## COLUMENTAL POST

© ISSUE NUMBER TWENTY-THREE

**NOVEMBER, 1987** 

#### President Reviews Progress

Although winter will not arrive until next month, I thought of the last verse of Robert Frost's poem, "Stopping by Woods on a Snowy Evening," as I began to compose this article:

"The woods are lovely, dark, and deep, But I have promises to keep, And miles to go before I sleep, And miles to go before I sleep."

This verse may be more appropriate for the ILA if the first line were changed to this:

"A productive climb can be steep,..."

Perhaps, the verse would be even more appropriate for the ILA if the pronouns were changed from I to we:

"A productive climb can be steep, But we have promises to keep, And miles to go before we sleep," And miles to go before we sleep."

At the ILA Convention banquet in New Orleans and then again in my first presidential article in the April, 1987, **Listening Post**, I shared my commitments--my promises--with you. I also urged you to share my commitments so that WE-together--could be PRODUCTIVE in 1987-88.

If you carefully read the last issue of the Listening Post and the enclosures that accompanied the newsletter, you could not help but observe that many ILAers are sharing my commitments and are joining me in proclaiming "...we have promises to keep,..." Among these proclaimers are the following:

Tim Gilmor and Harold Sharkey, who served as co-chairs of the first ILA Conference that was held outside of the United States;

Archives Committee Chair, Harvey Weiss, and



his committee who are striving to historically "preserve" the ILA;

First Vice President and Program Planning Committee Chair, Bill Arnold, and his committee who are planning a ninth annual ILA Convention that promises to be a blend of tradition and novelty;

Public Policy Committee Chair, Charles Swanson, and his committee who are working toward improving the public's perception of listening;

Publications Committee Chair, Diana Corley, and her committee who, having already submitted to the ILA Executive Board their recommendations regarding ILA publications, have established two

new columns in the Listening Post;

Awards Committee Chair, Sara Gayle Pyfrom, and her committee who, after having received ILA Executive Board approval for changes in and additions to the ILA annual awards, have made a call for award nominations;

By-Laws Revision Committee Chair, Larry Norton, and his committee who, after having obtained from the ILA Executive Board clarification regarding amendment procedures, have requested ILA members to submit proposed amendments;

Secondary Task Force Chair, Joan Silberschlag, and her task force, who, after having arranged for several secondary education convention sessions, have requested members to join them in the convention Swap Shop;

Fund-Raising Committee Chair and Member-at-Large, Kittie Watson, and her committee who have planned to establish a Who's Who in LISTENING Training, Speaking, and Consulting: A REFER-RAL BOOKLET and have asked ILA members to consider having their names included in the booklet, and

Nominating Committee Chair, Manny Steil, and his committee who have requested that ILA mem-

(continued on page 2)

#### **President Reviews Progress**

(continued from page 1)

bers submit their nominations for the 1988-89 ILA officers.

Although all committee chairs did not have articles in the last issue of the Listening Post, other committees, too, are keeping their "promises:"

Audit Committee Chair and Treasurer, Hal Dalrymple, is working with ILA Executive Director, Dick Quianthy, in establishing a new addition to the **Listening Post** -- a yearly, written report of ILA's income and expenditures;

International Outreach Committee Chair and Member-at-Large, Tim Gilmor, and Membership Chair and Second Vice President, Wayne Bond, and their committees are actively working on ways to increase membership; a new brochure, a gift membership, and an ILA fact sheet are among the creations being established. I should also note that both committees were successful in recruiting members at the summer conference;

Research Committee Chair, Michael Purdy, and his committee are in the final stages of preparing a grant proposal to the Johnson Foundation (Wingspread); they hope to hold a research conference during the summer of 1988.

In addition to committees being PRODUCTIVE, ILA members and officers are being PRODUC-TIVE. As you may have noted in the last issue of the Listening Post, Barbara Palmer is chairing the IRA's Listening and Reading Committee and, thus, is serving as a liaison between the IRA and the ILA; Bob Fogg is serving as ILA's representative to the Association Collaborative for Teaching Thinking; ILA newsletter editor, Ethel Glenn, continues to bring us outstanding newsletters; and many other members are serving as listening ambassadors in special ways. Not noted in the last Listening Post are other special projects, including the revising of the ILA Bibliography by Harvey Weiss, Judi Brownell, and Carolyn Coakley; the searching for an ILA Executive Director by the board; and the preparing of the next Journal of the ILA by editor Voncile Smith.

As I noted in the beginning of this article, "A productive climb can be steep,..." However, with committed ILAers keeping their promises, we will continue to climb, and we will continue to be PRODUCTIVE. We know that we can't stop now, for we have "miles to go before we sleep." If you haven't actively joined us in our climb, will you please --during the last four months of my tenure? The miles will be neither as long nor as steep if there are more of us traveling together.

