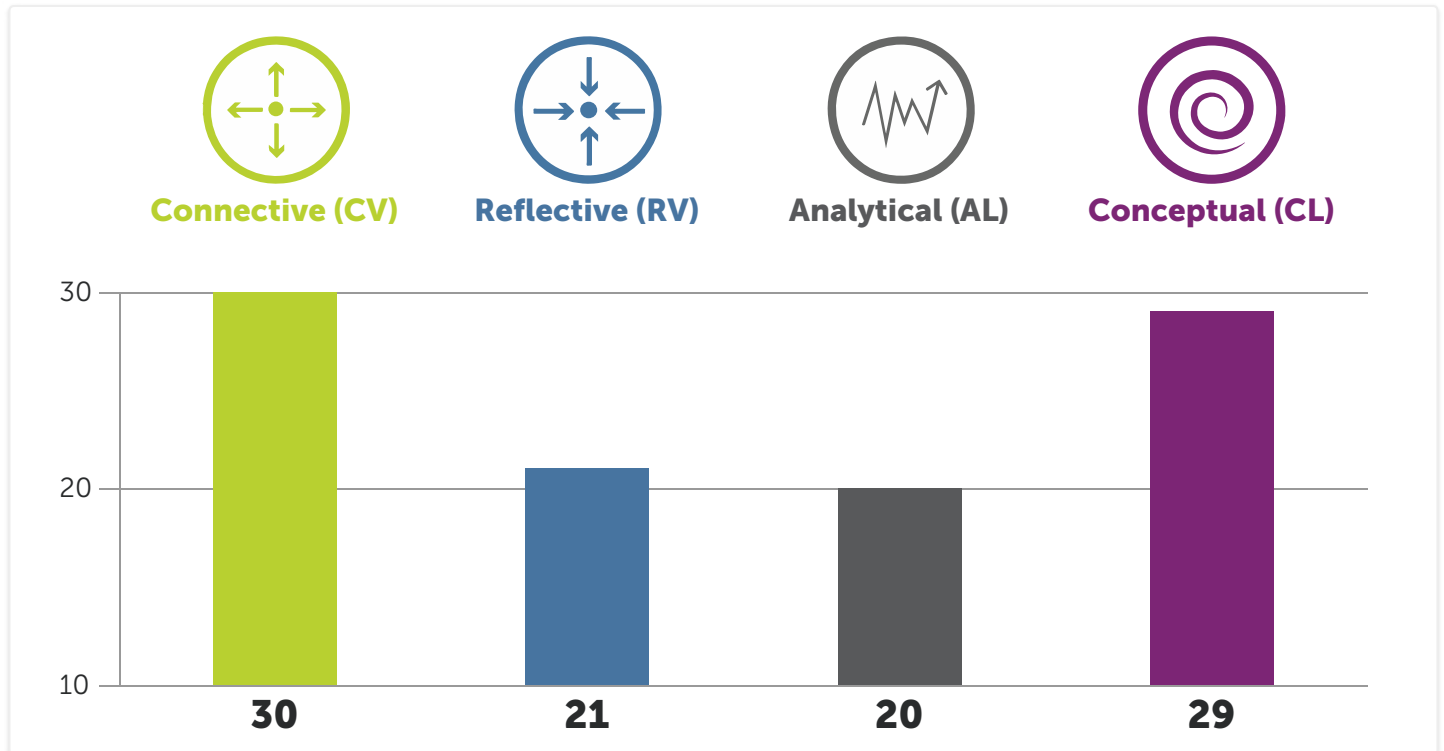


YOUR ECHO PROFILE

Jason Sample

THE COLLABORATOR

As a COLLABORATOR, you rely on Connective Listening in combination with Conceptual Listening. You listen to find ways to collaborate with others about new ideas. You will tend to tune out when there is no one else to share ideas with.



