

By David Emerald



April 2010

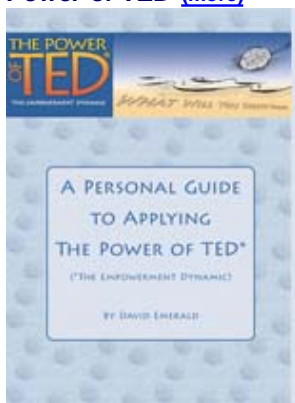
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[\(See the printer friendly pdf on the Power of TED\\* Website. - available within 24 hours of this email.\)](#)

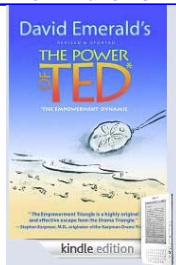
**Public Workshops on The Power of TED\* coming to Seattle, WA.**  
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## Listening: A Critical Creator Discipline

"A Coach is a source of knowledge, but he doesn't tell a Creator what she should or shouldn't do. Instead, he asks a lot of good questions and listens deeply to what a Creator is saying as she thinks, probes, and explores. A Coach is constantly alert to possibility."

From the Chapter 8 ("The Empowerment Dynamic") of *The Power of TED\** ([The Power of TED\\*](#))

Listening is both a skill and a discipline that requires conscious attention and practice. Yet, how many of us have ever taken a class or attended a workshop on listening?

As I think of my own experience, I remember a segment of a class on interpersonal communication on listening, but it mostly involved understanding the difference between *hearing* (which is a physical function of the eardrum and brain) and *listening* (which is the way in which we receive and perceive communication from another). The response, "I hear you," may have nothing to do with whether or not the listener has truly taken in what the other has said, let alone whether the interpretation attached to what was heard is anywhere near accurate.

Stephen Covey, in his now-classic *The Seven Habits of Highly Effective People*, makes the distinction between "listening to reply" and "listening to understand." The first is the default way of listening in the Dreaded Drama Triangle (DDT). The Victim, Persecutor, and Rescuer all engage in well-rehearsed and time-worn ways of reactive listening. "Here we go again," is a common refrain in dramas that repeat themselves again and again.

"Listening to understand," is central to relationships rooted in The Empowerment Dynamic (TED). The Creator, Challenger and Coach all cultivate the capacity for deep, open, and empathetic listening.

Years ago I had the privilege of working with a team of professors from the University of Virginia's Darden School of Business who taught an executive education program I managed for the corporation I was with at the time. Jack and Carol Weber were (and are) a wonderful and powerful couple who co-taught the leadership portion of the program. They present a set of distinctions between three ways of listening. Understanding the difference between them is important for deepening the discipline and practice of listening as a Creator:

1. **Listening for Assessment** tends to be the default way of listening for most of us. As the other speaks, we evaluate the worth of what we hear and whether or not we agree with them. "I like that/I don't like that." "I agree with that/I don't agree with that." We listen reactively. The basis for our assessment in determining the value of what we are hearing - and our reaction to it - is our prior

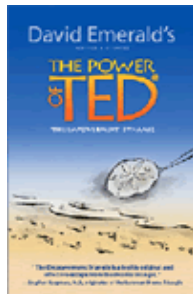


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## What People are Saying about TED\*:

The following are statements that have been shared on Facebook and via email:

“ I heard your interview on the [Dr. Pat Show](#) and got a copy of your book. I have already read the book. I am excited that you were able to put my feelings into words. I have been in the Victim Orientation all my life, survival mode. **READY TO MOVE FORWARD TO CREATOR ORIENTATION.** ”  
"N" in an email

“ Using it at my business...and also with my family. My people are **LOVING IT!** ”  
NC on Facebook

“ Mr. Emerald's method of using what he calls part autobiography and part fiction intertwined around a fable to tell his story is unique and interesting... The author's informal, easy-going narrative style

experience. We run what we hear through our lessons of experience and the assumptions we have formed. Once we have "made our assessment," we cease to listen and prepare to reply. The focus of listening for assessment is really on the listener, more than it is on the person speaking. More time is spent on thinking about what we want to say and/or rehearsing our reply to the other in reaction to their words than on actually listening.

2. **Listening for Action** involves a different, but related, internal discussion in which we listen for how we can apply or implement what we are hearing. "How do I use this?" "How can I put this into practice?" This is the type of internal conversation that accompanies this way of listening. As we listen, we are seeking to determine reasonable and appropriate avenues for action, given what we hear. This way of listening is especially prevalent in the context of organizations, teams, and groups. Here, too, the way we often determine "reasonable and appropriate" action is based on our previous experience. "Been there, done that" becomes the prevailing attitude that dismisses possibilities that are not in sync with our prior experience.
3. **Listening for Possibility** is the primary practice of a Creator (and Coach and conscious Challenger). This is how we listen to understand the perspective and "reality" of the other. We work to increase our capacity to suspend our own assumptions, listen to understand others' perspectives, and allow ourselves to be influenced by what we hear. We listen for the new, the novel and even the things that, in fact, may not be consistent with our previous experience. In the end, we may or may not agree with the other's perspective or opinion, but first-and-foremost, we consider what it means to them and what implications it *might* have on our own perspective.