Carolyn Coakley

#### **New Tax Laws**

Following the short article in the last Listening Post about the loss of opportunity for educators to deduct full convention travel expenses, Carolyn Coakley prepared letters to her Congressmen asking that they investigate and consider an adjustment in the new guidelines. Since few of our institutions provide the kind of support that most businesses and governmental agencies offer their employees who go to conferences and conventions, we question whether the new tax laws, limiting deductible business expenses, will not pose serious threats to professional travel for educators. If you are also concerned, why not take a cue from Carolyn and write your Congressmen? If they hear from enough of us, who knows? We might see a change.

#### **ILA Committees Active**

ILA committees are active groups. In addition to noting the progress made by several of these committees in her President's Report, first page of this newsletter, Carolyn Coakley went back through all the former POST issues and discovered that the most committee reports/calls for action ever included in any one issue had been five. Issue #22, our last issue, had nine! We are at work and active. If you are not on a committee and want to serve, please send your name to Carolyn. If she cannot use you as a replacement this year, she will pass your name along for consideration for next year. Your active involvement increases your sense of belonging in ILA!



#### ILA LISTENING POST Listening Post Deadlines

The Deadline for all Listening Post materials (Includes articles, ads, photographs to appear in the next issue) is December 15, 1987.

#### ILA LISTENING POST NOW ACCEPTING ADVERTISING

To provide service to ILA members and suppliers, the ILA Listening Post will accept advertising. Acceptance of all advertising will be subject to editorial approval.

#### **1987 RATES**

Full Page	\$250.00
1/2 Page	\$150.00
1/4 Page	\$ 75.00
1/8 Page	\$ 40.00

All ads must be camera-ready and pre-paid. Send all materials and ads to:

ETHEL GLENN, Editor

Communication Department University of North Carolina Greensboro, NC 27412

#### **Summary of Executive Board Meeting**

Your Executive Board is working hard; it met for nine hours at the Listening Centre in Toronto on Saturday, July 18, 1987! Highlights from the meeting include:

- 1. Dick Quianthy, our Executive Director for the past two and a half years, will be resigning from his position at the end of the March-May Quarter in 1988. A search for a new Executive Director will be initiated immediately.
- 2. The Board recommended to the site committee that the 1989 convention (the 10th anniversary convention) be held in Atlanta, Georgia (where the first convention was held), rather than in San Antonio as originally scheduled. San Antonio and New York City are possible future sites for the annual convention.
- 3. Future summer conferences will be organized on the basis of membership need and interest rather than on a regular basis. The Board is open to proposals for special programs or ideas!
- 4. The Archives Committee is looking for ideas concerning a display at the Scottsdale convention. Harvey Weiss would appreciate any suggestions.
- 5. Wayne Bond proposed a number of ideas to increase membership. A motion was passed to offer free membership to anyone (except members of the ILA Board) who brings in twenty or more new members. Other ideas include:
  - · ILA gift certificates
  - pledge cards

- and ILA fact-sheet for new members
- the development of a high-quality brochure
- 6. The fund -raising committee will be identifying specific projects, such as:
  - developing a curriculum guide or assessment instrument to sell
  - Putting together previous convention tapes as "Best of ..."
  - Establishing a Referral Service for individuals and organizations who could use the services of ILA members
  - Creating and marketing other listening resources
- 7. Some major actions and items of new business:
  - ILA will provide an overview of the annual financial report in the first or second issue of **Listening Post** after year end
  - The ILA will explore joining the Nonprofit World
  - The Public Relations Committee is asked to establish guidelines and procedures that will facilitate the development of relationships between ILA and other organizations

Requests for a copy of the complete minutes should be made to ILA Secretary Judi Brownell. Her address is:

> School of Hotel Administration Cornell University Ithaca, New York 14853

### Q U O T A T I O N S

#### **About Listening**

The greatest compliment that was ever paid to me was when one asked me what I thought and attended to my answer. —

Henry David Thoreau

The reality of the other person is not in what he reveals to you, but in what he cannot reveal to you. Therefore, if you would understand him, listen to not what he says but rather to what he does not say. —

Kahil Gibran.

His thoughts were slow, his words were few, and never formed to glisten, but he was a joy to all the clan -- you should have heard him listen! ——

Richard J. Kaiser,

Ed. "Chuckle Bits," YOUNG AND ALIVE 12,

1987, p. 38.

#### ILA Convention

Plans for the ninth ILA Convention are on schedule. All potential program presenters will be notified by the end of November in response to their proposals.

In December, all members will receive information on Scottsdale, side trips to the Grand Canyon or Mexico, hotel materials, airline and car rental, and the Convention program. Mark your calendars

#### **MARCH 9-12**

and plan to attend. Come early and stay late. The weather should be ideal. The programs will be stimulating.

