

13 Techniques for Honoring All Points of View

#	Facilitative Listening Skill	Usage	Example
1	Paraphrasing	To support a speaker when thinking out loud and allow them to review their contribution.	"It sounds like you are saying...Did I get it?" "Let me see if I am understanding you...Is that right?"
2	Mirroring	To (re)establish your neutrality as a facilitator.	[Repeat the speaker's words verbatim]
3	Drawing People Out	When a speaker is having difficulty expressing their idea or when the speaker is being vague or confusing, but feel they are being clear.	"Can you say more about that?" "Can you give me an example?" "Tell me more." "How so?"
4	Stacking	To create a sequence of speakers when multiple people want to speak at once on a topic.	"I see we have multiple people who want to speak at once. The next speakers will be Tanya, Manoj and then Peter, in that order."
5	Tracking	The facilitator simply names the multiple conversation threads that are going on simultaneously during a single discussion in order to make visible to the meeting participants the various discussions.	"It appears we have multiple conversations going on at once. I want to name all of them in order to keep track of them." "One conversation is about deadlines, the second is about requirements and third about Scrum. Is that all of them?"
6	Encouraging	To coax additional contributions from members of the group without signaling anyone in particular. Facilitators use encouraging when the group needs to warm-up	"Who else has an idea?" "What do others think?" "Is there a different perspective on this issue?" "Let's hear from a different group."

#	Facilitative Listening Skill	Usage	Example
7	Using the Clock	To provide a subtle cue to the quieter participants that if they want to contribute, the time is now.	"We only have five minutes left for discussion, would anyone like to add something?" "Only sixty seconds left - any final comments?"
8	Making Space for a Quiet Person	To offer the participants who tend to be quiet, or prefer to gather their thoughts before speaking, a specific opportunity to participate.	"Joyce, did you want to add anything?" "Frank, you look like you might want to say something?"
9	Validating	To legitimize and accept a speaker's opinion, point-of-view or feelings without agreeing they are "correct". Validating is especially important when the speaker feels they are going to add meaning that might be considered risky and/or controversial by their peers or management.	"I heard you say that testers on our Team do not test as thoroughly as you might like. Thank you for sharing - I see why this matters to you." "If I understand you correctly, you said management is basically clueless about how to run this program successfully. From what you described, I can see how you got there."
10	Acknowledging Feelings	When a facilitator infers emotions are impacting a discussion, ask the speaker (or participant) about the feelings they are experiencing. When meeting participants are consciously aware of their emotional state, this allows them to consciously choose how to respond to their emotions in a discussion rather than unconsciously react to them.	"From the tone of your voice, I wonder if you are feeling somewhat concerned about the plan. Is that accurate?" "I am getting the sense you might be a little more worried about the outcome than you are telling us. Is that correct?" "It looks like you have some feelings about that last statement. Would it be correct to say you are frustrated by her response?"

#	Facilitative Listening Skill	Usage	Example
11	Empathizing	When the facilitator feels the need to identify and share the speaker's (or participant's) emotional state.	"If I was in that situation, I would be feeling pretty disappointed right now." "I imagine that learning of their decision this way would be pretty upsetting."
12	Balancing	To broaden the discussion to include other (minority) perspectives that have not been expressed by group members. Balancing can be quite useful when a group has become polarized between two positions.	"Are there any other ways of looking at or thinking about this issue?" "We have heard what three people think about the topic. Are there one - or more - different perspectives that have not been expressed?"
13	Linking	When a speaker provides a contribution that seems "off-topic", give them the opportunity to connect their contribution to the discussion.	"I'm not sure if everyone understands how to link up your idea with the conversation. Can you help us make the connection?"
Taken from <u>Facilitator's Guide to Participatory Decision-Making, 2nd Edition</u> by Sam Kaner, Lenny Lind, Catherine Toldi, Sarah Fisk and Duane Berger			