As a Creator and as co-creators with others, how we listen to one another has a significant impact on the outcomes we generate - individually and collectively. Such listening opens us to possibilities and perspectives that foster growth and development. All three TED\* roles - Creator, Challenger, and Coach - call for our cultivating the capacity to listen to understand and to listen for possibility.

## Putting TED\* into Practice

The key to developing listening as a skill and discipline is to increase our conscious awareness of our habits of listening. In order to grow in awareness, it is useful to periodically stop and reflect on how you have been listening or are currently listening.



For this practice, you will need some device - such as an alarm - that you can set to get your attention every 1 or 2 hours. It might be an alarm on your watch; a chime on your Blackberry or I-Phone; even the timer on your stove. When the alarm sounds, stop for just a minute and reflect on how you have listening over the past time interval. If you are currently in a conversation, become aware of how you are listening.

Are you listening for assessment and to reply? Are you listening for action? Are you listening for possibility and to understand? You might keep track throughout the day in your journal or on a piece of paper by putting a check mark next to the way you are listening.

makes for a quick read. The drawings scattered throughout the book add a sense of visual appeal and tend to remind the reader he/she is reading a fable. The book's design is well thought out, the text arranged in easy-to-read style. The chapters are short so readers don't feel pressed to keep reading if they want to take a break. Finally, the book's size makes it easy to slip into a purse or backpack for 'reading on the go'. ”

Writer's Digest

“ I first spoke to you when you returned my call for a book order last year (or was it the year before?). You were kind enough to autograph a copy and it is dog-eared from following me around. It has been lovely to watch your message grow, and I am now enjoying more of your writings as a friend of TED's on Facebook. Your book has made a powerful impact on me personally, but also in the lives of my co-workers and clients with whom I have been sharing The Power of TED\*.

We spoke briefly about how shifting from DDT to TED could help my clients in particular. The folks I work with are primarily mandated by law to attend counseling for domestic violence offenses. I observed how many of them deeply identified with the victim mentality - whether it was just a result of a real or perceived injustice within the legal system or as a result of their SES status or Family of Origin experience. Whatever the reason, many of them have been able to recognize the value in shifting their perception and reactions to pursue what they want vs. defending themselves from what they don't want (many times causing them to move from Victim to Persecutor). Thank you for that! ”

M.H. (Austin, TX) in an email

In The Power of TED you provide the keys for positive, powerful living. You give complete information in brief, concise, easy-to-remember word pictures and stir it into a deeply engaging story. I love that you not only introduced the positive counterparts of negative characters, but also describe exactly how to shift to that positivity and creativity in easily doable ways. The Power of TED is an incredible tool for anyone who wants to cross a fairly short bridge to a much more dynamic and vibrant way of living... TED\* totally has the ability to make anyone's life a whole lot more positive....it takes only a little time and an amazingly small amount of effort to practice the dynamic principles and watch magic happen. ”

P.M. in an Email

“ I just finished the workbook and want to thank you for this insightful work. I am so glad I stumbled upon The Power of TED\* a few months back. BTW - I've lost a

Try this practice for seven days and you will be amazed at how your listening shifts - as will those around you!

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## TED\* News, Updates & Sightings

### PUBLIC WORKSHOP ANNOUNCED FOR SEATTLE, WA:

#### *Discover TED\* (\*The Empowerment Dynamic)*

- This one-day workshop provides an in-depth overview of the concepts, frameworks and tools found in

*The Power of TED\**

Seattle - June 4th at the Dreamclinic Massage Center

For More Information and to Register: <http://www.powerofted.com/seminars.html>

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### NEW VIDEOS POSTED ON WWW.POWEROFTED.COM:

- [Welcome to The Power of TED\\*](#)
- [The Story Behind the Book](#)
- [Upgrade Your Personal Operating System](#)

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### LISTEN TO THE INTERVIEW FROM THE DR. PAT SHOW

My conversation with Dr. Pat Baccili on "Upgrade Your Personal Operating System to The Power of TED\* - \*The Empowerment Dynamic™" is archived and [available here](#).

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To the Creator in you!

*David Emerald*

total of 30 lbs ... 17 of them have been recent right after I learned of the DDT and the victim role. I've moved to a creative role and am taking EXCELLENT care of ME! "N.

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