

ADVANCE SHEET



SUBJECT: INTERMEDIATE CLASS A - ADVANCE SHEET #4

DATE: July 4, 1996

TO: "NXChange" Program Students

Please read the presentation on "**DEVELOPING RAPPORT & PROBING**" in this Advance Sheet (AVS) and complete the "TURN IN SHEET" (TIS) attached.

You are to have this TIS completed and ready to be handed in at the beginning of the next scheduled class.

At the beginning of the next class you may also be given a "POP" quiz over the material included in the presentation.

THE READ TIME FOR THIS ADVANCE SHEET IS 30 MINUTES.

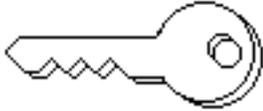
IT SHOULD TAKE ANOTHER 30 MINUTES TO COMPLETE THE TURN IN SHEET.

JIM CAMPBELL

Director for Research & Development

READ SHEET

DEVELOPING RAPPORT



The purpose of this presentation is to show how effective PROBING is the secret of developing and maintaining good rapport.

Everyone presents ideas to someone everyday... In that regard, everyone is like a sales person...

If you are ever going to become more successful at presenting your ideas to others,.. in a way that enables you to gain agreement and commitment,.. you must be able to recognize FIRST,.. how receptive the person is to the idea you are trying to share,.. and SECOND,.. what to DO to improve their receptivity.

There are 4 MODES a person may be in, as you are talking with them... They are: EXCELLENT... GOOD... FAIR... and BAD.

EXCELLENT.....

GOOD.....

FAIR.....

BAD.....



Usually Rapport is neither excellent nor bad when you START into a conversation... But, things we do or say,.. either improves the status,.. and allows us to achieve our goals,.. or what we say or do causes the conversation to deteriorate,.. and our expectations are left unfulfilled.

People determine the actuality of what is happening to them,.. and then they assign meanings to what they think we intend. Both affect rapport.

Let's look at an example:...



I went into a car dealership one day and asked a salesman: "Could you tell me something about leasing a car?"

He clapped me on the back and said:... "Friend,.. you don't want to lease a car... you want to buy!... Now,.. come on over here and let me show you what we got!.... as he grabbed me by the arm and started ushering me toward the car lot.



EXCELLENT.....

GOOD.....

FAIR.....

BAD.....



Did my rapport with this man go up,.. or down?.. You're right,... my rapport went down.

I said to my self: "Since I'm somewhat of an expert in the area of communications,.. I'll take this as a challenge,.. and try to see if I can get a little more RECEPTIVITY out of this car salesman...

I said: "I didn't say that I want to lease a car,.. I merely want to know something about leasing a car.... I'm in business for my self,.. and I've always wondered if perhaps there might be some tax advantage in leasing as compared to buying.... If you could take,.. maybe 10 minutes,.. and explain the advantages and disadvantages of leasing,.. I'll be satisfied,.. and then perhaps we could go look at cars to see about buying one..."



The car salesman said: "I can even SAVE you the 10 minutes... You lose \$700 every time you lease a car... Now,.. come on over here and look at these beauties we have in inventory,.. kick a tire or two!..."

Did my rapport go up,.. or down?.. You're right it went even further in the hole.

I asked: What is it you do here?

He said: "I'm a salesman!.." and he looked at me as though I was rather stupid..

EXCELLENT.....

GOOD.....

FAIR.....

BAD.....



I said: "Really,.... I thought you were out here trying to drive customers off the lot!... A trained professional salesman would be trying to find out what my needs are... I get the feeling you are dealing only with your own need to sell."... I don't exist..."

That stopped him for a minute... I finally got him to give me the information I was after... But how many people would buy a car from that dealership?..

Parents sometimes don't focus on developing rapport either... Have you ever heard this conversation..?

"Hon,.. What you just did really makes me mad!..."



"Gosh, Dear,.. I didn't mean it that way... May I explain what I'm really trying to say,.. a little better?..

"Oh Yes you did!.. You know darn good and well you meant it... You can't talk your way out of this one.. I've got you..

Is Rapport getting better or worse?... Going Down!

Here's another illustration.



A little boy accidently throws a ball through a neighbor's window. Being initially scared, the child takes off running toward home. Before he gets home he thinks... "I really goofed!... I should have told them I did it... I'll get some money from my savings and go right back and pay them for the window and offer to clean up the mess... I'll apologize to them."

As he starts into the house... his parent is standing there,.. with hands on hips,.. blocking the door... and the parent says: "Young man,.. I just got a call from the neighbors...."

And the boy interrupts:... "Gee,.. I know,.. I goofed.. I'm going up to my room to."..

