

ECHO

The logo for ECHO features the word "ECHO" in a grey, sans-serif font. To the right of the text is a graphic consisting of four curved lines that resemble sound waves or an ear's profile. The lines are colored from left to right: yellow, blue, purple, and a darker purple.

LISTENING PROFILE

41 INDIVIDUAL PROFILES

THE 41 PROFILES

The 10 profiles dominant in Connective Listening:

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Symbol Key

Connective Listening (CV)

Reflective Listening (RV)

Analytical Listening (AL)

Conceptual Listening (CL)

The 10 profiles dominant in Analytical Listening:

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Symbol Key

-  Connective Listening (CV)
-  Reflective Listening (RV)
-  Analytical Listening (AL)
-  Conceptual Listening (CL)



CONNECTIVE LISTENING PROFILES



CV - THE CONNECTOR

As a CONNECTOR, you rely on Connective Listening most. You listen for information that might be useful for others and their situations. You will tend to tune out when there is not a human component to the information shared.

Strengths

With your high preference for Connective Listening, you are most comfortable when orienting information to relationships and personal interactions. You naturally provide support and empathy toward others. You also appreciate a broad application of information beyond your own self-interest, and respect the knowledge, experience, and interests of the people around you. When others are speaking, you tend to listen for the feelings that lie behind the facts.

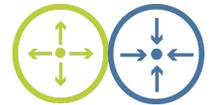
Possible challenges

You might grow impatient when the interests of others are not being factored into discussions that could impact them. You may also tend to overlook facts and data in your decision-making, and accept information at face value, especially if it comes from a trusted or likeable source. You can be ruled by emotions rather than reason, and may forget to look inward toward what is personally relevant.

5 Insights You Can Immediately Put Into Practice

- Listen to what is being said as well as who is saying it—do not get co-opted by the speaker.
- Take time to reflect on information rather than rushing to action with limited knowledge.
- Ask fact-based and detailed questions that show rational thinking.
- Use body language, voice and eye contact to show engagement without overwhelming the speaker(s).
- Ask yourself how you might apply the information being presented to a problem that you're tasked to resolve.

CV-RV – THE INTERACTOR



As an INTERACTOR, you rely on Connective Listening in combination with Reflective Listening. You listen for ways knowledge and experience will benefit others. You will tend to tune out when those people who are able to use what has been learned are not engaged.

Strengths

You focus on the meaning of information for others as well as for yourself. You pay attention to what others have to offer, but take time to reflect on the information. You thrive in groups as well as one-on-one interactions, and carve out time for both public and private engagement. You most value relationships with others where their knowledge and experience can be used.

Possible challenges

Too much time with others or alone can be equally wearing; you have to balance two competing voices, others and self, when making decisions. You can get caught between wanting to share information with others and holding it for your own personal growth/learning. You tend to overlook anything, including facts, that are not seen as personally useful, and may disengage when not connected to the speaker as an individual or when not believing the speaker to be a knowledgeable resource. You may also tend to be influenced by strong personalities who appeal to emotions.

5 Insights You Can Immediately Put Into Practice

- Pay attention to what is being said rather than who is saying it.
- When taking notes, you might try separating out “My Interests” from “Their Interests.” Then analyze what the data could mean for you and others.
- Explain that you are taking notes to share the information with others.
- Ask detailed questions to bring yourself into the sphere of the problem/issue. You might even develop questions beforehand to be prepared.
- Engage throughout a presentation to demonstrate that you’re thinking and paying attention.

CV-RV-AL – THE RESOLVER



As a RESOLVER, you rely on Connective Listening in combination with Reflective Listening and Analytical Listening. You listen for details that can be used to help solve issues that affect people. You will tend to tune out when options are presented without a plan to toward implementation.

Strengths

With a high preference for Connective Listening, you show concern for people and their feelings. You want to develop answers that will make a difference to others, so you delve into your own knowledgebase, network, and experience to provide well-evidenced solutions. You go deep to resolve whatever problems your team, company, or constituents are facing. You take facts and data into consideration when making decisions, and think about their implications for yourself and others. You are not prone to impulsivity; you deliberate before moving ahead.

Possible challenges

You may be overly sensitive to the needs of others, which could reduce objectivity in decision-making. You may also surround yourself with like-minded individuals who don't question your decisions. With your low preference for Conceptual Listening, you may underestimate the value that new, creative ideas can offer. You often ignore abstract thinkers who don't provide sufficient, clear details to support their ideas. Finally, because you want to find the very best solution(s) for the people relying on you, you may tend to deliberate longer than necessary.

5 Insights You Can Immediately Put Into Practice

- Invite new and different people to help consider decisions, especially about chronic problems.
- Hold facilitated brainstorming sessions to develop new thinking.
- Create decision-making criteria ahead of time to prevent yourself from being swayed by authorities who make their case with self-selected logic.
- Balance paying attention to both emotions and facts.
- Ask others to help you decide when you've gathered enough data to make a decision and move ahead.

CV-RV-CL – THE MOVER



As a MOVER, you rely on Connective Listening in combination with Reflective Listening and Conceptual Listening. You listen for opportunities to take ideas forward. You will tend to tune out when details bog down the process towards implementation.

Strengths

With your high preference for Connective Listening, you pay attention to feelings and are often considered empathetic. You listen for ideas that relate to both self and others, and create new ideas that have merit for others to use. When faced with challenging issues or decisions you think could lead down the wrong path, you look for contrasting information that can re-direct an individual as well as a group, and you can rally people to act when convinced an idea is a good one.

Possible challenges

With your lower preference for Analytical Listening, you may overlook facts that can add value to decisions. You tend to have a bias for action without sufficient deliberation, and don't like to be slowed down. You can be impatient, especially when there are a lot of details to digest. In some situations, you can also be swayed by who is providing the information, rather than by exactly what is being said, and may form allegiances with people who might not always be reliable sources of accurate data.

5 Insights You Can Immediately Put Into Practice

- Focus on the relevance of information as well as the reliability of who is providing it.
- Ask a variety of knowledgeable people about their experience with similar situations. Try not to rely upon the same people for advice.
- Note details, in writing if possible, and evaluate their usefulness in the decision-making process.
- Prepare fact-based questions to broaden your understanding of issues.
- Balance attention to feelings with facts when interacting with others.

CV-AL – THE IMPLEMENTER



As an IMPLEMENTER, you rely on Connective Listening in combination with Analytical Listening. You listen for the facts that will enable a solution to be acted upon. You will tend to tune out when there is not a well-supported clear path forward.

Strengths

You are adept at connecting the knowledge and experience of others to problems and issues under consideration. You engage others while identifying the problem at hand and setting a clear direction for addressing it. You are a balanced listener, considering “who” will be impacted as well as “what” the impact could be. You think critically about the relevance of facts and data as they are presented, and discard overly personal or biased information if there is not a rational explanation behind it.

Possible challenges

You may find yourself torn between an allegiance to both feelings and facts, especially when they lead in opposite directions. You can also get bogged down in “what is” rather than “what can be.” In an attempt to involve people, you may end up asking leading questions rather than listening without an agenda. You may filter out details if there isn’t a people component, and might grow impatient when a group is not moving toward a solution.