Note: 10 is the lowest possible score in any listening preference

Your strengths

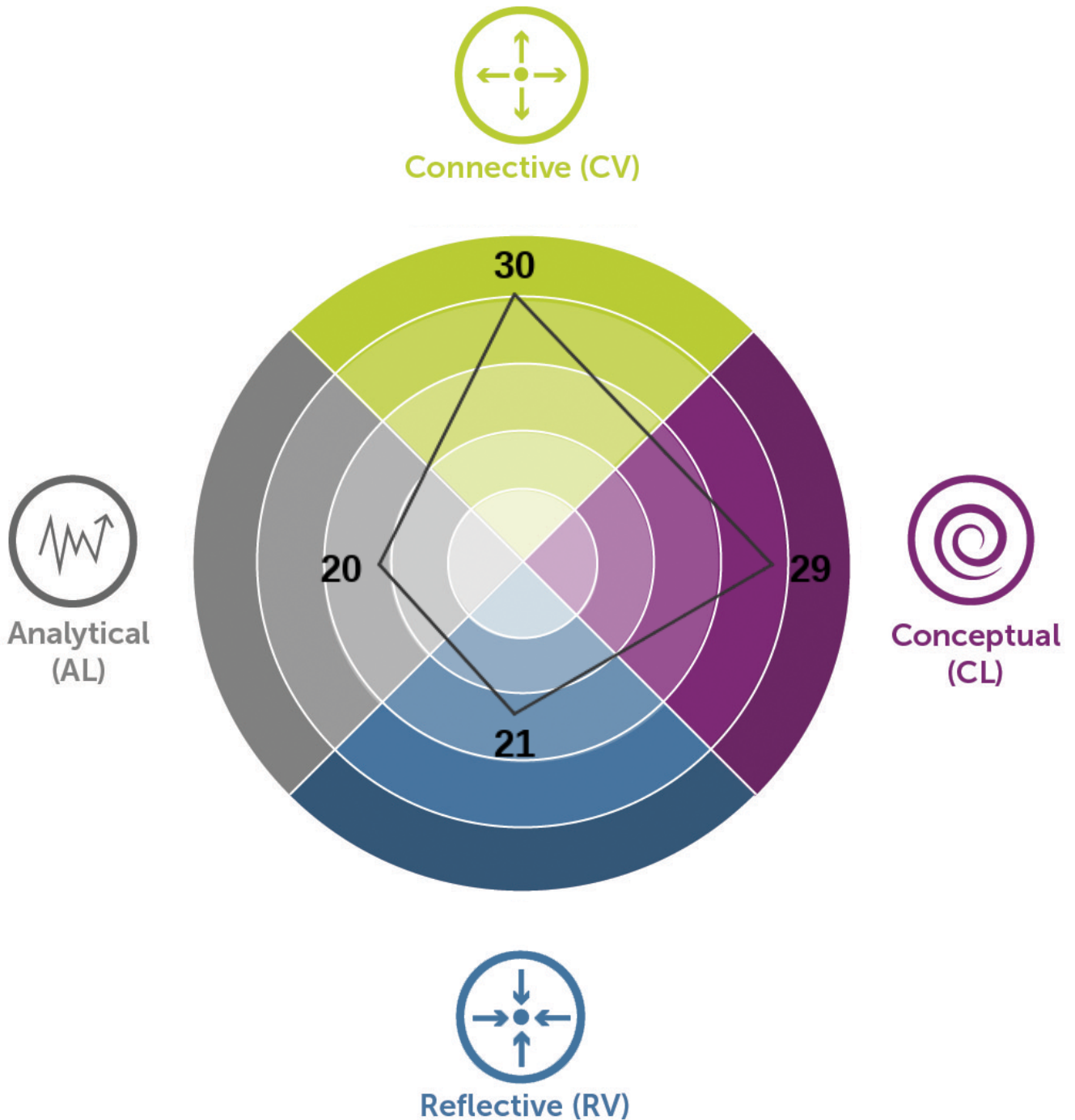
Collaborating with others comes naturally to you, and you can do it almost tirelessly. You are adept at drawing upon the knowledge and strength of everyone in the room when generating ideas, and you see opportunities where new concepts can be applied. You enjoy interacting with others, acknowledging both your own feelings and the feelings of others when they arise.

