

Listen Like a Pro

*A 4-Step Guide to Engaging
with People*



Dennis E. Coates, Ph.D.
Meredith M. Bell

Listen Like a Pro: A 4-Step Guide to Engaging with People

Copyright © 2020 Dennis E. Coates, Ph.D., and Meredith M. Bell

All rights reserved.

PERMISSION - Readers have permission to share this PDF version of the book with others. Selling this document is prohibited.

Printed in the United States of America

First Summit Publishing

An imprint of Performance Support Systems, Inc.

<https://firstsummitpublishing.com/>

757-873-3700

Cover and book design: Paula Schlauch

Contents

Introduction	4
Listening Is a Power Skill.....	5
What Usually Happens.....	7
Old Listening Habits Can Kick In.....	9
You Gotta Remember to Use the Skill!	10
The Four Vital Listening Skills.....	12
Listening Skill 1: Give your undivided attention.....	13
Listening Skill 2: Sense what the other person is feeling and express empathy.	14
How to Express Empathy	16
Listening Skill 3: Listen for the meaning and check what you think you understand.....	17
Listening Skill 4: Encourage the person to continue talking until you're sure you understand what they're trying to say.	18
What Effective Listening Looks Like... ..	19
That Interchange between Manager and Technician—Done Right.....	21
Tips for Optimum Listening	23
Get Your "Reps"	27
Listening—A Summary	28
About <i>Connect with Your Team</i>	29
About the Authors.....	32

Introduction

The payoffs for listening effectively are huge, as are the consequences for failing to do so. That's why we wrote this guide for *everyone* in the organization: executives, managers, and the people who get the work done.

Mastering a communication skill like listening starts with learning more about it. This ebook on listening is adapted from Chapter 4, "Listen to Understand," in the book, [*Connect with Your Team: Mastering the Top 10 Communication Skills*](#), an unprecedented how-to manual for improving the skills that create stronger leaders and boost engagement, leading to higher levels of performance.

If you want to actually *become* a better listener, you'll need to make the behaviors described here your habitual response. You'll need to rewire your brain, and that will take time.

Our advice: *Be patient*. Like mastering any skill, rewiring your brain for the skills described in this book will take lots of practice—application in the workplace. Any artist or athlete will tell you that. They'll also tell you that you never get to the end of your mastery; if you're willing to work at it, you can continue to improve the way you listen for the rest of your life.

Denny and Meredith

Listening Is a Power Skill

Listening is the No. 1 interpersonal skill a leader or team member can have. Called “active listening” by Thomas Gordon, it was the centerpiece of his 1970 book, *P.E.T. – Parent Effectiveness Training*. This way of listening, adapted from techniques used by therapists and counselors, has also been referred to as “reflective listening” and “empathic listening.” We prefer Stephen Covey’s term: “listening to understand.”

Listening to understand is the most important element of effective team communication.

Whatever your reason for communicating, you won’t be doing all the talking. The people around you often have something to say that can influence your team’s success, and you’ll need to hear it. Knowing they’ve been heard and understood has a powerful effect on people. When others sense that their ideas, issues, and observations are being considered, they feel valued, appreciated, and engaged.

Also, the ability to grasp what someone is trying to say is a critical component of the other nine communication skills featured in the how-to book, *Connect with Your Team*. This is why we encourage you to work on listening first.

It’s not always easy to listen well. Sometimes people aren’t confident about how to bring up issues. As they deal with problems, mistakes, and conflicts, they may keep their thoughts and feelings to themselves. And if they do open up, it’s almost never in the form of a logical, well-organized speech. The points they try to make, which they may not fully grasp themselves, could be heavily laced



with emotion and mixed with anecdotes, opinions, complaints, demands, and feelings—in no particular order. They might start with whatever is on their mind and go from there. Along the way, they might digress. As a result, the meaning could be hard to sort out.

If you aren't a skilled listener—and most people aren't—you may end up doing more talking than listening, reacting with your own feelings, seeing the situation from your own point of view, and misinterpreting the other person's message.