5 Insights You Can Immediately Put Into Practice

- Use body language, voice and eye contact to show others you are interested in them as well as to the problem at hand.
- Do not allow your impatience to overtake deliberation.
- Ask both fact and feeling questions.
- Take detailed notes that capture your observations of the concerns and behaviors of the people involved in the situation.
- Allow the process to unfold rather than rushing it along because you “know the answer.”

CV-AL-RV – THE DEVELOPER



As a DEVELOPER, you rely on Connective Listening in combination with Analytical Listening and Reflective Listening. You listen for solutions that will add value to people and the situations they are dealing with. You will tend to tune out when there are unsubstantiated opinions rather than well-analyzed solutions.

Strengths

With your high preference for both Connective and Analytical Listening, you pay equal attention to people and data. You also shift easily into Reflective Listening to consider how the information you receive applies to your own experience and knowledge. Likewise, you consider how information can be applied to other people and functions. While you have a high tendency toward Connective Listening, you're not easily swayed by people who do not have facts to support their opinions. When making decisions, you listen to the knowledge and experience that others have to offer.

Possible challenges

You may have a bias for action that can tend to show up as impatience, which could lead you to "tune out" before all options are on the table. You may also tend to overlook ideas and new approaches that could add value for the same reason. You can be skeptical when an argument is presented without sufficient details to support it. You may also exhibit trust in some people, but not others, creating potential toward forming cliques.

5 Insights You Can Immediately Put Into Practice

- Carve out time to ask for ideas.
- Patiently allow people with ideas to fully explain them, even if they do not come forth in a linear manner.
- Explain your internal thoughts so that others know what is on your mind.
- Jot down questions and concerns that you can ask after an interaction has occurred rather than interrupting in the moment.
- Probe for details with an open mind rather than grilling others to satisfy your needs.

CV-AL-CL – THE PRACTITIONER



As a PRACTITIONER, you rely on Connective Listening in combination with Analytical Listening and Conceptual Listening. You listen for fact-based ideas that can be used by many people in a variety of situations. You will tend to tune out when there is not an audience to try new approaches with.

Strengths

You balance listening for both feelings and facts. You are adept at idea-generation, and evaluate ideas for practicality from both a “people” and “process” point of view. Your ideas can appeal to both creative and logical thinkers. When you’ve decided on a direction or plan, you can persuade others to get behind it. You have an ear for what is most important and whom to pay attention to in any given area.

Possible challenges

Your low preference for Reflective Listening may lead you to become co-opted by charismatic people; you probably consider your own opinion less than the opinions of others. You also might ignore previous experiences that can shed light on the current situation. Your proclivity for both analytical and conceptual thinking can create a conflict between leaping ahead in good faith and waiting for a logical path forward. You may have a difficult time identifying when there are sufficient options and/or facts already available to you, and therefore may ask for more information than is necessary to make a decision.

5 Insights You Can Immediately Put Into Practice

- Watch out for the tendency to ignore previous experiences that can shed light on the current situation.
- Ask yourself, “What do I know from past experience that I can apply in this scenario?”
- Notice you may become torn between leaping ahead in good faith and waiting for a logical path forward.
- Realize you often do not consider your own opinions as much as the opinions of others.
- Notice if you are asking for more information than is necessary to make a decision because you have a difficult time identifying when there are sufficient options and/or facts.

CV-CL – 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.

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.

5 Insights You Can Immediately Put Into Practice

- 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?”

CV-CL-RV – THE CARETAKER



As a CARETAKER, you rely on Connective Listening in combination with Conceptual Listening and Reflective Listening. You listen for ways to combine existing knowledge with new ideas that will serve others. You will tend to tune out when there is not a human element to consider.

Strengths

You are versatile in listening to a wide range of people. You naturally provide options to handle situations that may affect others, and balance your own self-interests with others' needs. As an original thinker, you generate ideas that others have not previously considered, while enthusiastically supporting the input of those around you.

Possible challenges

With a low preference for Analytical Listening, you may tend to overlook data that may be necessary for making decisions, and grow bored when presented with what seem like endless details. You are much more likely to be led by feelings rather than facts. You can be swayed by who is speaking rather than what is being said, and might be prone to form cliques of like-minded people.

5 Insights You Can Immediately Put Into Practice

- Ask for details and reflect on them before moving to a solution.
- Listen critically to information to evaluate its value and importance.
- Balance what is being said with who is saying it.
- Take notes to check the efficacy of your ideas.
- Bring in new people and be open to ideas that are different from yours.

CV-CL-AL – THE EXPERIMENTER



As an EXPERIMENTER, you rely on Connective Listening in combination with Conceptual Listening and Analytical Listening. You listen for ideas that can be tried on new and chronic problems across the organization. You will tend to tune out when there is too much deliberation and reluctance to see what might work.

Strengths

You are interested in understanding how situations affect people, and are not afraid to experiment with new ideas that can bring about systemic improvements. You trust in the knowledge and experience of others, and are open to new ideas as long as there is supporting, detailed documentation. During information gathering or brainstorming, you naturally seek to uncover both facts and feelings that underlie the issues you are tasked to examine; thus you collaborate well with both abstract and logical thinkers.

Possible challenges

With a low preference for Reflective Listening, you might overlook how your own knowledge and experience could add value to the situation at hand. With your high Connective and Conceptual preferences, you may be tempted to move into action without sufficient deliberation, leading to costly errors. Your receptivity to Analytical Listening could help mitigate this, but it is likely you will look at evidence through the eyes of your trusted relationships, leading to unintended biases that influence what you take in and from whom.

5 Insights You Can Immediately Put Into Practice

- Examine what you already know about a situation to make your experience relevant to the issue at hand.
- Develop criteria to evaluate information provided rather than accepting the input because it comes from someone you trust.
- Invite both creative and rational thinkers into brainstorming sessions.
- Ask open, non-judgmental questions to assess the readiness to move forward.
- Enroll people whose work will be involved and/or affected to ensure their engagement.



REFLECTIVE LISTENING PROFILES

RV – THE REFLECTOR



As a REFLECTOR, you rely on Reflective Listening most. You listen to connect information to previous experiences as well as what you know and care about. You will tend to tune out when there is not sufficient relevance to your own experience or expertise.

Strengths

You relate information to your own knowledge of situations to give it more personal meaning. As a result, you tend to think about what is being said before sharing anything with others. You tend to be grounded in your decision-making. You are not swayed by overly enthusiastic thinking or appeals to emotions, nor do you require endless details when assessing the efficacy of information. Because you value your privacy, you respect the privacy of others.

Possible challenges

Since you relate incoming information back to your own mental “encyclopedia” of experience and knowledge, you can be overly introspective and slow to share thoughts and feelings. Another side-effect of this reference to your own encyclopedia is you sometimes ignore facts and data that could otherwise influence decisions. Because you value personal space, you can be prone to working alone even when collaboration is called for, and may overlook how your own knowledge and experience can be useful for others. As a result, you can easily be misinterpreted as disengaged or disinterested.