## Tenth ILA Convention

Did you miss the deadline for proposals for the Scottsdale convention? Plan now for the 1989 convention in Atlanta. There will be a call for papers in the January issue of the **Listening Post**. Don't get caught missing the deadlines. You can make the tenth annual convention great by submitting proposals. The theme for the Scottsdale meeting is "Listening makes the difference..." You can make the difference for Atlanta. Put on your thinking cap, complete that research, and write that paper! Look for the call in January.

## Sharing the Profits with ILA

As if a 30% discount for ILA members and other readers of the **Listening Post** were not enough, Dr. Gib Whiteman, President of The Whiteman Resources, has pledged to donate \$20 to ILA for each set of his cassette tapes purchased through his paid ad in this issue! (see back page).

Having reduced the price of the nine-tape series from \$139.95 to \$98 for our readers, payment must accompany your order (no CODs). The supply is unlimited, so why not stock up on this series as gifts to colleagues, friends, family members-anyone in a supervisory or managerial function?!

Both Gib and his wife, Jeannie, are life members of ILA.

# PRESIDENT COAKLEY RECEIVES CHRISTA MCAULIFFE FELLOWSHIP

ILA Pr esident, Carolyn Coakley, was selected on August 30 as one of Maryland's two winners in the U.S. Education Department's first annual Christa McAuliffe Fellowship competition. The \$2 million program honors the late Sharon Christa McAuliffe, the New Hampshire teacher who died with other astronauts on the space shuttle Challenger in January, 1986.

Teachers selected as fellows receive cash awards for projects to improve their knowledge or skills and for the education of their students. All fellowship recipients are full-time public or private school classroom teachers.

Carolyn, who received the maximum fellowship award of \$25,313. will use her cash award to improve Maryland high school students' listening skills. After designing a detailed listening program, she will conduct workshops to train Maryland's secondary public school English and language arts supervisors in how to teach listening to high school students. In turn, the supervisors will train the English and language arts department chairs in their school systems, the department chairs will train the English teachers in their schools, and the teachers will teach their students. Carolyn's goal is that eventually every public high school student in Maryland will receive direct, focused listening training as a result of the implementation of the listening program that she will develop. When asked how she felt about receiving the fellowship, Carolyn responded, "I feel very proud, and I am thankful that I now have the opportunity to implement a program in which I strongly believe. I'm also excited, for I WILL NOW HAVE THE OPPOR-TUNITY TO VISIT AND OBSERVE SOME ILA members teaching listening at the secondary level; I think I will be the first visiting ILA President!"

#### WHAT'S HAPPENING News & Notes About ILA Members

AMONG OTHER ACTIVITIES. MARY LOUISE RUNS!!... Mary Louise Shannon sent us a delightful article about her trip to the U.S.S.R. last May and her many runs through Moscow, Leningrad, and the republic of Georgia on the Baltic Sea. Despite the loss of her bag, containing running shoes and clothes, Mary Louise made do with borrowed articles, including extra sweaters to brave the Moscow cold. Sounds like a great trip!... She has also been nominated to the American Biographical Institute in recognition of her service to the community. If selected, her biography will be one of only a thousand to appear in the Anniversary Edition of Community Leaders of America... And, in keeping with her dedication to community service, Mary Louise wrote a letter to Gov. Bob Martinez which resulted in his proclaiming March 5, 1987 as Listening Awareness Day.

#### ILA HALL OF FAME MEMBER FEATURED IN COMMUNICATION QUARTERLY...

Charles T. Brown, who was inducted into the ILA Hall of Fame in 1983, is featured as one of fourteen "Great Teachers in the Speech Communication Classroom" in the Fall 1986 Education Supplement of *Communication Quarterly*. Author Earl M. Washington notes that among Brown's contributions to the field of communication is his inclusion of active listening in his human communication theory: "Although Brown cannot be credited with inventing or discovering active listening, he deserves recognition for his efforts at clarifying and verifying it as a key dimension in the human communication process" (p. 367).

#### **BOZIK GIVES THREE PAPERS ON LISTEN-**

ING... Mary Bozik, University of Northern Iowa, has three papers scheduled this fall. The first is "Critical Reading, Critical Listening: What's the Difference?" for the 15th Annual Plaines Conference of the International Reading Association, Des Moines, Iowa, October 23, 1987. The second, "Teachers as Listeners", is for the SCA Convention in Boston, November 6. And the third, to be given for the National Council of Teachers of English in Los Angeles on November 22, is "Using Children's Literature to Teach Listening." Congratulations, Mary -- keep spreading the word!

STEIN ADVOCATES "LISTENING TO SELF"... Sandy Stein had just come home from the hospital on September 16, after a stay with a broken hip. At first she mentally rejected the peculiar and unusual feelings she was experiencing, but then decided to heed the advise from listening experts -- listen to your own body. Fortunately, both her husband and doctor also were good listeners, for a trip back to the hospital revealed a dangerous blood clot. Sandy believes more than ever that effective listening pays -- listening to self, trusting self, and others listening and trusting when they hear us. Hope you are mended and back on the go by the time you read this, Sandy.