And the parent interrupts:... "You're right you goofed!... I'm sick and tired of getting phone calls all the time from."...

And the kid interrupts again:... If you'll let me finish,.. I'll tell you."...

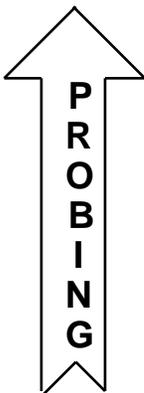
The parent overpowers the child: "Finish my foot!... you're going to pay for this..."

The boy was already committed to paying for the window.

The parent already had agreement and commitment.

The parent already had EXCELLENT Rapport.

And the parent takes excellent rapport and drives it down to bad because they are not PROBING.





When you have FAIR Rapport,... you should NOT present your ideas,.. but ask questions to develop and explore the subject,.. or get the other person to open up a little more and be more relaxed.. more RECEPTIVE.

Try to gain information about what the person KNOWS AND FEELS about the idea you were planning to present or discuss...

EXCELLENT.....

GOOD.....

DO NOT attempt to present or share ideas until you know you have GOOD Rapport.... so that you know the person is RECEPTIVE to hearing what you have to say... sharing with you.

FAIR.....

BAD.....

DO NOT attempt to gain agreement and commitment until you have EXCELLENT rapport,... or you will only have to start over and over,... and that could cause the person to be turned off instead of on.... Don't push your ideas so hard you destroy RAPPORT.

RECOGNIZING DIFFERENT STATUS:

Think of rapport this way.



When you have BAD Rapport,... they are UNWILLING to cooperate... against you.

When you have FAIR Rapport,... they are willing to TELL YOU about the way they see the idea.

When you have GOOD Rapport,.. they are willing to HEAR what YOU think,.. and how you feel,.. about the idea.

When you have EXCELLENT Rapport,... They are willing to agree and commit to the idea you and that person have developed by using the skills of communication and skills of negotiation.

WHAT TO DO:

First,.. when you have BAD Rapport,... They are UNWILLING TO PARTICIPATE FURTHER,... unless you take appropriate action..



So!... What is appropriate action?...

WHEN RAPPORT IS BAD,... there are 3 basic strategies I suggest you might try:...

1. WITHDRAW: This is done when you come to the conclusion that this is a BAD time,... because the person is too preoccupied with other matters,...or just in a bad mood.... Don't push so hard you close the door forever... excuse yourself,.. and depart.. Get out of the conversation as tactfully as possible,... but get out!... withdraw and either make another appointment,... or **WRITE** what you are trying to convey in a letter,.. instead of trying to present your idea in person... Pick another time or another place.

2. PULL BACK: Pulling back has several things you can do.

A. OWN IT: Sometimes, in order to get receptivity,.. you even have to OWN IT... Say: "Apparently something I'm saying, or the way I'm saying it, is really bothering you... How could I approach you so that you'd feel more comfortable? Take responsibility for the BAD Rapport.... Don't blame the other person.

B. CHANGE THE SUBJECT: Gently,.. ever so gently,.. change the subject... Like: "Oh by the way,... right in the middle of a sentence!"... AND CHANGE THE SUBJECT... and keep the friendship...

C. GO SLOWER: Instead of dumping the entire load on some people,.. they need it a spoon full at a time. Divide the issue into parts and try to explore each one at a time.

3. RESTART: RESTARTING means that you STOP making any attempt to present your idea.... CLOSE YOUR MOUTH.... OPEN YOUR EARS.... Let the other person ventilate completely their frustrations... Give them the feeling they ARE being HEARD... Set aside your feelings, Probe, and Validate.... It's OK to lose a battle, but don't insist on being heard until you lose the war. After they have settled down and rapport is GOOD, try asking about the issue again.



When you have EXCELLENT RAPPORT,.. or what I call the BUY mode.. CLOSE!... confirm the agreement and commitment and bring the session to an end. I don't know how many sales people have killed the sale by droning on and on when the customer wants to pay and get on with life... Like this story:

I went into a Sears store one day and asked a salesman if he had any lawn mowers. As he pointed to them he said: "I sure do... I've got one for 129,.. 99,.. 79,.. and that one is 59.95."

I said: "I'll take that one for 99.95."

He said: "Just a minute now... I need to tell you about that 129 dollar model... It's on sale and you really get a lot more for your money."

I said: "I don't want one that large.. I want the 99 dollar model... I've got a meeting in just a few minutes... could we get this order written up.. I really need to go.."

He said: "Sir,.. I wouldn't be able to sleep tonight if I didn't tell you about how much better it would be for you to buy that 129 dollar model."



I said: "Look,.. I'm in a hurry,.. why don't I come back some time when I have more time... and you can give me your pitch."