5 Insights You Can Immediately Put Into Practice

- Interact early in the communication process to demonstrate your attention.
- Some reflectors tend to hold back. If this describes you, make sure to share what you are thinking and what you know.
- Try asking questions that mirror the speaking style of the person(s) speaking.
- Use body language, voice, and eye contact to show engagement.
- Ask yourself how you might be able to apply the information you are receiving to an audience broader than your own interests.

RV-CV –THE EMPATHIZER



As an EMPATHIZER, you rely on Reflective Listening in combination with Connective Listening. You listen for information that can impact people. You will tend to tune out when there is not a human component to consider.

Strengths

Your preference for both Reflective and Connective Listening suggests you care about employees as people and not just workers. When presented with new information, you focus on its meaning for yourself as well as others, and naturally filter out details that aren't relevant. You collaborate easily with individuals and small groups. When you find information personally relevant, you naturally consider who else may benefit from it.

Possible challenges

While Reflective and Connective Listening usually provide a good balance to each other, in some circumstances they may lead to an internal tug-of-war, especially when listening for yourself or for others would lead to conflicting results. You are often expected to translate information for others to use, which can be tedious. You might easily overlook details and information that do not have a personal element. You may disengage when not stimulated by the speaker or the information, and with your relatively low preference for Analytical Listening, you may be easily swayed and quick to trust people who can be persuasive.

5 Insights You Can Immediately Put Into Practice

- Pay attention to what is being said as well as who is saying it.
- Take notes that both capture meaning of information for you and how the information can be applied to others.
- Ask detailed questions to gain an understanding of the problem/issue.
- Engage throughout a presentation to demonstrate that you are thinking and paying attention.
- Think critically and assess the input of charismatic people for validity rather than being swayed by your interest in them.

RV-CV-AL – THE INTEGRATOR



As an INTEGRATOR, you rely on Reflective Listening in combination with Connective Listening and Analytical Listening. You listen for knowledge that can be combined to find the right answers. You will tend to tune out when the people affected by a decision are not considered.

Strengths

With a high preference for Reflective, Connective, and Analytical Listening, you will focus relatively equally on personal relevance, other people, and problem solving. In conversations, you will attend to both feelings and facts, while turning a critical, evaluative ear to the information being presented to see how it matches up with your own knowledge. You seek practical uses for information under consideration, and won't lose sight of a decision's impact on other colleagues, departments, or clients. You value the experience and knowledge that others bring, but prefer those with a factual basis, and won't be swayed by unfounded opinions.

Possible challenges

Since you are considerate of both facts and people, you're likely pulled between your head and heart when making decisions. You may tend to be swayed by people with compelling logical arguments more than those with grand ideas. With your low preference for Conceptual Listening, you may ignore creative ideas before giving them proper consideration. You like to get to the point and move forward on decisions, and therefore may get impatient when you feel a lack of progression.

5 Insights You Can Immediately Put Into Practice

- Be clear about what you want from an interaction to avoid jumping from one mode of listening to another.
- Carve out time to develop options and new ideas.
- Create questions that satisfy your need for both feelings and facts.
- Allow the big picture to be addressed without pressing right away for details.
- Develop criteria that will guide your decisions and draw up a stakeholder map to identify everyone involved and affected by the situation.

RV-CV-CL – THE ENGAGER



As an ENGAGER, you rely on Reflective Listening in combination with Connective Listening and Conceptual Listening. You listen for ideas that will draw in people. You will tend to tune out when inundated with facts or data that seem boring instead of hearing options that others might appreciate.

Strengths

With a high preference for Reflective Listening, you consider the relevance of information to your own self-interests, knowledge, and experience. However, you also listen “Connectively” and consider the relevance of information to colleagues, managers, employees, and clients. In short, you focus on your own feelings as well as the feelings of others. You also enjoy generating ideas and expanding the possible applications of information being considered. You enjoy brainstorming and collaborate well with others to find new options.

Possible challenges

With a low preference for Analytical Listening, you may get co-opted by feelings and overlook facts. You will pay attention to who is sharing the information more than what the information is about. You tend to let other people debate the details or may just ignore them entirely, leading you to make decisions without considering all the available data yourself. You might also tend to establish alliances of trusted people who share similar ideas but may not always be the best resources for diverse thinking.

5 Insights You Can Immediately Put Into Practice

- Develop lists of detailed, fact-driven questions before engaging in a listening situation.
- Ask yourself, “What can I learn from this information and what might I share from what I already know?”
- Space your questions throughout an interaction, rather than all at once, which will provide people a chance to think.
- When selecting the people who will work on an issue, carefully assess their appropriateness for the situation.
- Take notes during the interaction under two headings: FACTS and IDEAS. Try to capture as many facts as you do ideas from what is being said.

RV-AL – THE JUDGE



As a JUDGE, you rely on Reflective Listening in combination with Analytical Listening. You listen to assess the efficacy of the information provided. You will tend to tune out if there are not trusted facts to substantiate the information.

Strengths

With a high preference for Reflective and Analytical Listening, you apply personal knowledge and experience in a practical way to any issue under consideration. You think critically about the relevance of the facts and connect them to what you already know. You are not persuaded by charismatic people or calls to emotion, and you discard overly personal or biased information. You stick to the facts and focus on the details rather than who is presenting them.

Possible challenges

With your relatively low preference for Connective Listening, you may overlook feelings behind information and may sometimes be perceived as cold. You can get bogged down in “what is” at the expense of what “could be,” and tend to require certainty before committing to a decision. You likely enjoy working alone, and may stay inside your head to solve a problem without sharing your thoughts with others. Because you prize thorough, critical thinking, you may grow impatient when others “throw around” half-formed ideas in brainstorming sessions.

5 Insights You Can Immediately Put Into Practice

- You can be hard to read and give an impression of disinterest when you are actually thinking. Use body language, voice and eye contact to show others you are connecting.
- Invite creative thinkers to meetings to stimulate fresh thinking and offset your analytical tendencies.
- Ask both fact and feeling questions. You may have to prepare the “feeling” questions beforehand to be comfortable using them.
- Take notes and share them.
- Allow the process to unfold by inviting others to engage rather than rushing it along because you already “know-the-answer.”

RV-AL-CV – THE REALIST



As a REALIST, you rely on Reflective Listening in combination with Analytical Listening and Connective Listening. You listen to connect your personal knowledge and interests to a well-reasoned direction that others can follow. You will tend to tune out when people offer opinions and abstractions instead of facts.

Strengths

You tend to be respected for your realistic points of view. In meetings, you are measured in your contributions, addressing both facts and feelings that come into play. You relate facts and data to actual—not theoretical—problems, and examine how your own prior experiences can inform the issues at hand. You think about the details needed to make well-informed and thorough decisions, and take the needs of others into consideration.

Possible challenges

With a lower preference for Conceptual Listening, you may stick with known solutions before giving fresh thinking a fair chance. You may also ask for more concrete evidence than the situation requires, which could stifle innovation. You probably prefer to think things through before sharing your thoughts with others, which might keep others from helping set the direction, unless someone speaks rationally and with authority. In this case you could be overly swayed by them or fall under their influence. Once you are convinced of a direction, you are probably closed off to other alternatives.