The consequences of a failure to communicate can be huge. For one thing, you'll miss an opportunity to learn about issues festering in the workplace. If your coworkers sense that you don't understand what they're trying to tell you, they may conclude you don't care or decide it's too hard to get through to you. Your team members might feel disrespected and misunderstood and wonder if coming to you with issues is worth the effort. Consequently, the relationships that are so important to teamwork could begin to unravel. Poor listening is one of the main reasons people distance themselves from their managers and coworkers.



What Usually Happens...

Consider this situation, in which a manager changes a team member's priorities:

Technician: "You wanted to see me?"

Manager: "Are you on the Wayne project this morning?"

Technician: "I am. Leaving now."

Manager: "No, don't leave yet. I want you to do something else."

Technician: "What?"

Manager: "We have a new customer, We Got Flowers. I want you to go out there with Fremont, take measurements, and start removing their storeroom flooring."

Technician: "But that could take all day."

Manager: "Right. Just do it, okay?"

Technician: "But we have an appointment with Wayne, and..."

Manager: "I know. Just handle it."

Technician: "But..."

Manager: "Look, I don't have time for this. Here's the order, take Fremont and get started."

Technician: "This is the second time, and..."

Manager: "We need this new customer. Just do it!"

Technician: "Okay."

What the technician tried to explain was that she had already rescheduled the Wayne project once, and the customer had agreed to meet that morning to finish the job and would be irate if rescheduled again. Wayne Auto Repair has six other locations in the area, and a disgruntled customer could mean negative word of mouth. The technician wanted to talk about a way to make both customers happy, but the manager didn't give her a chance. He cut her off and gave her the new marching orders.

The manager was working from a traditional mindset of exercising authority. In his mind, he was doing the right thing for the company. As a result, in trying to satisfy a new customer, he was about to disappoint an existing one. If he had given the technician a chance to speak, things might have turned out differently.



Old Listening Habits Can Kick In

Not many people have had training in how to listen. And yet, even those who've had this training and have tried to practice the skills on the job often discover how hard it is to simply recognize the opportunities for using them. That's when old habits kick in. Instead of listening for the meaning and checking for understanding, managers may exercise their authority, cut people off, and give orders.

Old habits can kick in when talking to family members, too. When Meredith's daughter Alison was in high school, she used to babysit after school to earn spending money. One afternoon she had a difficult situation with one of the children, and she was upset when she got home. As Meredith listened to Alison describe what happened, she jumped into problem-solving mode, asking a lot of questions and then offering ideas about how Alison might have handled the situation differently. As Alison continued to talk about her experience, Meredith continued to offer advice.

Finally, Alison said very emphatically, "Mom, I don't need your suggestions. I

had a horrible day. All I really wanted you to do is listen and be sympathetic. I've already taken care of this." These words stopped Meredith in her tracks. She realized Alison was looking for understanding and compassion, not criticism or advice.

All these years later, Meredith still remembers how easy it was to disregard her own guidance about best listening practices. That's why we emphasize that becoming a master at listening is a *life-time* pursuit.



You Gotta Remember to Use the Skill!

Listening Moments and the Listening Mindset

The first step to listening well is being aware of when to listen—what we call “listening moments”—when somebody is trying to tell you something. These might be occasions when someone’s behavior takes you by surprise: unexpected problems, conflicts, mistakes in judgment, or a point of view contrary to your own. You’ll feel your own response: disappointment, frustration, or anger. These feelings are your signal that *this is a listening moment*, not an occasion to react. Once you realize you need to be listening, the next step is to check that you’re in the proper frame of mind for listening—what we call the “listening mindset.”

Recognize the “listening moment”

...when someone is trying to tell you something you need to hear.



Engage your “listening mindset”

I care about this person’s problems, thoughts, and feelings. Something is going on with them right now, and I want to know what it is. So rather than react negatively or assume I understand, I check what I’m hearing.