Possible challenges

Your interactions may be more emotional or sentimental than fact-based. In fact, you may enjoy idea-generation with others so much that you engage in brainstorming for the social aspects over-and-above the practical task, and may not take enough time to evaluate ideas closely. While you are adept at generating ideas, you almost require a connection to the interest of others before this can happen, and may overlook how your own previous experience could add value to the current situation.

YOUR CHART

This chart displays a visual representation of your listening habits. Note that 10 is the lowest possible score in any listening preference and serves as the center, and each ring increases by 5.



Learn how you interact with the four types of listening

The following section offers customized insights into your relationships with people who have a high preference for each of the four listening styles. It highlights ways you work well together, potential challenges, and suggestions for getting the most out of your interactions.

HOW YOU INTERACT WITH THE FOUR TYPES OF LISTENING

The COLLABORATOR working with Connective Listeners



At your best

- Due to your mutually relational natures, you will tend to get along easily, each listening to the other with interest.
- You will also bring fresh ideas to the interaction that the Connective Listener will appreciate.

Possible challenges

- Together, you may enjoy brainstorming for the social aspects without paying enough attention to the facts and details required to move forward with practical solutions.
- You may wrongly assume that because of mutual enthusiasm and similarity in thinking, you must be on the right track.

Suggestions

- Remember that mutual enthusiasm is not enough; try to ground your conversations in facts, data, and knowledge you each bring from previous experiences.
- Consider keeping an agenda that has a structure and clearly defined goals to curb the possibility of drifting into prolonged ideating.

The COLLABORATOR working with Reflective Listeners



At your best

- You will offer Reflective Listeners a welcoming space to contribute their thoughts, knowledge, and experience.
- Reflective Listeners, in turn, can absorb your ideas and offer back insights based on their own knowledge and expertise.

Possible challenges

- Because you like feeling connected to others through idea-generation, you may become uncomfortable with Reflective Listeners who are slow to offer their contributions.
- Reflective Listeners may tune out when the pace of your brainstorming doesn't allow enough space to deeply consider all the angles.

Suggestions

- Always give Reflective Listeners plenty of time and room to process new information before having to offer back their input.
- When you need to solicit their input, try asking about previous experiences they've had relevant to the issue under consideration.

The COLLABORATOR working with Analytical Listeners



At your best

- Analytical Listeners can help vet your ideas based on existing available resources and move your inspirations toward practical implementation.
- You, in turn, can offer a sense of imagination and fresh direction to balance their “literalness”, especially when they become stuck in details.

Possible challenges

- You may tune out Analytical Listeners when they fail to incorporate either an imaginative or human component into their solutions.
- Analytical Listeners might stop listening seriously to your ideation—or begin to ask probing questions—when you don’t offer enough practical rationale to back up your thinking.

Suggestions

- Try to value the Analyzing Listener’s probing questions as a helpful grounding mechanism to ensure your ideas are thoroughly vetted.
- While you habitually tend to speak from ideas and emotions, try to incorporate more facts and data when speaking with Analytical Listeners. If you do, they will be more likely to see the importance of your thinking.

The COLLABORATOR working with Conceptual Listeners



At your best

- You will naturally enjoy brainstorming together and will likely feel that you’re on the same wavelength.
- You will make sure those outside the immediate conversation—the rest of the team, the company, and other constituents—are included within the scope of your brainstorming.

Possible challenges

- If you aren’t careful, you can stay in continuous “ideating” mode without arriving at practical solutions.
- In your naturally comfortable brainstorming rapport, you may reinforce each other’s excitement about new possible directions while mutually ignoring the feasibility of their implementation.

Suggestions

- When brainstorming, provide clearly defined priorities and outcomes which can serve as a framework within which to better focus thinking & ideation.
- While you’ll naturally speak of ideas and how they might impact people, try also to round out your brainstorming with facts, data, and lessons from previous experiences wherever possible.