5 Insights You Can Immediately Put Into Practice

- Bring idea people into direction-setting situations to broaden the scope and options of what to do next.
- Ask yourself and others what unintended consequence might occur with proposed solutions.
- Share your thinking early in the process so others can follow your train of thought and be included.
- Before moving forward, put yourself in the position of those who will be affected by the direction you are setting to avoid pushback at a later time.
- Monitor the amount of facts and details you ask for, as this may be perceived as a stalling technique.

RV-AL-CL – THE SYNTHESIZER



As a SYNTHESIZER, you rely on Reflective Listening in combination with Analytical Listening and Conceptual Listening. You listen for unusual ways to build upon knowledge. You will tend to tune out when you cannot develop a variety of ideas that will lead to innovations.

Strengths

With a high preference for Reflective Listening, you are interested in expanding personal experiences. Additionally, with your combination of Analytical and Conceptual Listening, you use information from a wide array of sources to create new learning and options. You balance what is, facts, with what might be, ideas, and are not swayed by emotions. You are open to new ideas, but will also scrutinize them for supporting facts and evidence before fully accepting them.

Possible challenges

Due to your low preference for Connective Listening, you tend to pay attention to your self-interests more than the interests of others—both internal and external customers. You probably take an intellectual approach to conversations, and may play “devil’s advocate” for your own enjoyment, rather than to solicit other people’s ideas. When dealing with an issue, you may overlook the interpersonal context or any relationship dynamics that may be at play. You will tend to focus on the details of what is being said rather than who is speaking. You may also ignore information from untapped sources that could add value.

5 Insights You Can Immediately Put Into Practice

- Gain full understanding of expectations and needs of others before starting an interaction.
- Separate fact-checking from idea-generation and tell the speaker(s) which you are listening for in the interaction.
- Articulate your internal conversation so others can follow your train of thought and understand how you arrived at your conclusion.
- Write down your ideas as well as supportive details, and share them with others who have a vested interest in your thinking.
- Avoid peppering people with objections and questions. Space them out and ask open-ended questions to allow others to contribute in the interaction.

RV-CL – THE INGESTER



As an INGESTER, you rely on Reflective Listening in combination with Conceptual Listening. You listen for ideas that will expand your knowledge and experience. You will tend to tune out when nothing new is shared that stirs your curiosity.

Strengths

You are a highly reflective listener with a strong preference to conceptualize, as well, so you use existing knowledge and experience to come up with new ideas. You are patient and allow interactions to unfold naturally. You are also open minded, and tend not to judge people or concepts and therefore can be a particularly helpful thinking partner during brainstorming sessions. Before making complex decisions, you will always take time to weigh in your personal knowledge and experience.

Possible challenges

You probably spend a lot of time in your head. You can generate ideas, reflect on them, and generate more without producing results. Because you tend to cherish your own ideas, you may let your personal knowledge prevail without looking beyond it, even when the situation calls for fresh thinking. Although you enjoy brainstorming, you probably don't like to do it in large groups; while you have a lot of ideas, you may not be quick to share them.

5 Insights You Can Immediately Put Into Practice

- If you tend to hold back, speak up. Do not wait to be invited to share ideas.
- If there are too many people talking at once for you to be comfortable chiming in, write ideas to offer later.
- Be aware of the signals your body language is giving off to others.
- Encourage others to generate ideas along with you.
- Ask abstract questions such as, "How might we understand what's underlying this problem?" or "What do you think is the real problem we're dealing with?"

RV-CL-CV – THE PACESETTER



As a PACESETTER, you rely on Reflective Listening in combination with Conceptual Listening and Connective Listening. You listen for ideas that create momentum for you as well as for others. You will tend to tune out when the pace gets too slow from an over-abundance of details.

Strengths

With your high preference for Reflective, Conceptual, and Connective Listening, you gather knowledge, information, and experiences from multiple sources to generate ideas. You have an open mind and absorb input from many sources, but will trust your own past experiences first and foremost to inform future direction. In meetings, you will tend to pay attention to the big picture and potential options while balancing your own personal interests with the needs of others. Once information is gathered, you will move into action, setting the pace for the rest of the team.

Possible challenges

You may enjoy considering more ideas than can realistically be executed. Your love of brainstorming (alone or with others) has the potential to drag on without application, and you may become absorbed in ideas without providing practical solutions. However, your preference for Connective Listening may help pull you out of your own head, and sometimes even have the reverse-effect of moving you into action too quickly. Your low preference for Analytical Listening may lead you to overlook details and facts, resulting in premature action. You may also be swayed by others' opinions without stopping to ask for supportive data.

5 Insights You Can Immediately Put Into Practice

- Share your ideas and ask others for theirs.
- Balance the need to listen for your own self-interests as well as for the interests of others.
- Take note of details that can help you make more informed decisions.
- Establish the purpose for and amount of time to spend on idea-generation.
- Check yourself to see whether you are weighing information based on the data or by who is presenting it.

RV-CL-AL – THE INVESTIGATOR



As an INVESTIGATOR, you rely on Reflective Listening in combination with Conceptual Listening and Analytical Listening. You listen for well thought-out ideas to shed light on your situation. You will tend to tune out when other people intervene without reason.

Strengths

You are probably comfortable thinking and deliberating in your head. You easily take in both logical and abstract information, then determine how the information provided is relevant to you. You will have plenty of ideas and details to offer to the conversation, but with your high preference for Reflective Listening, you will tend to pause before speaking. You are a balanced thinker, considering both opinions and facts when making decisions. You are comfortable focusing on the big picture as well as minute details. When brainstorming, you will examine the relevance of options as they pertain to actual issues at hand.

Possible challenges

With your low preference for Connective Listening, you will tend to hold thoughts internally and be slow to share them with the group. You may fail to recognize a decision's impact on other people, departments, offices, and organizations. You probably rely on your own experience and knowledge when making decisions, and don't involve others as much as you could. Your introspective nature may also slow things down when quick decisions are required; you might simply turn ideas over and over without determining the best options given the available details.

5 Insights You Can Immediately Put Into Practice

- Take note of relevant information that can be useful to others and share it.
- Ask questions about how the information might impact decisions and actions of others.
- Share what you are thinking, even if it seems tedious to have to articulate what you've already thought through in your head.
- Offer your ideas and supporting facts as information only and not necessarily the "right" decision.
- Include the experience and knowledge of others in your decision-making.



ANALYTICAL LISTENING PROFILES



AL – THE SCRUTINIZER

As a SCRUTINIZER, you rely on Analytical Listening most. You listen for concrete information that can lead to right answers. You will tend to tune out when insufficient data and perceived inaccuracies impede decision-making.

Strengths

As a highly Analytical Listener, you discern the validity of information being presented, and are quick to point out information that may be imprecise. You also critique the decision-making process for adherence to standards. You listen for facts behind feelings and pay close attention to reason. You control your own personal biases and attitudes, not allowing them to get in the way of rational thinking.

Possible challenges

Your need to get to a “right” answer may also come across as inflexibility; you may shut down the sharing of information in service of getting to a quick solution. You might prematurely discard information that could otherwise be valuable if it doesn’t come from a source you approve of. If an idea seems frivolous or off track, you may just ignore it rather than inquire further. In meetings, you will tend to sacrifice feelings for facts and therefore can miss otherwise important nuances and undertones of the communication exchange.

