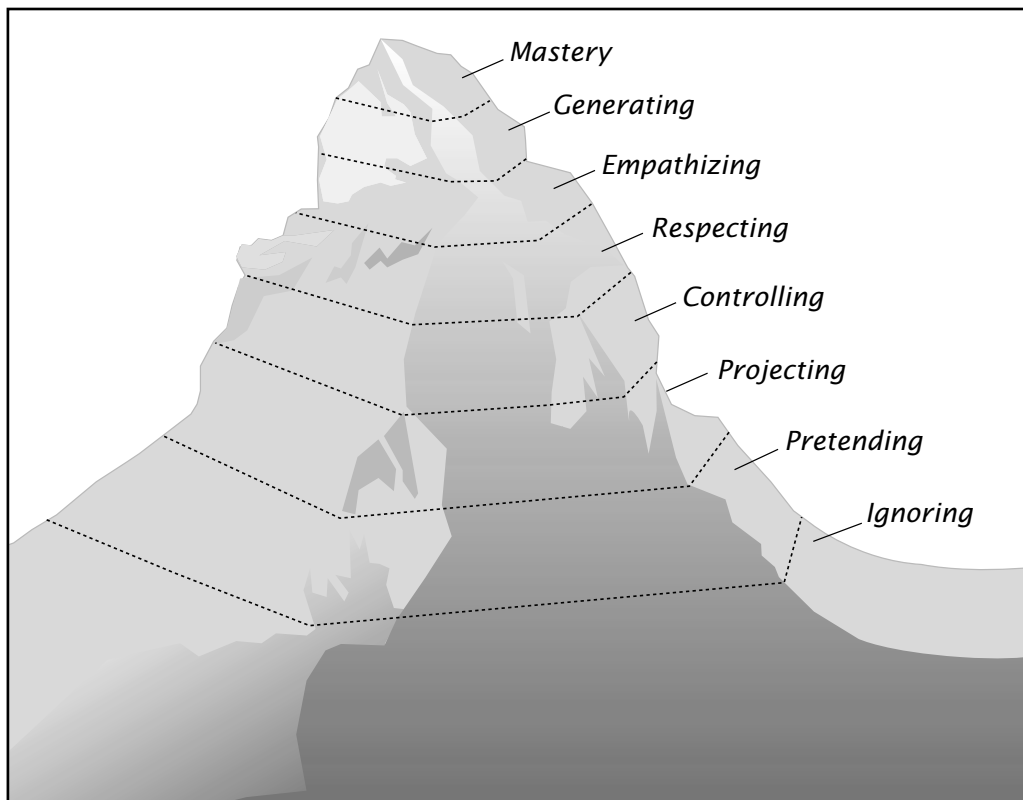


## Climb the Matterhorn of Masterful Listening

We have seen above that listening is not a “soft” skill. Both listening and failing to listen have hard consequences. Those who do build their listening muscle gain direct access to accomplishment. As your mastery of listening grows, you expand exponentially the reach of what you can accomplish. Figure 2 illustrates the “K2 of Listening and Results” that ranges from Ignoring—no listening whatsoever—to Generating—complete listening that generates the speaker’s brilliance and leadership. The peak of K2 is mastery: the ability to listen to other people’s listening while you are speaking. Let’s look more closely at each level.



### The Matterhorn of Masterful Listening

Figure 2

#### Level Zero: Ignoring

Ignoring is ground zero: the absence of listening. Ignoring includes interrupting the speaker, fidgeting with your pencil or your mouse as someone speaks to you, or crowding out the speaker's words with internal chatter. Ignoring is often a way to exert power over someone, wittingly or unwittingly. If a newcomer presents a new idea in the monthly meeting, all too often she is simply dismissed.

Ignoring is more than merely rude or passive-aggressive. It can have far-reaching effects. When a mathematics professor at a small Virginia college politely called Intel technical support to report that its Pentium chip had miscalculated a complex division problem, Intel ignored him. The professor did not remain polite for long. He disseminated his complaint on the Internet, and soon the issue blew up into what CEO Andy Grove later called the worst time in his career.

**Tip: Experiment for at least a week with the question: What outcomes can I generate through my listening alone?**