Send items of personal interest to Ethel Glenn, Listening Post Editor.

NOTE hers, as well as other important addresses:

#### INTERNATIONAL OFFICE:

Executive Director, Dick Quianthy c/o Broward Community College 1000 Coconut Creek Boulevard Pompano Beach, Florida 33066

#### THE LISTENING POST:

Ethel Glenn, Editor
Department of Communication
& Theatre
UNCG
Greensboro, North Carolina 27412

#### THE ILA JOURNAL:

Voncile Smith, Editor Florida Atlantic University Boca Raton, Florida 33431

## REPORT OF ILA PUBLICATIONS COMMITTEE

Committee Objectives: Review and recommend publication policies.

Recommendations:

#### PUBLICATIONS BOARD

It is recommended that there be a publications committee rather than a publications board. The committee format is more consistent with other ILA structures. The committee would report to the Executive Board in the same manner as other committees.

#### **JOURNAL**

Frequency of Publication: Because of the low number of manuscripts currently submitted and because of the desire to maintain high quality, it is recommended that there be an annual yearbook rather than a quarterly journal.

Criteria for Selection of Editor: The journal editor should be selected based on personal scholarly publication record; time for the job; support from the individual's institution for printing, postage, phone calls, etc.; knowledge of the field of listening.

Length of Term: 3 years

Process for Selection of Editor: Nominations from the membership are submitted to the publications committee who recommend candidates to the Executive Board. The Board will appoint the editor.

Editorial Board for Journal: It is recommended that there be an editorial board for the journal. Members should be selected according to the following criteria: willingness and time to serve, knowledge of the field of listening, member of ILA, academic research and publication record, demonstrated writing skill.

Advertising: Advertising would be appropriate for the journal. Criteria for advertising include items in good taste, items in keeping with the interests of ILA members. Specific content of advertising may include ads for colleges, universities, tournaments, conferences, conventions, and businesses of interest to ILA. Cost of advertising should be consistent with similar journals. Costs vary with the journal (e.g. QJS charges \$400 per page).

Additional Recommendations: (1) Authors should be notified immediately that their papers have been received and be given a specific date as to when they can expect an editorial decision. If the paper is not accepted, the author(s) should be given a written critique as well as the editor's rationale for the decision. (2) The Associate Editor should be consulted regularly throughout the review process. (3) The following people have been suggested as future journal editors: Charles Roberts, Kittie Watson, Andy Wolvin, Deborah Barker, Jane Rhoads Bob Bostrom, Ralph Behnke.

#### LISTENING POST

Staff for the Listening Post: It is recommended that the staff consist of associate editors, reporters, and a good professional graphics artist and printer who is not a member of ILA.

Selection of Editor: The editor should be selected from nominations by the membership, and appointed by the President of ILA with advice from the Executive Board members.

Criteria for Selection of Editors: Interest, ability, institutional support, a sense of the "newsworthy", e.g. what will be of interest to the ILA membership.

Recommendations for Listening Post Editor: Carolyn Coakley, Carolyn Grau, Ethel Glenn, Deborah Hefferin,

Additional Recommendations: Any changes in content of the newsletter should be conducted by a conferring of the editor and the Executive Board. (RE: the decision to have the publications committee begin two new columns following the Toronto conference.)

DIANE CORLEY, Chair ETHEL GLENN, ROBERT HUSBAND, JANE RHOADS, STEVEN RHODES, VONCILE SMITH, ANDY WOLVIN

#### BEYOND ACTIVE LISTENING

by Diane Bone

In the month of December I featured the following article in my communications newsletter, "Connections", which I send to associates and clients throughout the United States and Europe. The information is based on research, interviews and evaluations of individual listening styles and levels of attention that I have observed throughout my career as a listening consultant. I hope you enjoy the results of my work as much as I enjoyed the discovery.

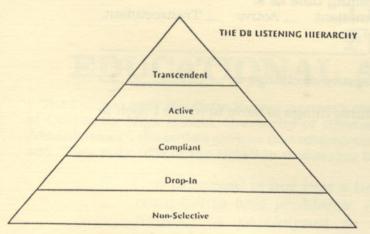
The Levels of Listening

Would you be surprised to discover that you listen at many levels of attention from minute to minute during the day? Would you like to listen at a higher, more tuned in level than you do now? Did you know that an almost magical level of listening communication may exist, even beyond the active level that we always thought was the best we could hope to do?

In the past weeks I have designed a totally new listening concept, a Listening Hierarchy, which explains the levels at which listeners pay attention and participate in communication activities. Listening levels range from low level Non-Selective intake of aural data, to highest level Transcendent listening in which the listener feels total rapport with the speaker. As you read the following description get in touch with yourself as a listener. How often are you a Non-Selective? How often are you a Transcendent? Where would you like to be on the Hierarchy? What would help you get there?