WAYS TO IMMEDIATELY ENHANCE YOUR COMMUNICATION

Five things you can put into practice now as a COLLABORATOR

These five suggestions can serve as your most immediate and helpful takeaways. If you don't have time to digest the entire report, simply focus on these top suggestions for now:

- Invite others to share their ideas to begin collaborating.
- Create decision-making criteria ahead of time to keep the idea generation on a practical track rather than letting it drift into more of a social opportunity.
- Rather than chiming in constantly, consider which of your ideas you can write down to offer later.
- Notice when your body language could be overpowering others, and temper your physical enthusiasm.
- Ask qualifying questions such as, "What options have you tried that might work here? What ideas can we come up with to help our department reach its goal?"

Next steps

The journey of increasing your listening intelligence need not become another difficult task on your list of things to do. It can simply start with the above suggestions while you try to begin noticing the way you listen and the kinds of information you are paying attention to. After a while, you'll naturally begin to notice the listening preferences of the people around you. Then when you're ready, you can greatly enhance your communication and collaboration by referencing back to the section entitled "How you Interact with the Four Types of Listening" and begin to deliberately speak into others' listening preferences.



LISTENING HABIT DEEP DIVE

Now that you've explored your own ECHO Listening Profile results, take a moment to dive deeper into each of the four listening habits to learn more about their individual strengths and potential challenges.



CONNECTIVE LISTENING

Looking out for the interests of others

People with a high preference for Connective Listening focus most heavily on what an interaction means for others. “Others” can mean the speaker, other team members, employees, customers, or any stakeholders who might be affected by the present interaction. They tend to consider questions such as, “How will this affect my team? What impact might this have on other departments?,” etc. They also tend to be attuned to the subtle feelings underlying communication exchanges. In meetings, for example, they are likely to notice how others are paying attention and reacting to the information being shared.

Listening at their best:

People with a high preference for Connective Listening tend to be generous in their listening, often prioritizing the concerns of others before their own. They can be very supportive and empathic. While they respect the importance of facts, data, ideas, and possibilities, these listeners want to know how information will serve and support others. In personal interactions, they often bring a sense of warmth and ease. In group meetings, they tend to notice how attendees are connecting to the information being shared. They often make strong mediators and facilitators. Those who rely on Connective Listening are critically important to the team because they can see how any type of information is likely to jeopardize or support the group.

Possible challenges:

People with a high preference for Connective Listening are relationally focused and can sometimes be overly influenced by who is speaking rather than focus on the merits of the information being presented. They may favor a particular person’s ideas simply because



they share a good rapport. They're skilled at nodding, making eye contact, and appearing agreeable to a speaker regardless of what they really think about what they're hearing. They do this not to deceive, but in order to establish connection with the speaker, which is often their first priority in an interaction. Those who prefer Connective Listening tend to listen for and notice emotions and undertones, so others may perceive them to be easily influenced by their feelings, or the feelings of others.



Body language:

Individuals with a high preference for Connective Listening will often lean forward toward the speaker and make eye contact. They will give affirmative nods to demonstrate connection with the speaker. Because they are highly relational, they will tend to choose their seat in a meeting based on who's around them.

Common roles that rely on Connective Listening:

Positions that require a strong focus toward others, such as customer relations, employee development, human resources, coaching, mediation, nursing, etc.

Management style:

Managers with a high preference for Connective Listening tend to manage others by identifying what is important to the employee and providing avenues to move in that direction. They are great at offering encouragement and support.


Levels of engagement:

In addition to knowing what we listen to and for, it can be helpful to recognize how present we are in any given situation. Each listening habit tends to show up in a certain way when fully present, while also having unique ways of disengaging. When present, Connective Listeners add value to the team by making others feel appreciated and supported. In contrast, they may find themselves going along with others too easily when disengaged. The chart below gives some cues to help monitor levels of engagement in a conversation.