Thinking these thoughts at the right time will be like having your relationship radar set at the right listening frequency, preparing you for effective listening.



The Four Vital Listening Skills

Listening to understand involves four skills:

- 1. Give your undivided attention.**
- 2. Sense what the other person is feeling and express empathy.**
- 3. Listen for the meaning and check what you think you understand.**
- 4. Encourage the person to continue talking until you're sure you understand what they're trying to say.**

The following sections describe these skills in detail.

Listening Skill 1

Give your undivided attention.

In his book, *What Got You Here Won't Get You There*, executive coach Marshall Goldsmith says that former president Bill Clinton was an “absolute master” at giving his attention to anyone who spoke to him. “He acted as if you were the only person in the room. Every fiber of his being, from his eyes to his body language, communicated that he was locked into what you were saying. He conveyed how important you were, not how important he was.”

Whether someone is venting or you sense something is bothering them, this is an opportunity to demonstrate that you genuinely care about what they're trying to say, that they can get through to you. Once you realize that this is a listening moment and your mind is set for listening, make it your top priority to find out what's going on. Stop what you're doing and do what Bill Clinton is said to have done: *consciously focus 100% on the other person.*

Multi-tasking or fiddling with objects will distract your attention. Put down your phone, book or pen, and turn to

face the other person. Try to keep your mind clear, because even your thoughts, feelings, opinions, memories, and imagination can distract you from hearing what they're saying. If necessary, invite them to talk with you in another room or outside where you can face each other in relative quiet and privacy.

Communicate through your posture and facial expressions that *this is the most important person in your world right now.* From time to time, give them an accepting smile, a nod, or an occasional “yes” or “I see” to affirm that you're focused and listening.



Listening Skill 2

Sense what the other person is feeling and express empathy.

Most of the time, what you sense will be a combination of thoughts and emotions. Sometimes a person will lead with what they're feeling. Other times they'll be able to speak in a rational way. Even then, you may pick up on how they feel about it. Showing you understand their needs and feelings will make it easier for them to open up.

Mindfulness is a crucial first step to expressing empathy. Mindfulness means

focusing on the present moment to be fully aware of what's in front of you. No one is in this state of mind all the time. In a busy day, most people only intermittently experience moments of intense mindfulness. When you're solving problems, planning, and executing, you may be aware of the people around you, but in a distant way. This is normal.

Before expressing empathy, you need to experience it. And to experience empathy, you need to be mindful of the other person, focusing on what they are experiencing and feeling. This means shifting from your own thoughts and feelings to sensing the other person in the here-and-now. Your concern is most real and intense when you're able to experience someone else without the filter of whatever may be going on in your mind, without judging, reacting, thinking about something that happened, or paying attention to your own thoughts and feelings. Only when you're mindfully aware of the other person is an empathic connection possible.



Mark Goulston, in his book, *Just Listen*, says this:

“Making someone ‘feel felt’ simply means putting yourself in the other person’s shoes. When you succeed, you can change the dynamics of a relationship in a heart-beat. At that instant, instead of trying to get the better of each other, you ‘get’ each other and the breakthrough can lead to cooperation, collaboration, and effective communication.”

How to Express Empathy

The purpose of empathy is for the speaker to “feel felt.” Ideally, they’ll sense that you appreciate their feelings about what they’re saying.

The goal isn’t to actually feel the feelings of the other person. Rather, you want to sense their feelings accurately and based on your own life experience, *appreciate* what they’re feeling. And then describe what you’re sensing.

Expressing empathy follows three steps:

1. **Be “in the moment” with the person.** Empty your mind of every thought and feeling about what may have happened. Approach the person and the situation with fresh awareness. Consciously focus on the individual in the present moment. Observe facial expressions, posture, gestures, and tone of voice.
2. **Imagine what they’re feeling.** Imagine yourself in their situation—not to agree or disagree, and not to judge, but simply to be aware of and understand what they’re experiencing.