Within the Hierarchy, Non-Selective listening occurs frequently, Transcendent listening occurs very infrequently. Also, the lowest and highest levels are effortless; they occur without control or discipline. Mid-level listeners are often compromising, controlling, techniquing, or modeling. The

levels are described as follows:



Non-Selective Listening

At this level Non-Selectives hear sounds and voices (aural data), but do not process that data for meaning or understanding. Non-selective listening briefly recognizes then dismisses aural information before it can be transferred to long-term memory as meaningful contextual data. We often listen at this level for signals of safety, although loud or persistent audial signals quickly transfer upward through the Hierarchy to the Active listening level. We spend a majority of our listening time at the Non-Selective level.

**Drop-In Listening** 

Drop-Ins are like social butterflies who dip in and out of conversations. They are constantly scanning for headlines, picking up bits of news and gossip as they move about looking for diversion. They are there, but not "present". They contribute minimally to a conversation and are inattentive and easily distracted. Most negative listening behaviors occur at this level. At best, Drop-ins are not very demanding. We often listen to television, children, our spouses, and office chatter at this level.

Compliant Listening

Compliant listening is a passive behavior. Compliants are often deferential and they listen much more than they talk. In fact, talkers seek them out, because talkers need people with patience to listen to them. Compliants want to please — they are good folks. Unfortunately, when they speak they often keep their real opinions to themselves. Students often exhibit compliant behavior, as do many meeting attendees. Even talkers can become Compliants when the person speaking exhibits a high degree of personal or professional power.

**Active Listening** 

Active listening demands involvement. Actives are very "present" and participative. They demand discipline and relevance from the speaker, and they ask questions for clarification. They are aware of listening filters and work hard to break through those filters and clarify meaning. Their verbal and non-verbal responses are appropriate, they make good eye contact, and they generally remember what they hear. Active listening is a high-energy response in which the listener takes a fair share of the responsibility for the success of the communication.

Transcendent Listening

Listening communication at the Transcendent level goes beyond mere meaning — it creates deep understanding. Transcendents are in "Kinesthetic balance" as all the senses that transmit communication information for each individual are working in harmony (all listening channels are tuned in). The experience of Transcendent listening is intimate, highly intuitive, synergistic, self-actualizing, unrestrained and totally focused. Pacing or mirroring the other person's responses occurs automatically, and a listener may or may not notice his/her own responses. Transcendents want the speaker to succeed and gain new inspirations and insights. Protective barriers disappear, and all participants know they will be heard and

(continued on page 8) .

Please note that all material in this article is copyrighted and proprietary. If you would like to reproduce this information in any form please write to me for permission. Diane Bone, President, Diane Bone & Associates, 1812 Sand Hill Rd. #101, Palo Alto, CA 94304. I would be glad to discuss it with you.

-7-

O Copyright Diane A. Bone 1986. All rights reserved.

#### **Beyond Active Listening**

(continued from page 7)

understood. Judgements and biases are left behind. Listening at a Transcendent level creates an endorphin-like high for all participants. We are most likely to experience Transcendent listening with complete strangers, people we love very much, or inspiring motivational personalities.

The DB Listening Hierarchy is designed to identify levels of listening and participation in human communications. Most of us move up and down through the hierarchy depending on the circumstances illustrated on the continuum below.

Totally Committed

Situation
Dependent

Personalities
Attitudes
Needs
Topics
Skills
Interests

The DB LISTENING HIERARCHY

Transcendent

Compliant

Drop-In

Each of us can dramatically improve our listening skills if we choose to. Is better listening one of your goals? If it is, look at the following checklist and decide what you will do differently. Be honest. Listen to yourself first.

Non-Selective

- I spend most of my time listening as a:
   \_\_ Non-Selective \_\_ Drop-In \_\_ Compliant \_\_ Active \_\_ Transcendent.
- I would like to spend more of my listening time as a:
   Non-Selective Drop-In Compliant Active Transcendent.
- 3. My greatest strength as a listener is\_\_\_\_\_\_
- 4. One listening habit I would like to improve or change is \_\_\_\_\_
- 5. I can begin today to do the following three things to move to where I wish to be on the Hierarchy.

1.

Uninvolved

2.

3.

#### LISTENING RESOURCES

Lemons, R. and Malatesha, R.N.. Improving reading through training to listen. Perceptual and Motor Skills, 60: 788-90, Je '85.

Callahan, T. Listen up: be a better manager. Working Woman, 12: 54, J1 '87.

Kiechel, W. Learn how to listen (skill for managers). Fortune, 116: 107-8, Ag 17 '87.

DeJong, C. The directed listening-thinking approach. Yearbook (Clarement Reading Conference 1986) 223-32.