He said: "Great,.. Here's my card.. when you come back,.. ask for me.. I'll take real good care of you."

I said: Thanks,.. GOOD BY!"

The buy he got was spelled B Y and not B U Y... Don't knock the "U" out of the B U Y. When you have excellent rapport,.. CLOSE... STOP TRYING TO CONVINCEN. Confirm the agreement.

Confirming probes sound like this...

1. "I really appreciate your offer to help me in this endeavor,.. when would be a good time for you to work on it?"



2. "I'm really glad you're going to straighten up your room... would you like some help?... When you get done,.. would you call me so I can check it?"

3. "Sounds like we've reached agreement,.. when would be a good time to make the installation?"

4. "What was that you said a moment ago about the thing you liked about the product?"

SUMMARY:

Perhaps the most important thing I could ever say,.. that would help you to communicate better,.. is WORK FIRST on developing Rapport.. and THEN present your idea.

Learn to recognize the STATUS,.. or MODE,.. the other person is in.

STATUS

ACTION

EXCELLENT

CONFIRM
AGREE
COMMIT

Usually Rapport is neutral at the start of the conversation... what **YOU** say and do affects the change in status.

GOOD

SHARE
PRESENT
EXCHANGE

Ask **PROBING QUESTIONS** about the idea you want to present... explore the other person's views on the matter before you share your own.

FAIR

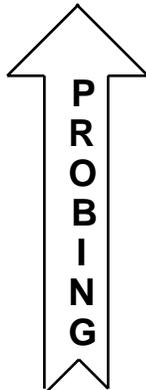
DEVELOP
EXPLORE
ACCEPT

Before you jump into the conversation,.. ASK if it is OK to talk about it.. Don't even try to present your ideas until you have good rapport.

BAD

RESTART
OWN IT
WITHDRAW

Developing your **PROBING SKILLS** is the **SECRET** of developing and maintaining rapport.... being a good communicator.



READ SHEET

APPROPRIATE RESPONSE

I was hired by a Data Processing Company to train their national sales and customer service force.

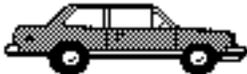
In the first class, one of the Regional General Managers asked if I knew anything about computers?

I said: "Not too much."

He asked: "What makes you think you can teach us how to sell computers if you don't know anything about them?"

I said: "Good question.. Give me an example of one of your products and I'll see how well I can do.

He said: "Computerized inventory control systems for a car dealership."



I said: "OK, lets try some probing and see how it works." After making my appointment, I go into the dealership and say:



"Good morning how are things going?"Then I pause and let the owner do the talking....



"Hey, that's great. Are you saying you are really pleased with your sales record."

"Ummmm, sure"

"An award winning month in sales - I can see why you're really excited."

"Ummmm."

"Sales seem to be going great guns for you. Those two new bays you're putting in will allow every mechanic a spot to call his own... I'll bet they're really pleased with your concern for their work environment."

"Ummmm, sure."

"Wow, a record month in the service department too, I can understand better why you're so cheerful."

"Ummmm, I see."

Sales is really rolling - service is doing great,..... What about parts?"

"Oh,.. Great... Super... Uh huh... sales, service and parts, are really doing well."

"If you were going to do something to make sure you make your profit is as high as possible, in the parts department, what are some of the things you might consider?"

"That's really a great idea,.. and one I'd like to share with my other clients... if you don't object."

"That certainly is another thing you should consider."

"A moment ago you mentioned you have considered installing an automated inventory control system... Where did you hear about this?"

"What did the other dealer say happened to his profits from installing the system?"

"Do you feel you could do as well?"

"How much of an increase do you think that you would make?"

"May I ask,.. why you haven't installed one already?"

"That is a problem....Parts managers are special people... and, if he's been with you as long as you say,... I can see why you are



concerned.... What do you feel would be some of the ways you could persuade him to see the light?"

"How many systems have you looked into?"

"Which do you think is the best?"

"What is it you believe gives our system the advantage over the other one's you considered?"

"Sounds like you are committed to installing the system.... if you can find a way to get started so your parts manager is happy to support your efforts."

**"LEADERSHIP" IS THE ART
OF INFLUENCING PEOPLE
IN SUCH A MANNER
YOU GAIN THEIR
WILLING COOPERATION
AND LOYAL SUPPORT
IN ORDER TO ACHIEVE
THE OBJECTIVE**

"You know we have a course starting next month that might teach him enough he'd really be excited about making the installation... Would you give us an opportunity to train him to see if that helps you solve that problem?"

"How much profit did you feel you were losing by not having the System?"

