

The Premise

1. **Assume**: Everyone is the expert of their own hearts and minds, not you
2. **Test**: Hypothesize what is happening from *their* perspective
3. **Check**: Ask for correction, clarification or expansion through “looping questions”

The Practice

1. Listen for their **key words**
2. Listen for the **meaning** they ascribe to those words
3. Assume you are **wrong** (and that’s a good thing)
4. Ask in order to **understand better**

A Framework

“I heard you use the phrase _____. That sounds significant, but I may be wrong.”

“I’m wondering if this is important because _____. Can you help me understand better?”

calendly.com/ombuds-officer (confidential scheduling)

mark.patterson@csuci.edu

Solano 2162 / 805-437-3283

<https://www.csuci.edu/ombuds/>

De-Escalation Listening