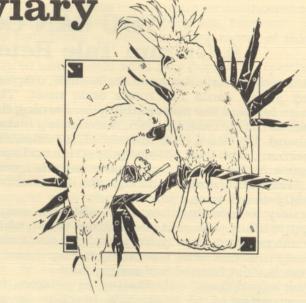
Murphy, K. What did you say? Management through effective listening. Bantam, 1987.

Listening Aviary

A short article in the April, 1986 Learning journal by Christine Hobbs describes four poor listeners in terms of birds. First is the "Lyrical Listen Carefully Loon who intersperses long lectures with attention-seeking devices such as 'Are you listening?' or 'I'm only going to say this once more!' "This communicates to the students, "If you don't listen the first time, I'll repeat myself", so don't worry!

The "Pigeon-Toed Pause Pursuer loves quick responses and dreads pauses. If a student doesn't answer immediately, this bird either repeats the question, asks another student, or gives the answer." The result, Hobbs says, is that we communicate a message that says all we want is a quick answer so we can keep going.

The "Perpetually Permanent Parrot and the Spoon-Billed Bespeckled Summarizer are closely related. The Perpetually Permanent Parrot habitually repeats students' comment; the Spoon-Billed Bespeckled Summarizer summarizes them."



Finally, The "Cheerful Chattering Chirper says 'I talk; you listen. I teach; you learn.' This bird hates interruptions and avoids them by squelching questions."

If we are going to teach good listening, then as teachers we must practice good listening when talking with our students. Hobbs suggests that we avoid these four "fowl" techniques!

## TIPS FOR EDUCATIONAL ADMINISTRATORS

The October 1987 **Phi Delta Kappan** carries a clever short article by Warren L. Royer, former principal of University High School, University of Illinois at Urbana-Champaign. Calling it his "One-Minute Administrator", the author advises that educational administrators "Shut up and listen 90% of the time" and "Talk only 10% of the time." In discussing how important that 10% talk is, Royer says:

... a principal is not just a listener, not just a receptacle for complaints and problems. A principal must be an active listener, a participant in the enterprise. True, as an administrator you can do wonders for morale by being a sympathetic listener. But the time always comes when you must say, "Here's what we're going to do." If you have listened well, you will not only know when that time has come, you will also know what to do.

... An active leader must know when to season his or her listening with just the right amount of well-place talking.

What an interesting idea -- not the usual "stop talking so you can listen", but "when to stop listening and talk!" That may be a much better priority order!

#### "THE FISHERMAN AND HIS WIFE"

or

#### "YOU CAN GO HOME AGAIN" A Grimm Tale Retold by Suzanne Pemsler

Times were hard. A man and a woman, married many years, could not make ends meet. The woman felt that the responsibility for earning the bread, or in this case, the fish, rested solely on her husband. He was a mild mannered, incompetent fisherman, who took adversity in stride and was, to her consternation, perpetually satisfied with life. He amiably ambled through the days and frequently dozed on the job.

Loudly bemoaning her fate with the usual negative litany, wife sent husband out to fish while she sat perched on a rickety chair in their tiny homely hut. She wore a scratchy burlap dress. A

coarse bonnet framed her craggy face.

Past expeditions, culminating in potatoes for dinner, attested to husband's inability to accomplish his bidden task of fishing. This particular day, however, while snoozing with his line in the water, he felt a huge tug which awoke him with a start. A gorgeous tropical fish of gigantic proportions, looking quite out of place in the cold

Atlantic waters, spoke to him.

Yes. Words. Coherent words from a blatantly Hollywood version of a golden scaled fish who belonged to the Gulf Stream set. The gist of the whole business was that the huge fish was an enchanted and powerful mogul who could do this unassuming chap a supernatural favor... if he let him go. With slick sales patter, the glossy fish promised fast delivery of any three wishes cast out to him by the fisherman. Money was no object. The formerly luckless fisherman had not developed a miracle mentality and suggested timidly that he would rather just bring the fish home for a good dinner.

Loudly vetoed. No. No. NO! The fisherman was assured that this was a no-risk situation. All he had to do was to sing out an easy-to-remember jingle over the water and the fish would appear immediately. No audition necessary.

#### FLOUNDER, FLOUNDER OF THE SEA COME IN YOUR GLORY, COME TO ME.

The fish had a surprisingly nice tenor voice, but the fisherman asked permission to just say it plain. No cadenzas. He was a baritone, anyway.

Permission granted outright!

The scenario that followed was predictable. Fisherman went home without fish. Wife was exasperated beyond words. Fisherman immediately ameliorated the situation by explaining that wife could choose three wishes since husband had met a persuasive, singing miracle in the water. Poverty of long duration and its attendant fantasying enabled her to believe his story. And she knew a bargain when she heard it. Before husband could sit down to spuds he was enroute to the fish with her wish.

Her wish. Yes. Proper wording. No. Rhyming couplets had never been his specialty. In his excite-

ment and confusion, he barely knew where he was or what to intone.