"Can you afford to delay installing the System - even if it meant changing parts manager."

"Are you certain of your decision to take the first step and see where we are?"

"Sounds like a winning plan!"

"Should we work up a proposed contract today or would you prefer I stop by next week with a proposal ready so we don't eat up all your time?"

"Fine!... I'll get the paper work ready and you decide how you want me to help your parts manager,... so that it's a comfortable transition for you to the new system."

I turned to the Regional General Manager,... and he was giving me the OK hand signal!..

In another situation,... I received a letter from the high school that my son Jamey had been late for his first period class three times,... The school wanted to solve the problem as Jamey was an excellent student and they wanted him to keep his high grade point average.

I asked Jamey: "**How are things going at school?.. Hey that's great,... I'm proud of you!.. Records in swimming and track... That's impressive!.. How's the chess team doing?**"

"Great,.. I'll bet you win at State too... you seem to have the desire and ability."

"Seems you're really doing quite well all across the board... Is there anything at all that is a problem?.."

1. WHAT HAPPENS WHEN YOU

2. IS THAT WHAT YOU WANT TO HAPPEN?

"Oh!.... I see?.."

3. WHAT DO YOU WANT TO HAPPEN?

STEP 1: "**What happens if you are late for school any more?**"

4. HOW CAN YOU GET THAT TO HAPPEN?

"And how would that affect your grades and things?"

5. HOW CAN I HELP?

"Then what might happen?"

STEP 2: "**Is that the way you want to see this turn out?**"

STEP 3: "**What do you think is the solution?**"

STEP 4: "**How can you get this to happen?**"

What's another way you might approach it?

Which,.. do you think is the better way?

Sounds like you're going to get on top of it!...

STEP 5: "**HOW CAN I HELP?.."**



I want you to know that conversation cost me **MY** clock radio... and now **"I"** have a problem..

What happens when your son takes your clock radio,.. and now that he has been out of school for a year,... he still has it!..

Is that the way I wanted it to turn out?

What would I like to see happen?

Can YOU help ME?..

Most parents take a different approach. They Say:

You know what happens if you are late for school... **I'll tell you**.... And that's not what you want to happen... **You want this to happen**.... And **here's what you need to do** to get that to happen... Now there, **I hope you are committed** to making **YOUR** plan work.. because I sure am.

Asking, rather than telling, is the only difference in the sequence - the difference between good rapport and alienation.

PROBING WORKS!... learning to make an appropriate response,.. instead of reacting,.. can produce immediate results in developing better rapport and having more success in presenting your ideas.

STEERING

Let's look at the different kinds of probes and see how they function in good communications!...

SUPPORTING

When teaching probing skills, I prefer to divide the 7 different probes into two basic categories:...

CHECK-UP

STEERING PROBES,.and... SUPPORTING PROBES. Let's talk about the steering probes first,.. and in a moment we will talk about the supporting probes. There are 3 steering probes:

1. STARTER
2. DEVELOPER
3. GUIDER.

The STARTER PROBE... is very GENERAL,.. and is used to open a subject area..... It is a question that starts the other person talking about the idea you are going to present,.. so you obtain the information you need BEFORE you declare your position.

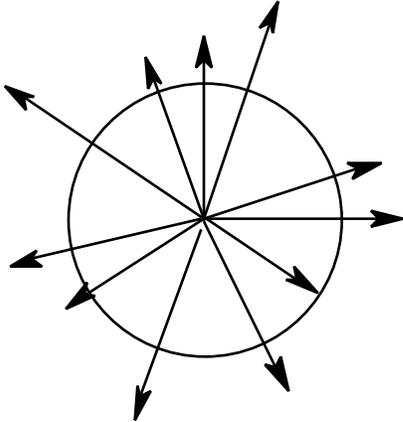
STARTER probes sound like this:

How do you feel about.....?

What is your opinion on.....?

Why do you think.....?

What have you heard about.....?



What can you tell me about the alphabet?

YOU know You're eventually going to discuss some specific part of the overall idea,.. but you want them to start talking about the idea from any avenue they feel comfortable in approaching it.... Make the starter probe general enough,.. and open enough,.. other people feel comfortable expressing their opinions...

The DEVELOPER PROBE... is used to further explore, expand, or to have the other person elaborate, on a specific area, so you can gain additional information to be sure YOU are on sound turf before presenting YOUR views on the subject.