3. Express what you imagine they’re feeling in one of three ways:

- **Ask:** “Are you disappointed that we have to redo this?”
- **Assume:** “You must be disappointed that we have to redo this.”
- **Express the feeling:** “It’s disappointing to have to go back to square one and start over.”

Their reaction to your expression of empathy may be a nonverbal one, or they may say something to let you know how accurate your perceptions were. Pay attention to this so you know how to continue listening.



Listening Skill 3

Listen for the meaning and check what you think you understand.



And when you think you understand some of what the person is expressing, check to be sure. The skill: *In your own words, say what you think you've understood so far.*

“Are you saying that...?”

“Do you mean that...?”

“It sounds like...”

“So what you're getting at is...”

“Let me see if I heard you right. You....”

The skill is *not* to repeat word for word what someone has said. Instead, express what you think they're getting at—the *meaning* of what they've said. Don't worry that you'll get it wrong. The important thing is to *check your understanding*.

If your interpretation even slightly misses the point, the person will let you know. They may even correct you. As they try to explain, continue listening for the meaning and once again check what you think you understand.

The biggest mistake people make when listening is assuming they understand what the other person is trying to say. The truth is, even skilled communicators sometimes miss the point. So with your attention focused on what the other person is saying, *listen for the meaning*.

Interpret both the verbal and nonverbal messages, and ask yourself: *Why are they telling me this?*

Listening Skill 4

Encourage the person to continue talking until you're sure you understand what they're trying to say.

Most of the time you won't hear the whole story all at once. Even if someone verifies that you've correctly understood what you've heard so far, they may not have gotten to the main point. They probably have more to say. You may have to check your understanding several times before getting to the core of the issue.

So ask open-ended questions to encourage the person to continue talking—not so you can offer your opinion or advice, but to be sure you heard the whole story. Remember, an open-ended question is the kind of question that gets the speaker to say what's on their mind. It doesn't ask for specific information, which can be given in a one- or two-word answer, such as “No,” or “Twice,” or “Mr. Howard.” Replies to factual questions tend to halt an interchange rather than keep it going. Some examples of

how to encourage someone to say more:

“Go on.”

“Please continue.”

“And then what happened?”

“So, what do you think?”

“Why do you think he did that?”

“How do you feel about that?”

“How important is this to you?”

“What other issues do you see?”

“Why do you think this is your best option?”

“How will this affect your decision?”

“What's your plan?”

Sometimes you can tell when someone is having a bad day but isn't saying anything. Showing that you've noticed can get them to open up. This may create a listening moment.

What Effective Listening Looks Like...

You: “You seem upset. What’s going on?”

Coworker: “Nothing.”

You: “You don’t seem like your usual self. Is something bothering you?” (CHECKING NONVERBAL MESSAGE)

Coworker: “No, not really.”

You: “Okay, it sure seems like something’s going on. You can tell me.”

Coworker: “It’s just some stupid thing. I saw Craig give erroneous information to a customer and when I confronted him about it, he said he didn’t know what I was talking about.”

You: “Why do you think he said that?” (OPEN-ENDED QUESTION)

Coworker: “Maybe he was embarrassed that I saw him do it.”

You: “So you’re bummed about it.” (CHECKING MESSAGE)

Coworker: “Yeah, I guess so.”

You: “What do you plan to do?”

Coworker: “Nothing. It’s water under the bridge.”

You: “You plan to continue teaming with Craig.”

Coworker: “I guess so. But I’m not sure I trust him now.”

You: “I see. You aren’t sure he’ll always give customers what they need.” (CHECKING MESSAGE)

Coworker: “Right.”

You: “How are you going to resolve this?” (OPEN-ENDED QUESTION)

Coworker: “I’m not sure. I guess I’ll need to bring it up to him again. Maybe we can actually talk about it.”

The magical thing about this way of listening is that when someone verifies your interpretation, *you know that they feel they’ve been heard and understood*, which inspires a feeling of connectedness



that reinforces your relationship. And when you encourage someone to think through their problems (without offering your own solutions), you help them exercise critical thinking.