Contribution: Makes others feel valued & supported

| | |
|--|---|
| <p>ENGAGED LISTENING (Adding Value)</p> <ul style="list-style-type: none"> • Listens with genuine concern how the information impacts others • Emphatic • Intuitive to others' feelings • Prioritizes the concerns of others before oneself | <p>DISENGAGED LISTENING (Not Adding Value)</p> <ul style="list-style-type: none"> • Nods & makes eye contact while thinking about something else • Passively agrees with almost anything • Inattentive to facts/data • Can become overly sentimental |
|--|---|

Takeaway: When Connective Listeners find themselves going along with others too easily, it may be time to "check in" with themselves.



REFLECTIVE LISTENING

Offering experience & expertise

Individuals with a high preference for Reflective Listening process information internally, filtering it through their own knowledge and experience. They can be deliberate and reasoned, attentively thinking through all incoming information and assessing it against what they already know from experience, and how it relates to current needs. They rely strongly on their inner resources, and trust their own judgment. In a meeting, they often won't speak until they've thoroughly reviewed the information in their head and know exactly what they want to say. They don't share ideas until they're fully formed.

Listening at their best:

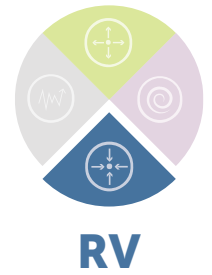
People with a high preference for Reflective Listening often bring a sense of expertise, depth and meaning to interactions. When given a voice, they tend to help groups stay grounded, on task, and in touch with the meaning, purpose or application behind whatever is being discussed. They can be relatively silent through most of a meeting, processing all the angles. At the end they might say, "this idea will work, that one won't work." They may not re-hash all the reasoning they went through internally to arrive at their conclusion, but they're very deliberate about making sure they know the outcome of something before they share it so their input is usually spot-on.

Possible challenges:

Those with a high preference for Reflective Listening tend to listen for information relevant to their immediate interests and can therefore miss potentially broader applications of information such as ideas that could be useful to others. Sometimes, however, these listeners can be perceived as holding back or disinterested when in actuality they are



extensively considering the content against their own internal library of knowledge (“Is this true? Does that match up?,” etc.) before offering their own opinion. When they do speak, they want their ideas to be perfect or well-reasoned, which can make them come across as non-collaborative and less willing to “process” thoughts openly. When they do offer what they have to say, they don’t want to explain all the reasoning they’ve just gone through internally because it can feel like a waste of time.



Body language:

Individuals with a high preference for Reflective Listening often sit back to create a separation between themselves and others. They may slouch and appear as if uninterested as they process information internally. They may tilt their head with a look in their eyes as if searching their mind for answers. They may then shift to sitting up and leaning in once they have worked through the information and have an opinion to share.

Common roles that rely on Reflective Listening:

Jobs that require thinking, reflection, and contemplation often attract those who prefer Reflective Listening. They may be subject-matter experts, artists, writers or individual contributors of other kinds.

Management style:

Managers with a high preference for Reflective Listening are more likely to train and give employees feedback from the point of view of how well the employees are contributing to the manager’s own mission and purpose. They are less likely to consider what is of interest to the employee in their career development and more likely to consider how the employee can contribute to the goals of the company.

Levels of engagement:

In addition to knowing what we listen to and for, it can be helpful to recognize how present we are in any given situation. Each listening habit tends to show up in a certain way when fully present, while also having unique ways of disengaging. When engaged, Reflective Listeners add value by bringing depth of meaning and personal experience to the team. In contrast, they may become overly introspective when disengaged. The chart below gives some cues to help monitor levels of engagement in a conversation.