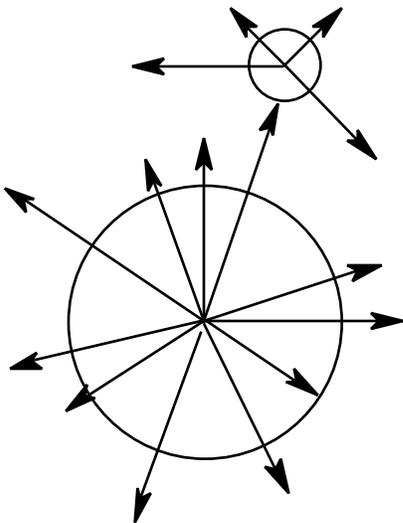
DEVELOPER PROBES sound like this:

So far we've talked about 3 different aspects of this idea.... could you expand a bit more on your feelings about the second part?...

I'm still not quite clear... could you tell me more about this part...

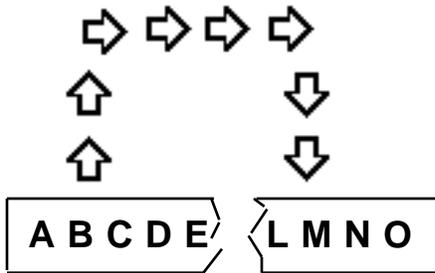
Can you elaborate on WHY you said this?..

Develop each point until you're sure you have given other people the feeling you really do understand what they are saying... and HOW they feel about the issue.... Before you share your views.



We've talked about A, B, and C. Could you talk a little more about B?

The GUIDER PROBE,.. is like the developer except it allows the person probing to focus the conversation on a part the other person may have omitted or avoided. They sound like this:



I see what you're saying here but how do you think this part over here fits into the scheme of things?...

We seem to be running out of time,.. and I want to make sure we really cover the critical parts of this plan,... what can you say about this critical element that we haven't covered yet?...

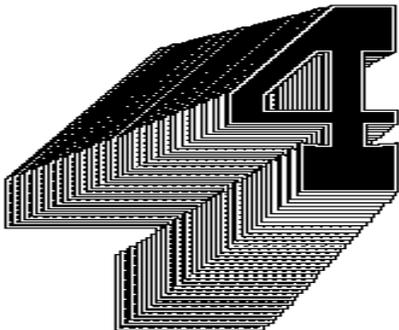
So far we've talked about how you see A,.. B,.. and C,.. would you mind if we skip over the next few letters and talk about M?..

Guide the conversation so that the other person talking,... covers the idea sufficiently,.. before you ask to share your own views and solutions..... COLLECT information using the steering probes.

Let's summarize:



1. The starter OPENS the subject in a GENERAL way..
2. The developer EXPANDS or ELABORATES...
3. The guider LEADS OR DIRECTS the conversation from point to point.... keeping everything on track... and on time.



Remember the 3 STEERING PROBES.
There are 4 SUPPORTING PROBES....

1. COURTESY PERIOD
2. MIRROR FEELINGS
3. CONTINUER
4. VALIDATOR

The COURTESY PERIOD is where you **WAIT** after asking a probe, for the other person to have a moment to think about and consider the answer to your question.... so they respond rather than react.

PAUSE.. BE QUIET... REMAIN STILL,... LISTEN,.. Do not fill up the courtesy period with YOUR answer to your OWN question... Why ASK,.. if you're not interested enough to listen to their answer... Just tell them!

When you pause, you can promote PRESSURE... and you should be careful not to use a PAUSE merely to generate pressure.. it is intended as a COURTESY period..

In my classes,.. to illustrate how a pause can generate too much pressure,.. and become uncomfortable,.. I will walk over to some young person,.. who appears to be rather quiet and reserved,.. I ask a mildly embarrassing question.... After asking the question,.. I just stand there close to them waiting until they get flustered or a little red in the face... ?...Some even sink down in the chair trying to get away from the pressure of being EXPECTED to answer... Sometimes,.. someone else in the room will see the dilemma, this young person is in, and answer the question for them - take them off the hook.. relieve them from the pressure the PAUSE is promoting.

Don't Pause to promote pressure.. PAUSE as a courtesy period... to allow people time to think before answering.

Some people don't think a pause is a probe... because you are not SAYING anything... but you are DOING something... that is a tool of conversation that is MOSTEFFECTIVE.



If you don't think they work,.... put a handful of courtesy periods in your pocket.. Every time you ask a question,.. take one out of your pocket,.. and insert it into the conversation.. Don't ask another question,.. or say anything,.. until the courtesy period has expired.... or I'll give you a ticket for not pausing properly.

What happens to RAPPORT when YOU insert courtesy periods... Keep an ample supply on hand at all times.. they really make friends faster than talking.

The second Supporting Probe is MIRROR FEELINGS. When you mirror feelings back to the person talking,.. you not only attempt to give back what they are saying,.. but are reflecting how you sense HOW they FEEL about what they are saying as well.. They sound like this:

Gosh,.. you really seem excited about this idea!
You've really been interested in this for some time now!....