Listening this way often has a wonderful bonus: it can help the other person clarify their thinking. When they open up to you, at first they may be distressed, but they may not know exactly what's bothering them. They may be anxious or upset and not know why. When you achieve an understanding of what's bothering them, this could be a useful revelation for them, too.

If you're like most people, listening to understand will mean replacing old communication habits with new ones. This means time, effort and persistence, because your old habits are physically wired as circuits in your brain. If you sometimes forget to listen to understand, or if your efforts seem awkward, this is a normal aspect of the skill-building process. *The key is to keep trying.* If you stick with it, you'll rewire your brain, and using the skill will begin to feel easier and more natural.

That Interchange between Manager and Technician— Done Right...

Technician: “You wanted to see me?”

Manager: “Are you on the Wayne project this morning?”

Technician: “I am. Leaving now.”

Manager: “No, don’t leave yet. I want you to do something else.”

Technician: “What?”

Manager: “We have a new customer, We Got Flowers. I want you to go out there with Fremont, take measurements, and start removing their storeroom flooring.”

Technician: “But that could take all day.”

Manager: “Right. Just do it, okay?”

Technician: “But we have an appointment with Wayne, and it could be really bad for us if we don’t show up.”

Manager: “Why do you say that?” (ASK OPEN-ENDED QUESTION)

Technician: “Because we put him off before. This is our reschedule. There are six other Wayne shops in the area, and it could be really bad for business if we get nasty word of mouth.”

Manager: “I hear what you’re saying. We don’t want Wayne Auto to get upset. But we need this new customer. What can we do to make a good impression with both of them? Any ideas?” (ASK OPEN-ENDED QUESTION)

Technician: “Maybe Fremont can go to Wayne and get started, while I take measurements at the flower shop. I can schedule a follow-up and then get over to Wayne Auto to help Fremont finish.”

Manager: “You know, that sounds like a plan. Good thinking. Call me if you need help.”

You may have to work to understand what someone is trying to say. But it's worth it. In this version, the manager didn't cut the technician off or simply give orders. Instead, he listened and showed he understood. He asked for ideas and heard a solution that promised to resolve the conflict.



Tips for Optimum Listening

Watch out for your emotional reactions. Old habits die hard. When someone annoys or upsets you, you may catch yourself reacting emotionally. The feeling of rising emotions is usually a signal to listen instead.

Review your “listening mindset.” You may have trouble engaging the right mindset for listening if you’re not clear what it is.



Be careful not to engage in conversation when you need to be listening. Think of conversation and listening as two different things. Conversation involves sharing each other’s stories, opinions, etc. It’s a great way to nurture a connection with someone. There’s a time to enjoy conversation and a time to focus on listening. Sometimes when you’re just talking, you’ll sense that your coworker wants to tell you something. If you understand the difference between conversation and listening, you can consciously shift into a listening mode.

Don’t interrupt. Listening is about the other person, not you. Interrupting to offer your own input will make it hard for them to complete their thought. Also, it implies that what you have to say is more important than what they have to say. Remember: your job is to understand, so the other person should be doing most of the talking.

Be flexible about how you use the four skills. One good approach is to follow the skills in sequence. However, after you've become aware of a listening moment and have engaged your listening mindset, sometimes performing any one of the four skills in isolation can be effective. For example, expressing empathy is a powerful way of connecting and in certain situations can, by itself, achieve the understanding you seek. The same is true of listening for the meaning and checking the message. If the issue your coworker is struggling with isn't an emotional one, expressing empathy may not be needed. If you're lucky, the message will be a straightforward one; and the other person can get to the point without further discussion. Even if you skip the empathy step, you can use it later in your listening if you sense that the emotional element is more of a factor than you initially thought. At other times, simply encouraging them to continue speaking can be enough for someone to clarify their thinking and even achieve a resolution.