| | | |
|---|---|--|
| <p>Contribution: Brings depth of meaning & personal experience</p> | | |
| <p>ENGAGED LISTENING (Adding Value)</p> <ul style="list-style-type: none"> • Listens attentively • Reflects on information to see how it relates to own knowledge • Considers deeper meaning of information for oneself • Filters out non-useful information without judgement | <p>DISENGAGED LISTENING (Not Adding Value)</p> <ul style="list-style-type: none"> • Neglects to consider meaning of information for others • Misses potential application of information • Overly introspective • Can become aloof and self-centered | |
| <p>Takeaway: When Reflective Listeners become overly introspective, it may be time to re-engage with the group.</p> | | |



ANALYTICAL LISTENING

Getting to the essence of an issue

Individuals with a high preference for Analytical Listening tend to value facts, data, and measurable information. They don't like living in the gray. They listen closely to information to discern its accuracy and direct applicability to the problem or situation at hand. They have little interest in opinions, hopes, ideas, or inspirations unless they can be supported by facts or details based in reality.

Listening at their best:

With an ear toward data, individuals with a high preference for Analytical Listening offer a "reality check" for the rest of the team. Any company brainstorming ideas and possibilities needs Analytical Listeners to discern the accuracy of information presented, weed out the impractical, identify what's feasible, and recommend the best processes for implementation. They will not be swayed by the personality of the speaker, even if it's the CEO of the company. They'll ask questions like, "Where will we find the resources for that? How do you know that to be true? Please show me the facts." When interactions become emotional, vague or drift off-topic, Analytical Listeners will steer the conversation back to the essence of the issue.

Possible challenges:

People who listen analytically can be perceived as obstinate gate-keepers requesting that information always be proven out with concrete facts. They can fall into black-or-white thinking fueled by a need to "get it right." In some instances, they may take issue with one particular aspect of a presentation or conversation and debate points that seem inconsequential to others. Because they can be so focused on what's tangible, those who prefer Analytical Listening can discard otherwise useful information simply because they don't recognize its immediate value; they may fail to (or not care to) pick up subtle cues and



emotional undertones, leading others to perceive them as emotionally disconnected. When presenting information that may have a significant impact on a team, they're unlikely to spend time considering the most diplomatic method of delivery. They prefer to let the facts speak for themselves.



Body language:

Individuals with a high preference for Analytical Listening often hold their head in a variety of ways to demonstrate their thinking. In meetings, they are apt to sit in the back of the room because they tend to just want the information and don't necessarily need to be part of the group scene.

Common roles that rely on Analytical Listening:

Positions that require close attention to facts, data, and details rely heavily on Analytical Listening. These include engineers, technicians, software developers, coders, data managers, mathematicians, scientists, researchers, doctors, emergency personnel, and scholars of natural sciences.

Management style:

Managers with a high preference for Analytical Listening tend to employ structure and deadlines to minimize ambiguity in the employer/employee relationship. They will train their employees to ground their ideas in valid data and research. When offering career development advice, they tend to take a very literal approach, explaining step-by-step exactly how someone should go about achieving their stated goal.

Levels of engagement:

In addition to knowing what we listen to and for, it can be helpful to recognize how present we are in any given situation. Each listening habit tends to show up in a certain way when fully present, while also having unique ways of disengaging when checked out. When engaged, Analytical Listeners add value to the team by keeping everyone grounded in facts. In contrast, they can become stubborn or nit-picky when disengaged. The chart below gives some cues to help monitor levels of engagement in a conversation.

Contribution: Helps keep the team grounded in facts



ENGAGED LISTENING (Adding Value)

- Accurately discerns relevance of information
- Separates important facts from irrelevant details or opinions
- Sticks to the facts without bias
- Able to remove "self" from the equation

DISENGAGED LISTENING (Not Adding Value)

- Gets stubbornly stuck, thinking in black/white terms
- Needs to get it "right"
- Discards feelings as irrelevant
- Can lose perspective of the bigger picture due to obsessive focus on detail

Takeaway: When Analytical Listeners become overly stubborn about a particular point, it may be time to "zoom out" to the larger picture.