You really ARE concerned.

This means a lot to you doesn't it?

You seem unsure?

You are upset!

you seem a little Angry!

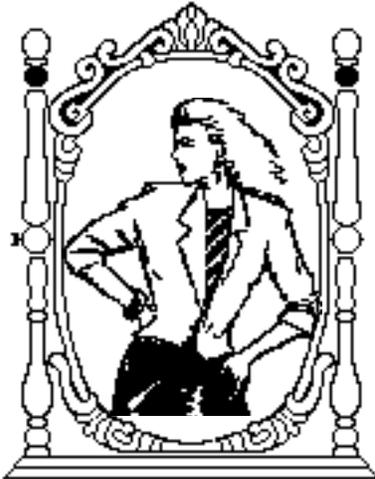
Gee,.. That's a toughy.

If you don't think that MIRRORING FEELINGS will really work hard for you,.. to increase your effectiveness,.. at developing rapport,.. Put some in your pocket and try inserting them in conversations... and watch what happens FOR YOU.

Watch the other people's eyes light up as they get the feeling you are not just listening to WHAT they say,.. passively,.. but are truly interested in them as persons.

Watch how their willingness to really open up and start talking about the idea,.. you wanted to discuss,.. provides the information you need to become more successful at communicating.

If you want to gain willing support and loyal cooperation in achieving your objectives,.. MAKE MIRRORS.... MAKING MIRRORS MAKES FRIENDS...



in the TRUE sense of the word... Mirrors WORK **for** you in developing and maintaining rapport.

The 3d Supporting Probe is THE CONTINUER. They sound like this:



Um Hmm.

OK.

Sure.

I see.

And?

Like what?

Ha ha ha.

I don't understand?

Oh?

Again, some people think they wont work for them...

Have you ever called someone on the phone and said Hi this is so and so and I wanted to tell you about this idea,... and you go on and on talking about the idea... and there is not one single sound,.. of any kind,.. coming out of the phone from the other end?

Pretty soon,.. you stop talking and ask: "Are you still there?".....The person answers: "YEP!"

Now,.. YOU go right back at it... Well,.. like I was saying,.. I told so and so about Blah Blah Blah... and you go on and on again because of that one acknowledgment... That one continuer is all you got.. But it so reassured you the other person was listening.. you kept on going... and there is still not one sound from the phone...

So you stop the monologue again and ask: "You doing something else?"

"Nope!"



Back you go at it again.... because that short sound motivated you.... You go on until you get the feeling you are not doing so good.. The other person might be bored,.. or doing something else while they pretend to be listening to you... Maybe, you think, they are NOT listening at all..

So you say: "Uh.. could you excuse me?.. I think there is someone at the door.. Could I call you back in a little while?"

"Sure!"

"OK,.. Good bye."... Click!

After you hang up you think... I wonder what's wrong with so and so today?... And the answer is nothing... it's all in YOUR head.. So and so was making..... NO CONTINUERS TODAY.... Without so and so making continuers, you thought so and so wasn't interested... And that's how others feel too,.. if you don't make some continuers in your conversations.

Show others YOU ARE INTERESTED by inserting a pocketful of continuers in every conversation.... Don't be hap hazard about it... do it appropriately.. Each and every one you use will work FOR you... You'll be more successful.... Rapport will go up...!

The 4th Supporting Probe is THE VALIDATOR. It's used to confirm agreement and commitment.... To summarize things a person has said,.. to insure YOU are hearing correctly,... and to give them the feeling you have not only heard WHAT they said,.. but HOW they feel about it.

Don't wait until the end of a long conversation to insert the VALIDATOR... Use them periodically to make sure YOU don't form WRONG conclusions,... early on,.. and then build everything that follows on WRONG information.. Summarize each part... and then, at the end,.. summarize the summaries.

DON'T Say... Now this is what you said.... and repeat their words back to them.

Say.. Let Me make sure "I" understand how you feel about... And then use YOUR WORDS to describe how YOU perceive What they are saying.... If they start shaking their head No, No, No,... STOP,... Ask what part you don't have right,... Insert a courtesy period,.. and then try again.... And keep trying until they shake their head YES, Yes, yes... as you are giving feedback.... Their head tells the tale!... it's the gauge.

People get excited,.. when YOU give them a feeling they are really being HEARD.. Most of the time people don't want to get their way nearly as much as they just want to have their side of the issue heard and understood fairly.... Then they will more readily negotiate,.. or be more willing to take their TURN to hear your side of the issue... your idea.