Don't offer your experience, advice or solutions. Once you understand the other person's issue, it can be a mistake

to feel responsible for resolving it. You may have more experience and know-how. But as adults they're capable of figuring out how to deal with their issues, and doing so will help reinforce their



problem-solving skills. You may sense that the solution they come up with might not work, and you'll be tempted to suggest a better approach. Giving advice and offering solutions can inhibit people from thinking creatively about options.

Unless their solution has grave consequences, consider giving the person the opportunity to take responsibility for their work and learn from mistakes. You encourage people to think for themselves when you ask open-ended questions about the root of the problem, possible solutions, their ultimate decision, and their action steps.

Keep an open mind. Don't disagree, take offense or argue. When someone opens up to you, you may hear opinions or ideas that surprise you. Remember that people can learn and develop on the job. Rather than reacting negatively, which would block communication, consider this an opportunity to combine listening with dialogue.

When listening to someone, be patient. It may be as hard for them to explain what's on their mind as it is for you to grasp the explanation. It's a rare individual who gets straight to the point.

Look for listening moments when using other skills. Listening is a key element of other communication skills, such as coaching someone to think, giv-



ing feedback, offering encouragement, engaging in dialogue, and resolving conflict. Each of these skills can stimulate someone to talk, so each will produce a special “listening moment.”

Remember that becoming a more effective listener is a journey. While this approach to listening to understand actually works, it takes practice to get comfortable with it. The first few times you try it, it won't feel natural. But keep at it. The more experience you gain, the more your confidence will build. The key is not to expect a 100% success rate at first. Give yourself credit for

your successful efforts—good advice for learning any skill. The more you apply the skill, the easier it will get and the more often you'll experience success. No matter how many times you miss an opportunity to listen or forget to use one of the skills, recognize what happened and remind yourself to apply the skill next time. You can always revisit this guide to remind yourself of what to do. With experience, you'll be the kind of

listener your team needs you to be.

Keep the goal in mind. Listening to understand is one of those skills, like chess or tennis, that you can continue to improve indefinitely. The better you get at it, the more your coworkers will open up to you, because they'll feel they've been heard, understood, and respected. Their self-esteem and the bond between you will grow stronger.



Get Your “Reps”

When you work out in the gym, you do repetitions or “reps” of an exercise to build a specific muscle group. To strengthen your listening skills, you also need to get plenty of practice. That means you’ll want to stay alert for listening moments like these...

- The golden opportunity: someone comes to you wanting to talk
- When you try using one of the listening skills and the person responds
- You and your coworker disagree
- They make a case for something they want
- You give feedback and they get defensive
- You notice a change in mood, either positive or negative
- After asking an open-ended question, listen to understand the answer



Listening—A Summary

- ✓ Listening effectively is a vital component of many other communication skills.
- ✓ Listening well is how you find out what's happening with your coworkers. Also, it causes them to feel understood and appreciated, which promotes strong workplace relationships.
- ✓ Recognize when you need to listen—listening moments—and engage the right attitude—the listening mindset.
- ✓ Effective listening begins with giving your undivided attention.
- ✓ When you express empathy, you learn what your coworkers are feeling.
- ✓ When you check for understanding, you learn what your coworkers are trying to say.
- ✓ It may take a while to hear the whole message, so encourage the speaker to continue.

About *Connect with Your Team*

By now you understand why we believe **listening** is the most important communication skill you can have. And there are several other critical interpersonal skills. The content of *Listen Like a Pro* was adapted from Chapter 4 of the book, [Connect with Your Team: Mastering the Top 10 Communication Skills](#), a how-to manual for improving your listening and nine other critical skills.