5 Insights You Can Immediately Put Into Practice

- Interact to demonstrate your interest in people as well as in details. Use body language, voice and eye contact to show engagement.
- Share what you are thinking with others.
- Balance your comments equally between what looks right as well as what is of concern.
- Ask “what if” questions that might not be fact-seeking. For example, “What unintended consequences could arise that would impact this decision?”
- Examine how you can apply others’ input to a task you are working on.

AL-CV – THE INTERPRETER



As an INTERPRETER, you rely on Analytical Listening in combination with Connective Listening. You listen for ways to overcome resistance when setting direction. You will tend to tune out when irrelevant ideas threaten to take progress off track.

Strengths

With a high preference for Analytical and Connective Listening, you are interested in problem solving and are able to collaborate with others to get to well-reasoned solutions. You focus in on the relevant information, enroll others when executing direction, and filter out details that do not include consideration of people. You also have a strong ability to translate & interpret technical details for others to understand.

Possible challenges

If there is not a clear path towards a solution to the problem at hand, you may tend to disengage. When involved in problem solving, you may ask for endless amounts of details that might turn people off, and you may provide more facts and data during “translation” mode than truly needed or desired. Once you have decided on a direction, you may be prone to taking pushback personally and withdrawing from those who question your decisions. You can tend to form allegiances with trusted, like-minded people, and may overlook others who can add value. You may also sometimes feel torn between what you are thinking and what you are feeling.

5 Insights You Can Immediately Put Into Practice

- Focus on what is being said in addition to who is saying it and value both equally.
- Take notes that capture facts and details while you are considering how the information can be applied to others. Do this by dividing a page in half, write FACTS at the top of one side and PEOPLE on the other. Then draw a line across the bottom and write SOLUTIONS. Use this guide to gather information and form direction.
- Ask detailed questions to bring others who do not listen like you into the sphere of the issue.
- Limit the amount of facts and data you throw at a decision just to prove your point. Don't wear down others in service of a preferred solution.
- Ask clarifying questions when people disagree with you and thank them for their willingness to speak up.

AL-CV-RV – THE RESEARCHER



As a RESEARCHER, you rely on Analytical Listening in combination with Connective Listening and Reflective Listening. You listen for specific information that will enhance the breadth of knowledge and experience for yourself and others. You will tend to tune out when the information is deemed frivolous.

Strengths

You care that your knowledge, experience, and probing mind will prove to be of value to situations that are in need of critical thinking. Whatever you uncover must be valid before you will suggest a particular solution to anyone, and because of that, you will discard questionable information rather than allowing it to adversely affect people and situations within your purview.

Possible challenges

Your high preference for Analytical Listening could lead you to move too quickly for others in your rush to get to answers. You might cut off people delivering information if their presentation is not focused or clear. However, your Connective Listening makes you more sensitive to others, so you may get torn between wanting nothing but the facts while also caring about the impact on people, which could cause confusion. You may also tend to develop allies and exclude others who might not think the same way.

5 Insights You Can Immediately Put Into Practice

- Watch others' body language to determine if they appear to be following at your pace.
- Take notes to reduce the likelihood you will interrupt others before they have completed their thoughts.
- When there is an information gap, stop the process to learn what is happening and then rectify it.
- Be clear about what you want to learn as well as why, and how you will go about gaining the knowledge.
- Go to people you don't ordinarily access and ask for their thoughts.

AL-CV-CL – THE SURVEYOR



As a SURVEYOR, you rely on Analytical Listening in combination with Connective Listening and Conceptual Listening. You listen for the problem and who is involved and affected. You will tend to tune out when requested to provide personal information to be used in decision-making.

Strengths

You tend to have a broad view that provides objectivity when assessing a situation. You balance facts and data with new and different ideas, and you also pay attention to the concerns and needs of people who may be touched by the situation under consideration. You easily collaborate with people whose knowledge and experience might add value to deliberations, and you tend not to impose your own point-of-view on others.

Possible challenges

With a low preference for Reflective Listening, you may neglect to look inward, ignoring your own relevant experience and knowledge. Although you collaborate with others, you may tend to prefer only a trusted few who also ground their ideas in facts and details. You might not share your thinking and feelings beyond that select few, which could keep others at a distance. You also might request more details and data than a given situation truly calls for, and may get caught between wanting proof and striving for breakthrough thinking.

5 Insights You Can Immediately Put Into Practice

- Examine your past experiences and knowledge to determine how they might have bearing on what is at hand.
- Include others in your reflections and ask for their feedback.
- Broaden the base of people you include in the problem-solving process.
- When trying to understand the complexities of a problem, ask questions, but be careful not to interrogate others in the process.
- Prioritize the information you need from others and resist adding to the list during the process.

AL-RV – THE DEFINER



As a DEFINER, you rely on Analytical Listening in combination with Reflective Listening. You listen to understand the information at a deep level. You will tend to tune out when substance is lacking.

Strengths

With a high preference for both Analytical and Reflective Listening, you connect problems and issues to what is personally known or experienced. You take time to reflect on information rather than jumping to conclusions. You think critically about the relevance of facts and data, and compare them against your own knowledge or expertise. You will easily discard overly personal or biased information from others; you focus on the content of what is being said rather than who is presenting the information.

Possible challenges

With a relatively low preference for Connective Listening, you probably prefer to solve problems alone, often without consulting others. You might ignore what others can contribute. When you do consult others, you may tend to overlook the feelings behind any information presented, even when those feelings are relevant. You might often require certainty and ask for more facts and data than a given problem requires. You can also get bogged down in “what is” and ignore “what can be.”

5 Insights You Can Immediately Put Into Practice

- Use body language, voice and eye contact to show others you are connecting. You can be hard to read and give an impression of disinterest when you are actually thinking.
- Take notes and share them. Do anything that will cause you to engage with others during an interaction.
- Ask both fact and feeling questions to a variety of people.
- Refrain from grilling people who might have knowledge to share.
- Allow the process to unfold rather than rushing it along because you “know the answer.”

AL-RV-CV – THE PRODUCER



As a PRODUCER, you rely on Analytical Listening in combination with Reflective Listening and Connective Listening. You listen for ways to enroll people to follow a particular direction. You will tend to tune out when the direction or buy-in waivers.

Strengths

You have an eye for problem solving, and connect your own knowledge and experience with the experience of others in your decision-making. You rely on facts and details while simultaneously considering others' concerns and needs. You clearly see how to resolve situations, and apply logical processes that give others confidence to follow. When you share your own thinking, you support it with reliable data.

Possible challenges

With a low preference for Conceptual Listening, you may ignore possibly innovative ideas and options when making decisions. You can also lose patience with solutions that do not take the impact of people into consideration. In your pursuit of problem-solving, you might over-invest in resources, time, and personnel in search of the perfect answer to an issue. Once you have decided on a direction, you may tend to isolate people who could derail it by offering alternatives. You might also tend to be overly reliant upon solutions that have worked in the past and the people who have executed those solutions.

