



ACTIVE LISTENING

The tool cultivates the ability to listen actively to achieve a better understanding of the crisis and help the mentee accept and deal with the situation.

Suggested time
Minimum 60 minutes

Materials
Post-its, pens

Participants
Mentor and mentee

GROWTH JOURNEY



Onboarding

Sparring

Innovation

PERSONAL JOURNEY



The ability to listen actively is a key skill in mentoring. It prevents misunderstandings and allows you to ask effective questions that demonstrate interest and understanding of your mentee. In everyday life, most of us tend to listen only superficially or hear what we would like to hear. Active listening is about making a conscious effort to hear not only the words a person is saying, but the complete message. To become an effective listener, you should keep the following in mind: Pay attention to the words while also paying attention to the tone of voice and observing the body language. Encourage, smile and keep an open posture. Give feedback by paraphrasing and reflecting on what is being said followed by asking wh-questions. Avoid being judgemental and do not interrupt. E.g. no questions before the person is finished talking. Respond in a respectful and honest way.

STEPS

- 01 | Clear time in your calendar, at best with no fixed end time and choose a location where the mentee feels safe and relaxed.
- 02 | Ask open questions. Such as...
 - "Tell me about...?"
 - "How would you describe...?"
 - "How does your company compare with...?"
 - "What would happen if...?"
 - "Why is that...?"
 - "How could you change...?"
 - "How would you improve...?"
 - "How do you feel about...?"
 - "What does that mean to you...?"
 - "What is your opinion of...?"
 - "What do you do differently...?"
 - "Why do you/don't you support...?"
- 03 | Further reflect on what the mentee says, by asking "What I am hearing is..." or "To me it sounds like you are saying...". Furthermore ask clarifying questions such as "What do you mean when you say...?" and "Do you mean...?"

To gather the different thoughts or highlight some insights, you can summarize the mentee's comments regularly.

Try to take notes in a discrete way and try to sense the mentor's state of mind e.g. in relation to **Personal Journey/The Cycle of Renewal**.



If you would like a more systematic grip in the way you ask questions, take a look at the **GROW** coaching model.

GROW stands for:

- Goal.
- Current Reality.
- Options (or Obstacles).
- Will (or Way Forward).

The model was developed in the 1980's by the business coaches Graham Alexander, Alan Fine, and Sir John Whitmore.

FACILITATION TIPS



MINDSET

It is of great importance that the mentor has an 'open modus' and takes on a supportive role, rather than forcing the mentee in a specific direction.



VISUALISE

Sometimes it helps the mentee if you draw simple icons explaining their story, or write down keywords you can share. Or you can choose specific prepared images to open up the dialogue.



STAGE

Choose a location with a relaxed atmosphere, where the mentee feels safe and relaxed. You can consider a walk in the forest. Your next meeting could possibly be you visiting the company to perceive the atmosphere in the setting of the situation.