Validators WORK FOR YOU.. to develop and maintain rapport... but only if you insert a pocketful in every conversation... They DON'T work for you if you keep them in your pocket,.. or leave them in the dresser drawer,... or don't even buy some at the communication store.

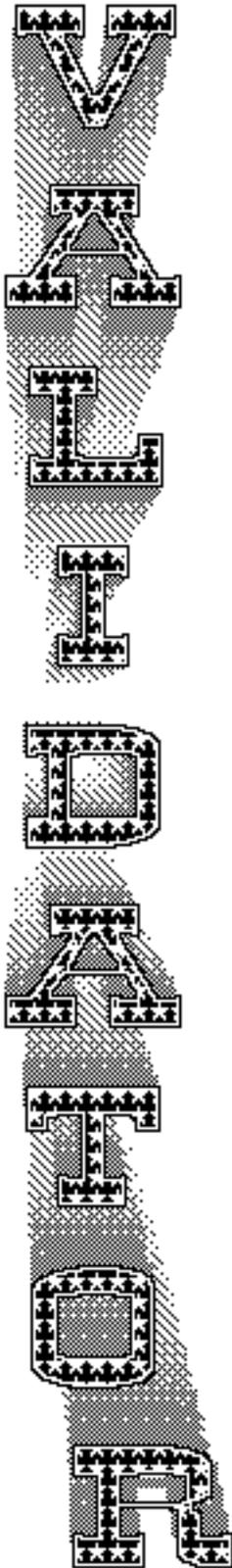
Can you see how using the STEERING PROBES and SUPPORTING PROBES naturally aid in developing and maintaining rapport... They WORK!

Don't rush right out and try to master all of them all at once... you'll set your self up for a feeling of failure.

Take one at a time,... and work on that ONE PROBE until you've mastered it. Then take the next one and add it to your collection of skills.

Another method you might try is,.. Since there are 7 probes,... and 7 days in the week,... Each week,.. spend one day working on that probe.. Make it a point to think about it and use it in conversations.

CHECK UP QUESTIONS:



Anyone who has ever attended an SOC course,.. KNOWS that we use CHECK UP QUESTIONS by the ton...

We've learned that for people to walk away from the course with a feeling they have **LEARNED** something, that will help them become more effective in their personal and professional life,.. we must take as much time taking the material back **OUT**,.. of their thinkertoy,.. as we do putting it **IN**...

We follow the progression of "Bloom's Taxonomy,"...



Ask... **1. MEMORY QUESTIONS**,... to see if the person, you have been talking with, is able to recall what was covered... Some day,.. when you are presenting an idea to someone,.. Stop right in the middle and ask some memory questions... You might be surprised to find out how..... many people listen only passively...

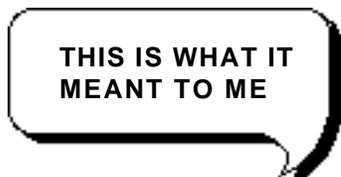
IF... the other person is not able to recall what you said to them... It's NOT A USABLE Transfer (NAUT).... When people discover you are going to ASK them what you said... They have a REQUIREMENT to listen more actively.... This is not their problem,.. IF IT'S YOU THAT WANTS TO BE HEARD.... It's yours and Asking "Memory" questions "**IS**" what... YOU.. DO... to increase your effectiveness.

This is not some mystic program... I am telling you specifically WHAT TO DO to increase your effectiveness - like ask MEMORY QUESTIONS.... to develop rapport....

If I asked you... right now... to list all 7 Probes?... that I just spent the last few minutes talking about.... could you do it without looking at any notes?.. Could you get them in the proper order?.. Is it a real struggle?.. People not only listen passively, but they read passively too. You must decide to retain what you hear and read. That decision will increase your personal and professional effectiveness immensely.

After asking MEMORY questions,.. to examine if they can recall the information, progress up the taxonomy

by asking **2. TRANSLATION QUESTIONS**. Can they express the concept in THEIR OWN WORDS... As they express your idea in *their* words,... **you** can reveal instantly whether they have it right or wrong... and re-state or re-teach it to assure good communication occurs..!



3. INTERPRETATION QUESTIONS COMPARE or CONTRAST are asked to see if they thought or behaved like this before,... and determine they have cognitized the new idea correctly - thus enabling them to make a change in thinking. Asking.. what the old conclusion was like... and the new conclusion is like... requires them to compare and contrast the NEW information against the OLD and reinforces the change in thinking... A very effective technique.

Ask... **4. APPLICATION QUESTIONS**... to see if they can think of a situation where they would..... **use** the NEW precept or concept. Help them to think through actually applying it by verbalizing what they would do and how they would go about it.... affecting the change from OLD to NEW... You might also have them role play it or do it in a real life situation to determine how well they have affected the change.