5 Insights You Can Immediately Put Into Practice

- Invite creative thinkers into early decision-making sessions to include new ways of addressing things from the start.
- Periodically meet with people involved and affected by the situation(s) to monitor their levels of buy-in.
- Encourage open dialogue to surface concerns, questions, and ideas.
- Clearly communicate decisions, especially those that will impact the work-lives of people.
- Be prepared to re-group if the direction you have set is not embraced. Ask for suggestions to correct the concerns and adjust the direction if necessary.

AL-RV-CL – THE INVENTOR



As an INVENTOR, you rely on Analytical Listening in combination with Reflective Listening and Conceptual Listening. You listen for everything that can be informative, creative, and of personal interest. You will tend to tune out when hammered for practicality and applicability of solutions.

Strengths

With your preference for Analytical, Reflective, and Conceptual Listening, you tend to strike a balance between deliberation and action in your decision-making process. You evaluate facts and data for their accuracy and usefulness, and are open to new ideas as long as they are practical and task-focused. You are not swayed by who is speaking, but more by the content being offered. You are also adept at applying previous knowledge and experiences to future-oriented thinking in order to move forward based on what did or did not work.

Possible challenges

With your lower preference for Connective Listening, you may tend to overlook the impact decisions will have on other people and projects. You may also be more interested in your own experiences and knowledge than that of others. In short, you may sometimes come across as impersonal or unsympathetic. When listening to information, you might get caught between wanting more ideas and wanting more details. You might also get impatient when satisfied that sufficient information has been provided but others are continuing to deliberate.

5 Insights You Can Immediately Put Into Practice

- Develop and use questions that focus on others' goals, wants, concerns, and ideas.
- Take time to check with others for buy-in before moving to action.
- Be aware that people's feelings influence their ability and desire to perform to your standards.
- Create decision-making criteria that go beyond your own personal knowledge. These might include: value of new ideas, amount of details needed, or impact on others.
- Be patient when it seems that people are slowing down. They may need time to process, and their buy-in may pay off in the long run.

AL-CL – THE DESIGNER



As a DESIGNER, you rely on Analytical Listening in combination with Conceptual Listening. You listen for fresh ways to deal with chronic as well as acute problems. You will tend to tune out when the discussion shifts toward unimaginative, tried-and-true options.

Strengths

With a high preference for Analytical and Conceptual Listening, you balance imaginative thinking with facts and data. You will dig below the surface to gain a deep understanding of the situation. You will then use familiarity with a problem to come up with new ideas to solve it. When idea-generating, you do not judge others, but you vet ideas for usefulness and practicality. You also offer fresh options and alternatives that might not have occurred to anyone before.

Possible challenges

Your knack for creating solutions to problems could meander into over-thinking when there isn't a concrete agenda or clearly defined problem. In this case, you may produce too many alternatives to execute. While you tend not to judge people, you don't try to protect their feelings, either, and probably hold their ideas to a strict personal set of criteria unknown to them. You may at times get caught between logical and abstract thinking, which could freeze your forward movement. While you probably enjoy brainstorming, you are prone to engage it with a tight focus that produces narrow options rather than more open, creative ones.

5 Insights You Can Immediately Put Into Practice

- Balance the percentage of details offered with open-ended considerations. Both are needed.
- Include facts and data during idea-generation, but try not to present them with a sense of indisputable authority.
- Engage freely in the idea-generation process and evaluate ideas later.
- Encourage others to generate ideas along with you.
- Monitor your tendency to champion ideas just because they offer a different approach to a difficult situation.

AL-CL-CV – THE ARCHITECT



As an ARCHITECT, you rely on Analytical Listening in combination with Conceptual Listening and Connective Listening. You listen for details that will stimulate innovation. You will tend to tune out when nobody rises to the challenge of developing fresh ways to handle existing situations.

Strengths

You are adept at considering both facts and options when thinking about the opportunity at hand. You also pay attention to the needs of people who will be affected by any given decision. With an agile mind, you develop more than one way to approach an issue, and you avoid using data to influence people in only one direction. You are open to multiple perspectives and will solicit others' input since you trust in the knowledge and experience of those around you.

Possible challenges

With a lower preference for Reflective Listening, you may tend to overlook some of the ways that your own knowledge and experience could apply to the opportunity at hand. You may not share your own vision of the issues or potentially innovative solutions. Your high Analytical Listening preference may lead you to ask for more details than the situation warrants. That, combined with your Conceptual Listening preference, could also lead you to be more interested in innovation in general than on what might actually work. You also may tend to vacillate between seeking facts and wanting new ideas, which can impede collaboration and decision-making.

5 Insights You Can Immediately Put Into Practice

- Share your thinking and feelings with others to increase engagement.
- Ask yourself, "What do I know that we can use to resolve these issues?"
- Assess the relevance of information gained from others, and how it will add value to possible solutions.
- While you may be tempted to develop innovations quickly, take time to make sure they are based in practicality.
- Check your vision for success to make sure it is in line with those who will implement your ideas.

AL-CL-RV – THE MEASURER



As a MEASURER, you rely on Analytical Listening in combination with Conceptual Listening and Reflective Listening. You listen for details that will advance a situation along a sensible course. You will tend to tune out people who seemingly want to derail the process.

Strengths

You appreciate the role of both linear and abstract thought in creating direction. In addition, you will tend to bring your past knowledge and experience to bear on an issue. You weigh the validity of information being presented against your own expertise, and pay attention to facts along with your own intuition during an interaction. With a measured eye, you are not easily swayed by others' feelings or ungrounded opinions.

Possible challenges

You tend to process ideas internally and may not pick up on all the nuances of information being shared. Due to your low preference for Connective Listening, you may not consider how to best convey to an audience content or possibilities that you are fascinated by. Due to your high preference for Analytical Listening, you may overlook feelings and grow impatient with people who do not speak or present ideas supported by facts and data. Once a direction has been set, you are unlikely to openly hear out people who advocate ideas that do not fit that direction.

5 Insights You Can Immediately Put Into Practice

- You might think, "I've got it" when you really don't. Be patient.
- Listen fully until others have completed speaking and do not interrupt them.
- Ask questions as a technique to engage people who do not think or listen like you.
- Be an active participant, not an observer of an interaction, and display your body language to signal you are engaged.
- If people try to hijack your direction, stop the process by asking questions about where they are headed and what they propose.



CL – THE IDEA-GENERATOR

As an IDEA-GENERATOR, you prefer Conceptual Listening most. You listen for new, interesting, and different ideas and options. You will tend to tune out when there is no tolerance or room for fresh thinking.

Strengths

You listen for new and different ideas, and are able to provide fresh insights to interactions. Your range of thinking is not bound by the parameters others might take for granted, so you appreciate a broad application of information beyond the scope of the issue at hand. You tend to be possibilities-focused, not constrained by “what is” at present. Your wide range of thinking also gives you a knack for connecting disparate ideas into something more robust than they were individually.

Possible challenges

If a meeting or presentation isn’t stimulating to you, you may be inclined to shut down prematurely. Because you have an appetite for new ideas and continued possibilities, you might have a hard time feeling settled with available information; instead, you’d prefer more options, ideas and possibilities. You may want to keep developing ideas, even when it’s time to move on. Because you value interesting ideas more than details and minutiae, you may also forget to look for where and how to *apply* ideas that have been developed.