CONCEPTUAL LISTENING

Bringing fresh ideas to interactions

Individuals with a high preference for Conceptual Listening are the idea generators of the group. They love creating, generating, listening to, and collaborating about ideas. They enjoy brainstorming and ideating, and filter what they hear through their interests in concepts and possibilities. They tend to be future-oriented, with their eyes and ears trained on what “could be.” But even in the present, they prefer high-level thinking over detailed minutiae.

Listening at their best:

Those with a high preference for Conceptual Listening tend to have versatile minds and welcome a diversity of perspectives and considerations simultaneously. This strength allows them to draw new connections, offer fresh insight, or highlight new angles on an issue that others haven’t considered. They can also be the creative fuel behind brainstorming, posing questions that encourage people to think outside the box. Many start-ups have people that prefer Conceptual Listening as their CEOs. When they fail, they can almost get excited about the failure because it invites new opportunities. They may not know how to get to their new goal, but they can set the strategic direction and get others behind them who will help with the details.

Possible challenges:

Those who listen conceptually can have stamina to ideate on issues at length and sometimes fail to arrive at conclusions, appearing to others to be spinning their wheels or “lost in the clouds.” At times, they might be perceived as excited, ungrounded ideators moving from one thought to the next with no consideration of what it would take to accomplish their suggestions. This can be a liability when time is short, budgets are controlled or resources are restrained.



Additionally, those who listen conceptually may also grow impatient in conversations that seem stuck in details and processes.

Body language:

Individuals with a high preference for Conceptual Listening are most likely to fidget, doodle or not sit at all. They may pace or move within their chairs because the energy of their ideating makes it hard for them to contain themselves in their bodies. Their faces will light up when “grabbed” by an exciting idea. In conversation, they may tend to look beyond the speaker as if toward further ideas and possibilities.

Common roles that rely on Conceptual Listening:

Positions that require ideating, creativity, or envisioning possibilities, such as entrepreneurs, marketers, brand strategists, creative artists, philosophers, systems thinkers, implementers of vision and values.

Management style:

Managers with a high preference for Conceptual Listening are likely to have great vision for their employee’s potential (even if it is not in the area most interesting to the employee). They will be less likely to give specific tactical ideas/feedback and tend to give more high-level long term vision guidance.

Levels of engagement:

In addition to knowing what we listen to and for, it can be helpful to recognize how present we are in any given situation. Each listening habit tends to show up in a certain way when fully present, while also having unique ways of disengaging. When engaged, Conceptual Listeners add value to the team by bringing a sense of freshness and possibilities. In contrast, they may endlessly ideate without practicality when disengaged. The chart below gives some cues to help monitor levels of engagement in a conversation.



Contribution: Brings sense of freshness and possibilities

ENGAGED LISTENING (Adding Value)

- Listens with the big picture in mind
- Comprehends a broad view and welcomes diverse thinking
- Brings new insights and ideas
- Able to recognize connections others don't

DISENGAGED LISTENING (Not Adding Value)

- Overthinks things
- Struggles to arrive at a point
- Easily carried away by newest insight
- May refuse to be bothered with facts & details - especially when they contradict a prized vision, insight or possibility

Takeaway: When Conceptual Listeners are enthusiastically ideating but notice others are beginning to look tired, it may be time to take a break or shift topics.

ABOUT THE ECHO LISTENING PROFILE

In 1967, Communication Theorist Paul Watzlawick identified a fundamental axiom of human communication: any given message has both a content and relational component. The ECHO Listening Profile is designed to measure how individuals tune into each of these components individually, and to what degree.



The original concept of the ECHO Listening Profile was first developed in 2008 by Marian Thier, an executive coach working primarily in Fortune 500 companies. In 2007, she became intrigued by the question of why managers sometimes lost their way, failed in their jobs, or decided to leave despite the fact that all other indicators had predicted success for them. As a communication specialist, she had also begun to notice that people could all be in the same meeting hearing the same speaker, but a very different message was coming to different people, which led to confusion, misunderstandings, and lost time.