The lack of effective communication is the No. 1 issue for people at all levels in the workplace. [Connect with Your Team](#) is an unprecedented, practical step-by-step guide to improving these 10 skills:

- Listen to understand
- Coach people to think for themselves
- Guide learning from experience
- Get buy-in for expectations
- Offer encouragement
- Express appreciation
- Give feedback constructively
- Accept feedback graciously
- Engage in dialogue
- Resolve conflict creatively

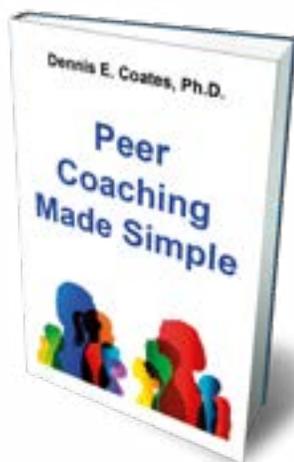


It takes time to master a new skill or to replace a dysfunctional behavior pattern with a more productive one. To make these skills habitual, you need lots of practical application in the workplace. When you acquire any new skill, having a coach is the accelerator—a long-term support involving accountability, reinforcement, feedback, and encouragement.

For most people in the workplace, the practical solution is *peer coaching*—coworkers helping each other acquire improved skills to boost leader and team performance. These two books empower this effort:



Connect with Your Team: Mastering the Top 10 Communication Skills is a unique how-to manual for improving the skills that create strong leaders and engaged team members.



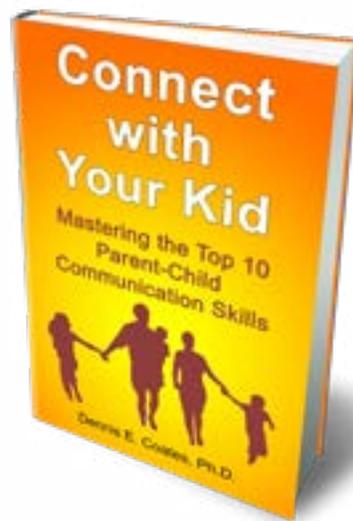
Peer Coaching Made Simple explains how to give effective support to someone who is working on self-development goals.

Imagine what would happen if everyone in your organization were to use these two books to meet regularly with a peer coach as they improve the way they interact with others.

To find out how you can implement this cost-effective solution, contact Meredith Bell at: Meredith@GrowStrongLeaders.com or 757-656-4765.

Communicating well is important in families, too. The long-term consequences of poor communication can be devastating.

Connect with Your Kid: Mastering the Top 10 Parent-Child Communication Skills, by Dennis E. Coates, Ph.D., was written to help parents and other adults in the family grow the bond through effective communication.



About the Authors



Dennis E. Coates, Ph.D.

As CEO of Performance Support Systems, Dr. Denny Coates has published articles, books, and online programs for workplace communication skills for over 30 years. These award-winning, brain-based assessment and learning programs have been used by millions of people worldwide. A graduate of West Point (1967), he retired from the U.S. Army as a lieutenant colonel (1987). He earned his Ph.D. from Duke University (1977) and has served on the faculties of the United States Military Academy, the Armed Forces Staff College, the College of William and Mary, and the Center for Creative Leadership.



Meredith M. Bell

An entrepreneur since 1982, Meredith Bell is an expert in helping companies develop the people side of their business. As President and co-founder of Performance Support Systems, a global software company, she has worked with thousands of business leaders, human resource professionals, talent and learning executives, entrepreneurs, consultants, and coaches. Meredith is the host of the popular Strong for Performance Podcast and is also a frequent guest on podcasts, where she addresses topics such as communications skills for the workplace, the benefits of a focus on giving and being of service, and what's required to develop positive habits and skills over time.

Other Books by Dennis E. Coates, Ph.D.

For Business

The Dark Secret of HRD: Four Things You Need to Know to Stop Wasting Money on Training

For Parents

Connect with Your Kid

Preparing Your Teen for Life

How Your Teen Can Grow a Smarter Brain

Conversations with the Wise Uncle

Conversations with the Wise Aunt

Other Books by Meredith M. Bell

Strong for Performance: Create a Coaching Culture with Learning & Development Programs That Stick

Purpose, Passion and Profit (co-author)