FLOUNDER, FLOUNDER OF THE SEA COME BECAUSE YOU ARE A GIVER No action.

#### FLOUNDER, FLOUNDER OF THE LAKE COME NOW, BECAUSE I SPAKE

Nary a ripple, but a stage whisper was carried on the breeze.

#### FLOUNDER, FLOUNDER OF THE SEA COME IN YOUR GLORY, COME TO ME.

The fisherman heard the words with relief, and repeated them in his sing-song baritone voice. Up whooshed the splendiferous creature from the sea. (Surprised, aren't you? You really thought the trusting fisherman was in for a great disappointment!) The fisherman humbly explained that it was his wife who requested good food, nice digs,

and plenty of fish for dinner.

"Not to worry. Zoom on home. She's got it all, already!" No more hut dwelling. This was solid middle class living with taxes prepaid. It was easy for him to adjust to the new way of life. Fisherman napped in bed instead of at the shore. Hey, this was very pleasant. Wife wore polyester and a rakish beret. Until --- magazine subscriptions poured into the tract house with photo-essays of more impressive homes and fancier fare. Women looked grander. Wife became disgruntled. She complained and ranted and raved. Back to the sea went the fisherman before he could sit down to a nutritious dinner.

#### FLOUNDER, FLOUNDER OF THE BROOK, WHILE YOU'RE SWIMMING, COME TAKE A LOOK.

No action.

Nary a ripple, but with a little more coaching from the histrionic breeze, the fisherman remembered the words.

#### FLOUNDER, FLOUNDER OF THE SEA COME, IN YOUR GLORY, COME TO ME.

Up came superfish from the glassy water. Feeling a little pushy, fisherman explained that wife now demanded a grander house; a pool, garden, T.V.'s, two video recorders, a microwave oven, gourmet food, beautiful clothes. Generally fancier digs.

"Not to worry. Zoom on home. She's got it all, already." It was upper-middle/lower upper class. Husband adjusted immediately to the luxurious new lifestyle. He was happy, comfortable and, as usual, delighted with the turn of events. Until ...it became obvious to wife that there were those with still more. Some even with power! Now that would make life more zingy for wifey. Ordering about an

#### The Fisherman and His Wife

(continued from page 10)

entourage of peons would be her thrill. She complained and ranted and raved. It was back to the sea for the fisherman before he could sit down to duck a l'orange prepared by the cook.

#### FLOUNDER, FLOUNDER OF THE STREAM, IS YOUR HELP TO BE A DREAM?

Nary a ripple, but that stage whisper was again heard on the breeze.

#### FLOUNDER, FLOUNDER OF THE SEA. COME, IN YOUR GLORY, COME TO ME.

Up jumped golden gills from the bubbling water. Feeling squeamish, fisherman gingerly explained that wife demanded a palace of her own with all the trimmings. He did not specify, out of embarrassment, but he hoped the fish would understand just how many trimmings she

insisted upon.

"Not to worry. Zoom on home. She's got it all, already." His wife was now King and wore silk, satin and a crown of flowers woven in gold. Servants, as well as husband, acquiesced to her every wish. She expected flattery, agreement with her whims, the finest of everything... and got it all. She ate, drank, and was, indeed, uncharacteristically merry for a few days and even thought occasional pleasant thoughts about the ubiquitous fish. On the fourth day of her kinghood, when she planned to get a deep bronze suntan to complement her glorious and abundant golden jewelry, the sky opened and it poured torrentially. She complained, ranted and raved. The King was furious and made her decree. "Go to the fish and tell him that I want to be God. I want it all MY way. I want! I want! I want it ALL!"

Wearily, for his knees were sore from bending to his kingly wife, the fisherman gently, very gently, suggested that they were already enjoying a huge palace run by servants, ate lavish dinners, and wore precious jewels. He personally loved the canopied bed he napped on, but he didn't mention it out loud. Meekly, he extolled the virtues of wife's life on a golden throne but she was adamant.

Before the fisherman could sit down to pheasant under glass served by costumed waiters, he went back to the sea. The words, "I want to be God," were ringing in his ears. Gray storm clouds menaced, the sea was dark and choppy, waves slapping brutally against the shore. Gulls swooped and shrieked. He felt a sliver of anxiety, a shiver of fear; but he was a dutiful husband who believed that he had the ultimate responsibility for earning the bread, hats, crowns, and all other accoutrements for wife. After all, calling upon a fish was not the most taxing of jobs --- until today. Fearfully, his voice wavering and cracking, he croaked the rhyme, with no cueing necessary.

#### Flounder, flounder of the sea ... come in your glory, come to ---m---me

The slightly tarnished fish appeared without his customary whoosh. Nor did he ask the trembling fisherman for the wish.

"Worry. Worry. Zoom on home. She's had it all, already --- she's back to your tiny, homely hut.'

(And all of this in a high, scolding, stentorian tenor voice!) The fish made his onorous pronouncement and disappeared into the frothy sea, forever.