5 Insights You Can Immediately Put Into Practice

- Stay focused on what the speaker is saying without going off into the realm of possibilities.
- Ask yourself what critical factors should be understood before new options and alternatives are considered.
- Take time to reflect on what others are suggesting before rushing to idea-generation.
- Ask fact-based and detailed questions that show interest in rational thinking.
- Observe the reactions of others and modulate yourself if you’re sensing your enthusiasm and pace are turning them off.

CL-CV – THE BRAINSTORMER



As a BRAINSTORMER, you rely on Conceptual Listening in combination with Connective Listening. You listen for ideas that can be shared with others. You will tend to tune out when there is no room for discussion about options and how they might be used.

Strengths

Because you are highly Conceptual and Connective in your listening, you have a knack for generating possible options and alternatives from the wide array of knowledge and experiences held by others. When considering new ideas or alternatives, you are empathetic to the concerns of others; you think creatively about new ideas and their relevance to other people and departments. You combine the question of “if” with the question of “who”, and no idea is too big if others buy in. You tune into group member’s feelings during idea-generation, and are adept at making sure there is buy-in before moving forward.

Possible challenges

Facts and details are not your first love, so you may sacrifice them in favor of big-picture possibilities. You can be very enthusiastic and occasionally oversell your ideas before thinking the details through. You are eager to move into action, and can grow impatient with others who want more time for deliberation, even if the strategy is not yet clear. When you do move into action, you still may not stop coming up with new ideas, which can make it difficult to stick with one plan. If there isn’t a “people” component to ideas being discussed, you may simply ignore them or filter them out.

5 Insights You Can Immediately Put Into Practice

- Balance how much and how often you talk in comparison to the rest of the group. Too much enthusiasm can overwhelm some listeners.
- Pace the presentation of your ideas so others have a chance to absorb each one before you go on to the next.
- Use body language, voice and eye contact to show others you are connecting to them. Look at contributors to show you are interested in them as well as their ideas.
- Do not allow impatience with the process to get in the way of providing your ideas.
- If there isn’t time for all your ideas to be heard, jot them down and share them later.

CL-CV-RV – THE ALLY



As an ALLY, you rely on Conceptual Listening in combination with Connective Listening and Reflective Listening. You listen with an ear to benefit situations by offering ideas derived from your knowledge and experience. You will tend to tune out if the ideas you offer are ignored.

Strengths

You pay equal attention to people and ideas without being critical, and balance your personal experience with the experience and input of others. You can make decisions quickly and with confidence, while considering how options can help other employees as well as external customers. When dealing with people issues, you are open to examining the merits of alternative approaches.

Possible challenges

You tend to be more interested in what “could be” rather than what is known, and therefore quick to move ahead without gathering all the relevant facts and details of an issue. You may also have a tendency to be personally carried away by your own ideas, or persuaded by people with strong opinions and charismatic personalities. On projects, you may vacillate between wanting to collaborate with others and going it alone, which can confuse others involved.

5 Insights You Can Immediately Put Into Practice

- Develop criteria to objectively evaluate ideas before making decisions.
- Ask open questions to invite a broadened examination of an issue.
- Be aware of your growing impatience and let others know when you are losing attention.
- Take notes or doodle to maintain your attention.
- Don't take it personally when people ask you for more details before they buy in.

CL-CV-AL – THE APPLIER



As an APPLIER, you rely on Conceptual Listening in combination with Connective Listening and Analytical Listening. You listen for ideas that others can use to solve problems. You will tend to tune out if there are no practical ideas suggested.

Strengths

You have an ability to contribute new and practical ideas to a conversation while taking the facts into consideration. You are also sensitive to others' feelings behind interactions. When problem solving, you look for possibilities and options while considering how any decision will affect others. You balance details with big-picture thinking and tend not to impose your personal agenda on those around you.

Possible challenges

While considering new ideas, basing them in facts, and thinking of their impact on others, you may tend to overlook how you yourself might utilize information that is being presented. You also might not fully analyze what is already known about the situation under discussion and what more is required to arrive at good solutions. You have a strong bias for action which can lead you to be impatient with reflective people or cast aside people who are not on board. You may sometimes be overly influenced by outside factors such as experts, newest ideas, and/or competition.

5 Insights You Can Immediately Put Into Practice

- Filter ideas and details by what is already known and by what you have experienced.
- Listen equally for both facts and feelings.
- Balance your time to think and reflect with your desire to move forward.
- Trust your own expertise to inform you about what is important to pay attention to.
- Listen to evaluate information, but not with the intention to criticize.

CL-RV – THE CONTEMPLATOR



As a CONTEMPLATOR, you rely on Conceptual Listening in combination with Reflective Listening. You listen for new ideas that can supplement what you know or have experienced. You will tend to tune out if not given enough time to think about how the information can add personal value.

Strengths

You tend to be a deep listener who reflects before offering your own ideas. You are particularly good at developing useful ideas to help solve issues at work, especially when they have personal significance to you. You are independent, and can be left alone to think through options and possibilities, then generate fresh ideas. You're content being on your own, and have no high need to control others or be controlled.

Possible challenges

Because you have a high preference for Reflective and Conceptual Listening, you are prone to get "stuck in your own head." You may hold your own ideas with high regard without necessarily giving others their due consideration. You may also overlook facts and data that could prove relevant to your ideas. On certain occasions, you may hold back your ideas entirely, neglecting to share them with others, no matter how valuable. Because you value time to think information through, you may be impatient with people who quickly probe you for answers.

5 Insights You Can Immediately Put Into Practice

- If you tend to hold back in meetings, make sure to speak up and share your ideas.
- Take notes and doodle to keep focused and interested.
- Engage throughout a presentation to demonstrate you are thinking and paying attention.
- Ask conceptual questions to bring the interaction around to your sphere of interest. For example, "What if we scrapped all our previous knowledge and started from the beginning?"
- Search for details and facts that might add valuable insight, and that might have been overlooked.

CL-RV-CV – THE TRANSLATOR



As a TRANSLATOR, you rely on Conceptual Listening in combination with Reflective Listening and Connective Listening. You listen for ways to improve situations for others. You will tend to tune out if options that people will find of value are not surfaced or made available.

Strengths

You are able to collaborate with a broad spectrum of people to develop fresh ideas for both chronic and acute problems. In doing so, you help create an environment that encourages people to try options that might be a stretch. Additionally, you are adept at translating abstract ideas for others to grasp. When listening to new ideas, you filter them through your own previous experience and knowledge to assess their value. You are both empathetic to others and self-reflective, which increases authentic understanding.

Possible challenges

You may tend to overlook details and facts in favor of creative, appealing ideas. You can also be co-opted by who is speaking, rather than what is being said. If the information being shared is not stimulating to you, or doesn't include a human element, you may tend to stop listening. You're most likely to lose patience when presented with endless details.

5 Insights You Can Immediately Put Into Practice

- Develop questions that require you to gather facts that pertain to the issues at hand.
- Objectively examine the information being presented separate from who is presenting it.
- Write down ideas as they occur and review them after an interaction.
- Populate a map of stakeholders and ask, "Who will be involved and affected by this information?"
- Notice your level of patience and when there is a feeling of drifting. Refocus by moving around, or taking notes.