Marian's research led her to believe the missing piece in management communication was listening. She began to work with neuroscientists, other leadership development professionals, and psychometricians to learn how to measure individual listening habits by recognizing what they listen "to" and "for". Eventually her work drove her to develop an assessment that categorizes and assesses an individual's listening habits. Her research incorporated data from the Weizmann Institute of Science at Princeton University and the University of Neuroscience Imaging Center at UCSF, among others.

Marian developed her first prototype in 2008 and set out to help managers identify and correct for their listening "blind spots" before it was too late, saving unforeseen costs to companies, and maybe even their jobs.

Since then, the ECHO Listening Profile has evolved to reflect new research into the science of listening, and has been rigorously tested for construct validity and reliability in consultation with The University of Mississippi, as well as the University of Kent, England. Findings from these rigorous statistical studies will soon be published in outlets such as the International Journal of Listening, Communication Methods and Measures, and Personality and Individual Differences. Most importantly, however, the ECHO Listening Profile delivers real-world results. In case after case within companies across the United States, it has successfully transformed management teams into high-performing collaborators at all levels: from beginning supervisors to seasoned C-suite executives.

FREQUENTLY ASKED QUESTIONS

Why don't you measure whether someone is a good or a bad listener?

The goal of this assessment is to introduce the existence of different listening habits and help people develop self-awareness around their individual preferences.

How does the numeric scoring work?

Your four "scores" for the listening habits all add up to 100. Your highest score is your preference. A gap of more than three points between two habits indicates a statistically significant difference between them.

What is the highest/lowest preference score I could get in any one type of listening?

The highest possible score is 40, or most frequently relied upon listening preference, while the lowest possible score is 10, or least frequently relied upon listening preference.

If someone else has a higher number than me in a listening preference, does that mean they are better at that listening style?

No. Because we measure preferences, your "score" for each listening habit is only meant to be understood in relation to your own scores for the other listening habits. A higher number means a higher preference, not necessarily higher ability. That being said, there probably is some correlation between our preferences and abilities; we tend to be better at the things we do more often, and vice versa.

Can my profile change?

Yes. Your preferences can change over time, especially if you make a conscious effort to change your habits. They also may change somewhat from one context to another. For example, many people use different listening habits when they are at home rather than at work.

How easily can I change my listening habits?

Like any habit, you can shift your listening preferences with conscious effort. More ingrained habits will be harder to shift. It just takes time and practice.

Not all the descriptors in my profile feel like they pertain to me. Is my profile wrong?

While most of the descriptors should feel relevant, it's possible that not all of the descriptors will be 100% accurate to you specifically. However, taken together, the general theme of your profile, and your suggestions for moving forward, should feel relevant and helpful.

Are these the only four listening habits that exist? Why aren't there more or less?

Listening is a complicated brain function that involves many processes acting together. ECHO's four listening styles offer one tried-and-true method to subdivide and shed light on this complicated process, but does not purport to be the only way.

Are Connective Listeners and Reflective Listeners the same as Introverts and Extroverts?

No. Introverts and Extroverts are psychological preferences according to Jungian personality typology. They relate to where you find your energy and inspiration—from the outer world of people and things, or your inner world of ideas and images. We have found no correlation between them.

Is the ECHO Listening Profile validated?

The short answer is yes, but no assessment is ever simply "valid" despite the widespread use of this term. Instead, statistical validation is an ongoing process of testing and making small adjustments as necessary throughout the life of the assessment. The ECHO Listening Profile has undergone rigorous statistical analysis in content validity, construct validity, and criterion-oriented validity, and we stay committed to ongoing testing so the assessment is always up-to-date. Our validation tests are conducted in consultation with statistical experts at The University of Mississippi.

ABOUT ECHO LISTENING INTELLIGENCE

ECHO Listening Intelligence is a management development software company based in Boulder, Colorado that creates tools to help teams grow smarter together through improved listening. Companies that hire and develop diverse listeners are much more likely to succeed than ones with brilliant individuals who think and listen alike. To find out more, visit www.echolistening.com.



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