The fisherman mused about the moral of this

"Try to imbue wife with less desire for upward mobility?" "Tell wife to be satisfied with what she has?"

Perhaps wife was not wholly responsible. "Learn to count?" "LISTEN CAREFULLY WHEN SOMEONE OFFERS YOU A DEAL?"

He particularly ignored this last one.

Slowly, disconsolately, husband walked away from the unfriendly sea and back to his fuming, distraught wife who was eyeing a pile of spuds with great distaste and screaming with frustration because of her ugly, cramped quarters. Deja vu! Her dress was scratchy, her bonnet scroungy, her countenance craggy. She complained, ranted and raved. If only her husband had paid closer attention to the pact the fish had made with him. For her part, she knew that she would wait in vain for husband to find another strategy for removing her from the tiny homely hut. With an unrelenting stare she searched his expressionless face. His lips moved slightly and she heard a barely audible mumble. He had found his personal moral to the tale... the only one he could live with:

"If you catch an enchanted fish, eat it!"

#### HAVE YOU HEARD ABOUT SPECTRA'S

NEW LISTENING MATERIALS?

#### Listen to Learn - Learn to Listen

By Barbara Palmer, Ph.D. & Rebecca Lyons

For High School, Junior College, & Adult Basic Education 10 AUDIO Cassettes, 1 Instructor's Manual, & 10 Workbook-\$199,95

#### FEATURES:

- [] Complete Lesson Plans, Objectives, & Scripts
- [ ] Supplemental Bibliography of Readings & Resources

#### WATSON-BARKER Listening Test

VIDEO FORMAT - For Adult & College Audiences Video Cassette, Facilitator's Guide, Self-scoring Answer Sheets A & B Package - \$199.95 - A or B Package - \$129.95 Short Form Package - \$99.95

#### FEATURES:

- [] Pre and Post Tests with Easy Administration
- [] Items, Questions, & Answers on Video Tape



For more information write:

Post Office Box 5031, Contract Station 20, New Orleans, LA 70118 · (504)831-4440

Why Re-invent the Wheel?

When it comes to communication training for managers, supervisors, and staff, we already have one of the most effective training vehicles for your use: our basic seminar series, either delivered in-house to your people, or sent to you in nine audio cassettes.

#### Our Seminars:

The Whiteman Resource is a **national** seminar workshop firm offering private, single firm seminars in most areas of managerial, supervisory, and performance skills. We provide the service of fifteen seminar leaders with twenty-five different seminars.

The Whiteman Resource founder, Gilbert L. Whiteman, Ph.D. is formerly Associate Dean of the Graduate School, Chairman of the Communication Department, and Director of the Executive MBA Program at the University of New Haven, with prior teaching at UCLA, Michigan State University, The George Washington University and others. He has presented more than 500 seminars to more than 200 firms in thirty states during the past five years, most of which have become repeat clients.

Besides the basic seminar series on communication skills, The Whiteman Resource offers seminars in many other critical areas such as leadership, coaching performance, selling skills, marketing, product management, performance appraisal, computer orientation, situational leadership, creating a more productive environment...and many others. You can review the details when you request more information through the coupon below.

Among the Whiteman Resource clients are: General Dynamics, GTE, Eaton Corp., E.I. Dupont, Continental Can Canada, Pepsi Co, Safeway Products, Teledyne Corp., United States Navy, United Technologies...and many others.

Send the coupon...or call today for more information. You can also order our Management Skills Seminar on Audio Cassettes.



Discounted
30% for ILA
members or
other
Listening Post
readers!
e: Audio Series

Only \$139.95

1.Leadership and Motivation Good leaders make others want to follow. Learn how. 1 hour

2. Effective
Communication for
Supervisors and
Managers (two parts)

Better management
begins with better communication. Skills worth
learning. 2 hours
3. Management
Skills for Supervi-

sors and Managers (two parts) People skills are as important as technical

important as technical knowledge on the job. How to develop them. 2 hours 4. Effective Supervisory Listening

You can't know what they want if you do all the talking. Listen and learn. 1.5 hours

5. Managing
Supervisory Time
It's a resource you
can't replace. Learn to

can't replace. Learn to put time thieves out of business.

1 hour
6.Managing
Supervisory Stress
Stress is what you
make it. Learn to get
it under control. 1 hour.
7.Family Communication
Good communication at home

1 hour

is a key to family harmony.

arce, .06437

Mail to: The Whiteman Resource,	
P.O. Box 224, Guilford, Ct 06437	
Please send me more information on your seminars (ILA)	
I am enclosing a check/purchase order for \$139.95 (plus tax	
for Ctresidents) for your cassette package. If not satisfied, I can	
return it within 15 days for a full refund. Include the Free head	
cleaner, carrying case	
Name	
TitlePhone ( )	
Company	
Address	
City/State/Zip	
Li	