

# DISCIPLINED LISTENING

## Ten Leadership Lessons From the Interview Room

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### 1. Maintain a Learning Mentality

- Stay patient
- Be aware of our biases and behavior
- Demonstrate respect and empathy

### 2. Demonstrate the Two Core Components of Trust

- Character
- Capability

### 3. Reverse Engineer Your Strategy

- Build from the inside out
- Execute from the outside in

### 4. Leading Means Teaching

- Ask don't tell
- Questions can be perceived as invitations or attacks

### 5. Precede Tough Questions or Statements With Justifications

- Demonstration of Understanding
- Statement of knowledge
- Speak in the third person

### 6. Look for Discomfort not Deception

- Gain insight into motivations and intentions
- Context is king

### 7. Leverage the Indicative Index

- Provide lists of potential excuses, motivations and alternatives
- Allow your employees reaction to dictate the direction of the conversation

### 8. Take Bullets Out of Guns

- Diffuse arguments before they start
- Introduce contentious information into the conversation before your employee can

### 9. Accept – Reframe – Justify

- Don't argue – accept
- Turn reasons people "couldn't" into reasons people "should"

### 10. Responsibility Comes at the End of the Conversation

- Speak in the third person in the beginning
- Allow the employee to blame their actions on excuses early in the conversation
- Circle back to ultimate responsibility at the end