CL-RV-AL – THE PRAGMATIST



As a PRAGMATIST, you rely on Conceptual Listening in combination with Reflective Listening and Analytical Listening. You listen with an open, yet critical ear. You will tend to tune out when ideas that have been proposed are not practical.

Strengths

When listening, you search for ideas that are relevant to the issues under consideration, and are not influenced by the personality of the speaker. You have an appreciation for creativity, especially when it offers a practical real-world component. You pay attention to facts and data, and are not easily swayed by rhetoric or false claims. You understand complex issues and get to the bottom of them, often bringing fresh perspectives along the way.

Possible challenges

You think a lot, and may grow impatient when asked to verbalize everything you've just considered internally. While you are a creative and practical thinker, you may sometimes overlook the opinions of other people, departments, or important relationships. This could lead you to defending your ideas when others question them, and you may feel like you're being drilled even when this isn't the questioner's intention. Finally, because you listen for facts over feelings, you may sometimes miss the emotional aspects of an interaction.

5 Insights You Can Immediately Put Into Practice

- Learn about the people you will be listening to before an interaction.
- Develop questions that will surface their interests, concerns, problems, etc.
- Enter an interaction with the intention to learn rather than to tell or display your knowledge.
- Share your own ideas and thoughts rather than keeping them in your head.
- Watch for clues into other people's feelings, and acknowledge and respond to them.

CL-AL – THE BALANCER



As a BALANCER, you rely on Conceptual Listening in combination with Analytical Listening. You listen equally for ideas and details. You will tend to tune out if either creative stimulation or well-presented facts are missing.

Strengths

Your profile is one of the rarest, and balances two very different habits simultaneously. You are adept at both big-picture thinking and fact-based analysis, bringing a strong listening combination that offers new approaches to chronic problems. You develop realistic, rational ideas, as opposed to mere inspirations that cannot be implemented. In meetings, you listen for fresh details that can lead to a new path toward finding the best answer to the situation at hand.

Possible challenges

Because of your interest in ideas and facts, you may tend to be internally focused and not too interested in paying attention to other people, or incorporating their knowledge and experience. Since your internal focus is on ideas and facts, you may also tend to overlook how your *own* background and experiences can add value to creating solutions to the problem at hand. When solving a problem is of greater interest than idea generating, you will cease doing the latter. Conversely, when you find idea-generation to be especially interesting, you might lose sight of the problem.

5 Insights You Can Immediately Put Into Practice

- Establish time allotment for fact gathering and for idea-generation so that they can both be realized individually.
- Clarify the problem early to make sure idea generation is aligned with a purpose.
- Ask questions that will stimulate both details and fresh ideas.
- Use non-verbal signals to show you are engaged with what others bring to an interaction.
- Speak or write ideas that can be shared with others, and ask people for how their knowledge and experience can add value to the solution.

CL-AL-CV – THE TESTER



As a TESTER, you rely on Conceptual Listening in combination with Analytical Listening and Connective Listening. You listen for ideas and how they can be used to help others set direction and find solutions. You will tend to tune out when there are no good options to exercise that could be of value to others seeking a path forward.

Strengths

You generate ideas with an ear toward the context in which the ideas will be used and who will use them. You're open to fresh ideas and options, but you also pay attention to the facts and data. You're committed to finding practical solutions that appeal to others—not just yourself—and you're also likely to collaborate with others to evaluate ideas and solutions because you're interested in the experiences and knowledge that others bring to the table.

Possible challenges

With a lower preference for Reflective listening, you may tend to overlook your own experience and knowledge that can add perspective for others. In fact, you may be impatient toward others who tend to be more reflective and introspective. You might move too quickly into action when deliberation is called for. Additionally, you might have a bias toward novelty rather than what has worked in the past. While brainstorming, you may occasionally struggle to stay focused when there are a lot of people, facts, and ideas to keep track of.

5 Insights You Can Immediately Put Into Practice

- Pause to consider unintended consequences that might occur before making comments and decisions.
- Identify previous experiences that might have similarities that can add insights into the present situation.
- Ask others for feedback about proposed ideas and decisions.
- Develop lists of questions that need to be answered before moving ahead, share them, and do not make any decisions until they are addressed.
- Allot time for Reflective listeners to reflect and form their thoughts.

CL-AL-RV – THE ASSESSOR



As an ASSESSOR, you rely on Conceptual Listening in combination with Analytical Listening and Reflective Listening. You weigh new ideas against what is known and experienced. You will tend to tune out if there is too much emotion without clear and rigorous thought.

Strengths

As a listener, you tune into ideas, but not for ones without relevance. With a pragmatic ear, you listen for what is being said, rather than who is saying it, and you use facts and data rather than instinct or opinion to evaluate ideas. You balance creativity with personal knowledge and experience to determine the value of possible solutions. You also understand complex issues and get to the bottom of them, often with fresh ideas of your own.

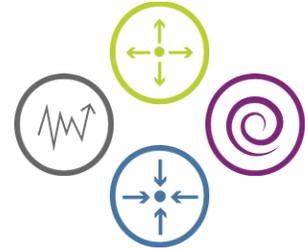
Possible challenges

With a low preference for Connective listening, you may tend to overlook the opinions and needs of other people or departments. You may also strongly defend your own ideas and present them as fact. You can grow impatient when required to verbalize a satisfactory internal conversation. Because you listen for facts over feelings, you may miss the emotional dimension of a communication exchange. Your questions may seem impersonal and intellectual to those with a more relational interest.

5 Insights You Can Immediately Put Into Practice

- Learn about the people you'll be listening to before an interaction.
- Develop questions that will surface their interests and concerns.
- Enter an interaction with the intention to learn rather than to tell or display your own knowledge.
- Share ideas and thoughts rather than assuming others can read your mind.
- Watch for a display of feelings from others – acknowledge and respond to them.

NON-DOMINANT LISTENING



THE FLEXER

As a FLEXER, you rely on all 4 listening habits without a preference for any one over another. You listen for everything that is available and change your listening habit quickly and often according to the situation and the people. At times you may feel overwhelmed by the amount of information “coming at you” and can then tend to tune out when additional information is presented.

Strengths

As a non-dominant listener, you are able to switch between listening styles with relative ease. You appreciate the diverse ways people present information, and are aware of both facts and feelings throughout an interaction. You pay as much attention to what is said as to who is speaking, and make people comfortable during an interaction by focusing on them.

Possible challenges

Because you listen for all types of information, your brain may tire and shut off from trying to keep up with so much input. You can therefore grow impatient with people who do not speak or present ideas quickly enough. You can also tend to move quickly from one mode of listening to another without pausing to hear the nuances of information being presented. Additionally, you probably shift from being ruled by emotions or by reason with little warning, which can cause confusion in others.

5 Insights You Can Immediately Put Into Practice

- Ask consistent questions that indicate you’re focused and not jumping from one subject to another.
- Be aware of different body language signals and mirror them back to individual speakers to show you are connected to them.
- Be an active participant, not an observer of the interaction.
- If you feel overwhelmed by all the information coming at you, make sure you are thinking big picture and not stuck in the details.
- Watch your pace and slow down if you notice that you or others feel rushed.