Ask... **5. ANALYSIS QUESTIONS**... to see if they actually can explain WHY the NEW information is more valid than the OLD... If they can't,... your work at communicating is not finished... They only know fragments of the whole and not the entirety of your idea... It reinforces the process of cognitizing and affecting the information more completely... making it **USABLE**....much more quickly .

Ask... **6. SYNTHESIS QUESTIONS**... Ask questions to see if the NEW information can be taken around,... inside their mind,... and edit all their other conclusions,... to upgrade them using this newly acquired knowledge.... this new awareness.. Synthesis questions can sometimes enable a person to come up with an entirely NEW concept... maybe not to benefit all mankind,.. every time,... but at least for this person.... it's a completely NEW way of thinking that grew from using the old thought and the NEW input to generate a separate NEW THOUGHT...



Ask...**7. EVALUATION QUESTIONS**.... to see if the person has concluded that this NEW input is GOOD or BAD..... If it fits in with their old philosophy of life,... or improves it.... it will be seen as GOOD... If the person **REJECTS** the input,... she or he will see it as BAD. This does **not** mean it **is** good or bad,... but, as you ask the questions,... and note the blockage at this level of thinking,... you might probe around and find other conclusions that need to be upgraded for the person to embrace the NEW DATA as a GOOD change in thinking. Let's look at the process in action:

1. Memory: Do you recall what the two categories of probes were? What was the **FIRST PROBE**.

2. Translation:What does the starter probe do? What would be another name you might prefer to call it?

3. Interpretation: Compare or Contrast - Had you ever thought of probes as being organized like this before? How did you think of them? How does it compare to the Developer? What are the similarities... the differences?

4. Application: Can you think of a situation where you would use a starter probe?

5. Analysis: Why would improving your probing skills improve the way you communicate in your personal and professional life?

6. Synthesis: What areas of your life will change as you become proficient at using the 3 skills of communication?

7. Evaluation: Do you think it is GOOD or BAD for people to consciously use starter probes?

This ends the part about CHECK-UP QUESTIONS.

Let's review Probing... the ART of making an APPROPRIATE RESPONSE.

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THERE ARE 2 categories OF PROBES:

1. STEERING PROBES... used to place a framework on the conversation or control the direction and velocity of where you are going.
2. SUPPORTING PROBES... used to aid in developing and maintaining rapport by giving the person a feeling you not only hear WHAT they are saying but HOW they feel about it.

There are 3 STEERING PROBES:

1. THE STARTER: General, Open, Why, How, What, Your opinion.
2. THE DEVELOPER: Expand, Elaborate.
3. THE GUIDER: Go over there, Skip to.

There are 4 SUPPORTING PROBES:

1. THE COURTESY PERIOD: Pause, Wait, Be quiet.
2. MIRRORING FEELINGS: reflective, Feelings and Content.
3. CONTINUER: OK, Sure, I see, Hmmmm.
4. VALIDATOR: Confirm agreement and commitment, Summarize.

CHECK UP QUESTIONS can be used to determine if the information you are attempting to convey is being accepted.

1. MEMORY..... To recall, remember.
2. TRANSLATION... Change to your own words.
3. INTERPRETATION Compare or Contrast it with other data.
4. APPLICATION... Use it with a new situation.
5. ANALYSIS. Determine the meaning.. Why it is so.
6. SYNTHESIS... Create a new thought.
7. EVALUATION... Determine if good or bad.



PROBING PERMITS PEOPLE TO PURSUE PERTINENT POINTS PROFICIENTLY IN PRESENTING IDEAS.

THIS ENDS THE CHAPTER ON PROBING

T U R N I N S H E E T

ICA#4 GROUP _____ STUDENT NAME _____

1. Write about a situation where no matter what you tried to do you were unable to get your point across because of BAD RAPPORT.

Be prepared to discuss your story with the other members of the class.

1. Explain the function of the STARTER PROBE.

2. Explain the function of the DEVELOPER PROBE.

3. Explain the function of the GUIDER PROBE.

4. Explain the function of the COURTESY PERIOD PROBE.

5. Explain the function of the MIRROR FEELINGS PROBE.

6. Explain the function of the CONTINUER PROBE.

7. Explain the function of the VALIDATOR PROBE.

Be prepared to discuss your story with the other members of the class.

Be prepared to discuss the answers, you have listed, with the other members of your class.

PLEASE TURN THIS SHEET IN AT THE BEGINNING OF YOUR NEXT SCHEDULED CLASS.

NOTES & QUESTIONS FOR THE FACILITATOR:

