



Improving Analysis Techniques From Active Listening To Body Language

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MAOP - December 2005

About This Presentation

- Your paper chain is important !!!!
- It may improve your future !
- It definitely is worth \$\$\$\$\$
- This is audience participation - be prepared
- We need actors/actresses & hams of all kinds
- Volunteers wanted

The Business Interview

- Begins with a good seating chart
- Uses active listening
- Builds on communication
 - What is said - verbal
 - What isn't said - non-verbal
- Ends with understanding of requirements

Analysis Begins With A Really Good Seating Chart



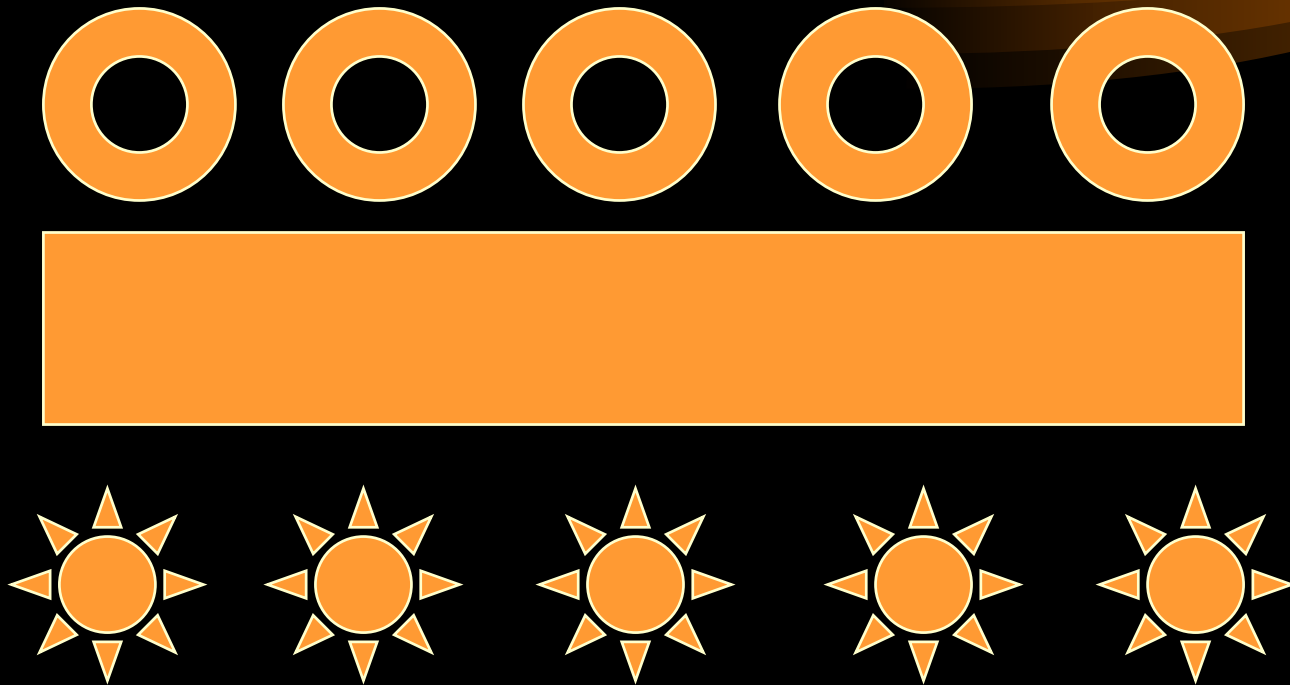
Analysis Team



Interviewee

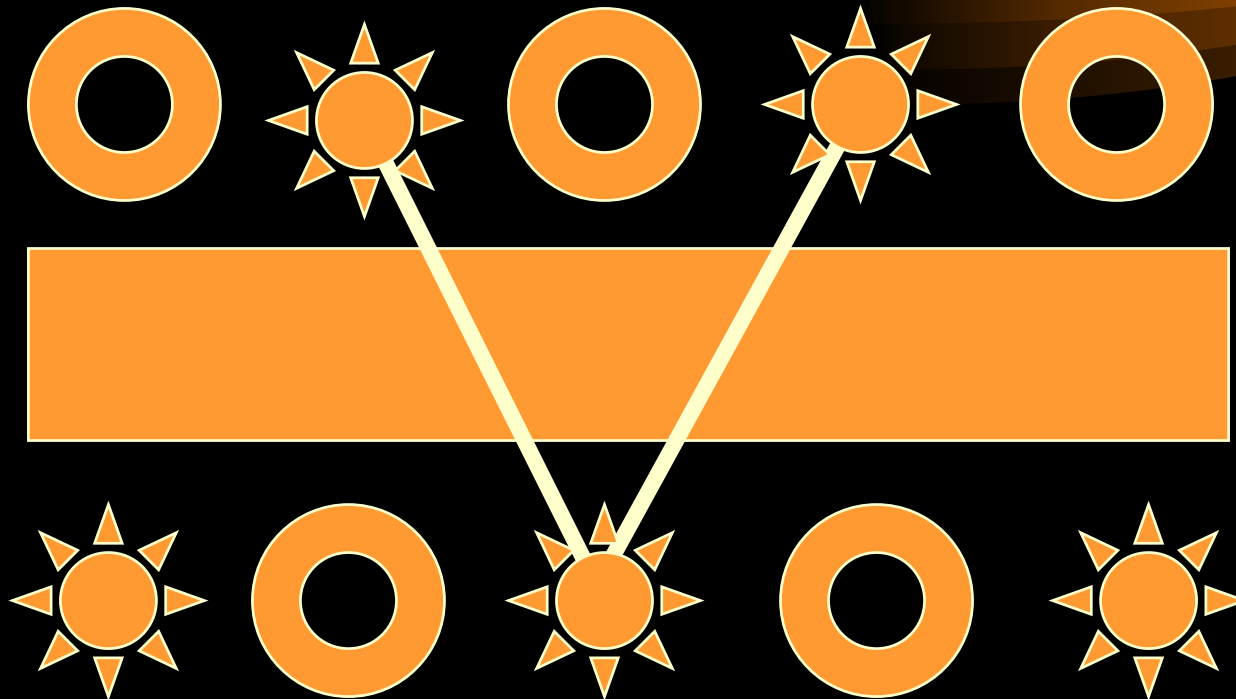
Consider these situations...

Analysis Begins With a Seating Chart



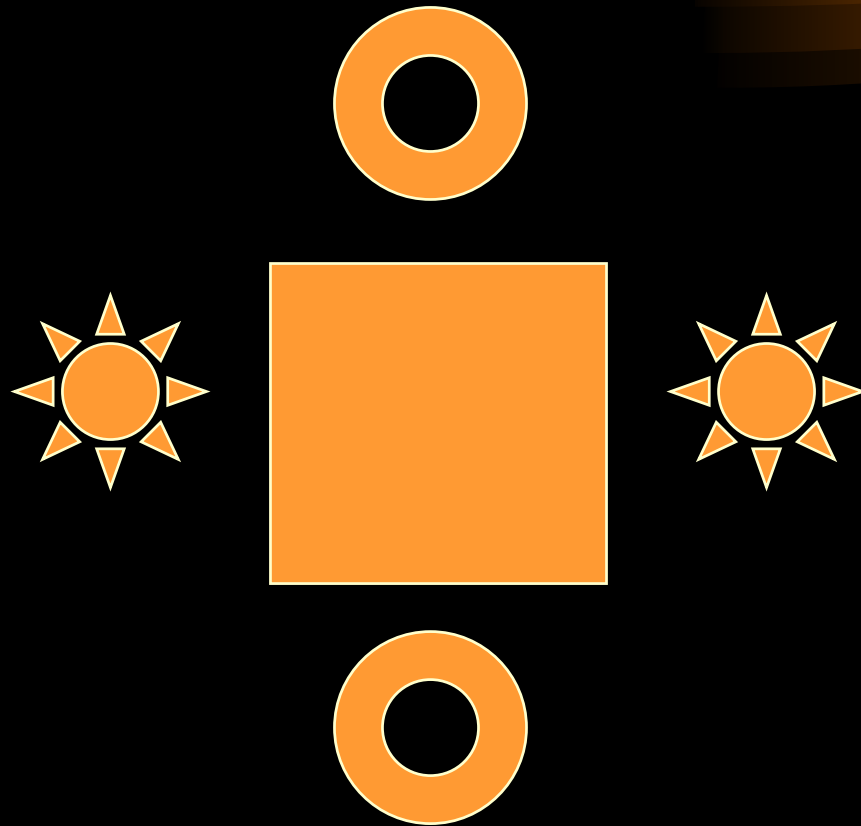
Us against Them - Very Confrontational !!

A Much Improved Arrangement

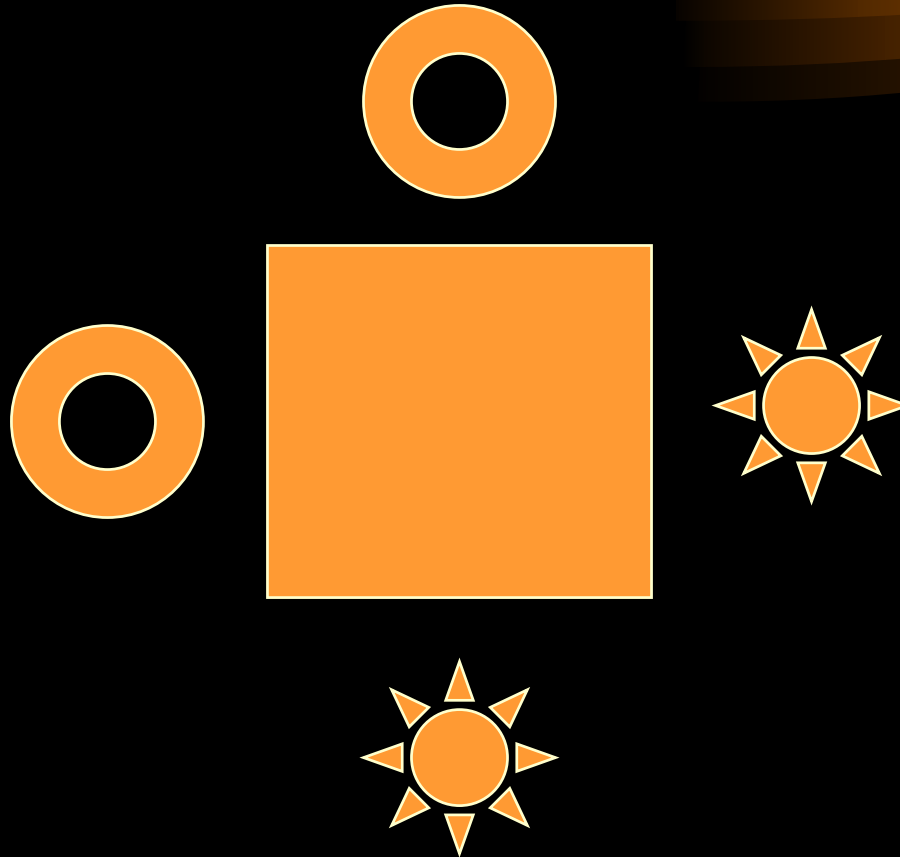


Mixed & Surrounded Arrangement

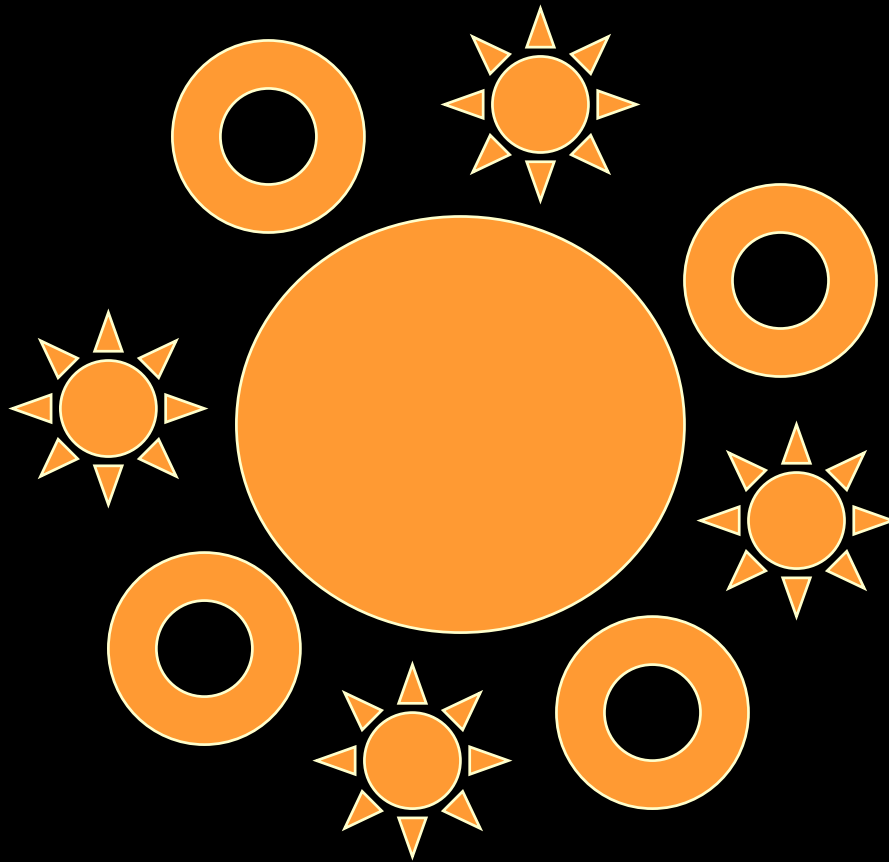
Great For Card Games



Better For Analysis

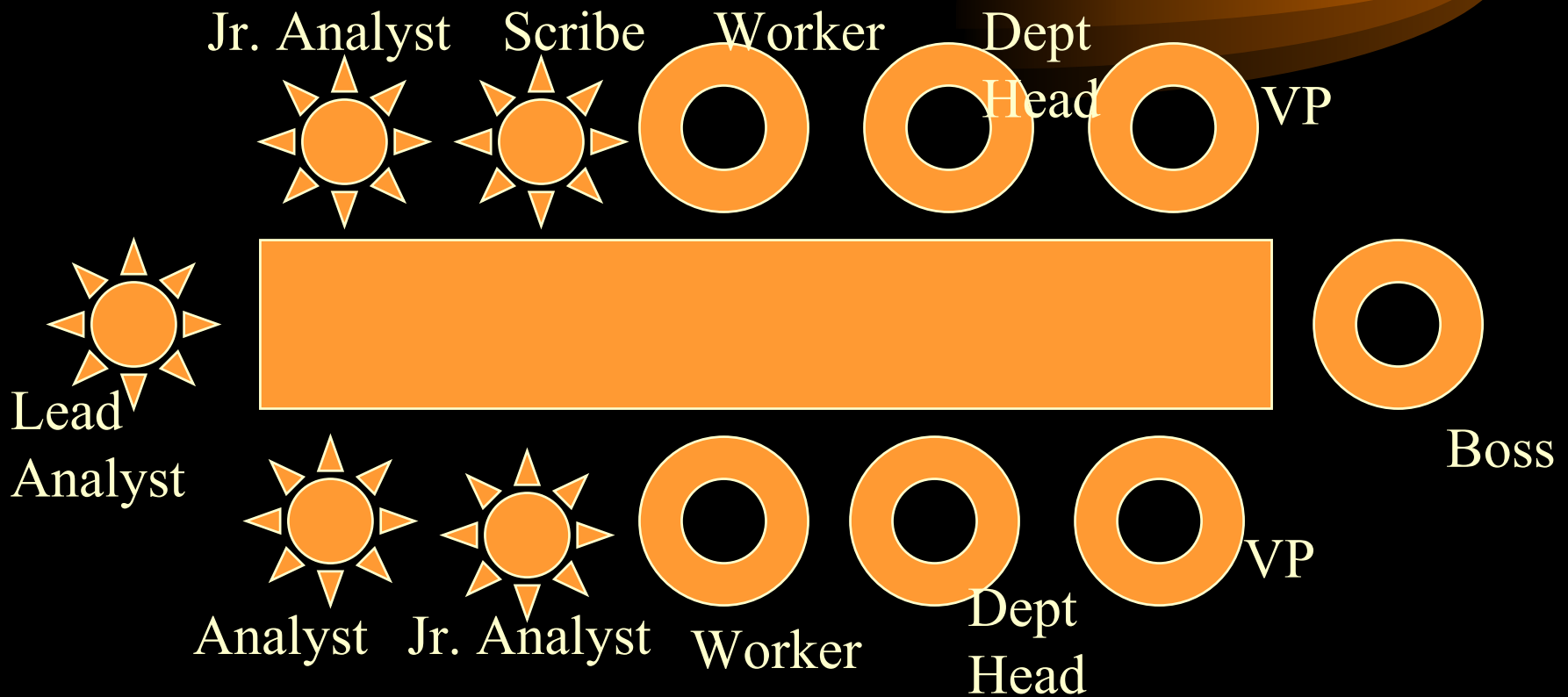


King Arthur Had It Right !



Get Yourself
A Round Table

Beware the Head Table And the Boss



More Lecture - Less Analysis

Set The Table Yourself

- **Whoever controls the table controls the interview**
- Hold interviews on your turf or neutral ground
- Arrange the table by arriving early with the analysis team or place handouts where interviewees sit

Active Listening Is The Single Most Important Element in Analysis

- Listen smarter rather than harder
- A classic baby boomer example
- Ask open ended questions and follow-ups
- Ask Why and How
- Practice on a toddler
- Ask Why Did You Do That ???

Active Listening

A Morality Play In Two Acts

- Act One - Traditional Analysis
 - Yes / No answers, quantitative
 - What, who, where, when, analyst focus
- Act Two - Active Listening Analysis
 - Why / How answers, qualitative
 - Provoke thought and follow-up
- Audience - Data Model both situations

What Makes For a Bad Interview



- Bad / inexperienced analyst
- Clueless interviewee
- Super expert interviewee
- Politics - possible death march
- Bad / novice scribe
- More than one hour per session
- Lack of focus materials - diagrams, charts

More Bad Interview Criteria

- Late in the day - late in the week
- Distractions - windows, telephones, pagers
- Long table or bad positioning at table
- Lack of homework & preparation
- Lack of sufficient follow-up
- Wrong mix of people / skills in interview

Language of the Interview

- Verbal - What is said
- Non-verbal - What isn't said
- Body Language: Non-verbal communication
 - Conscious - silent movies, charades
 - Unconscious (generally)
- Body Language provides a wealth of information if you can read it correctly !

The Spoken Word



- People learn by sight and sound
- People are auditory learners or visual learners and this includes interviewees
- Discover whether your interviewee is an auditory person or a visual person
- Use either “sight” words or “sound” words accordingly - establishes communication

Auditory Learners



- I like the sound of that.
- Your idea sounds good.
- I hear you loud and clear!
- Do you hear what I'm saying?
- I've heard this before.
- This plan is music to my ears!

Visual Learners



- I see what you mean.
- The system failed. It was an ugly sight!
- Do you see what I'm saying?
- I have a vision for this software.
- Picture this!
- I get the picture.
- Do you see what I mean?

Non-Verbal & Conscious Gestures



- Come Here.....
- Hey friend, I'm over here
- Good Luck !
- This is really good - This is really bad !
- I agree
- No No !!
- I don't know

Gestures Carry Many Meanings Around The World - Be Careful !

- “V” is for
- Victory - Sir Winston Churchill - WWII
- Peace - Flower children of the 1960s
- Peace - Vietnam protestors of the 1970s
- A very obscene gesture in England and Australia - palm & fingers face inward

It's OK With Me !!

- “O” formed with thumb & index finger with other fingers spread
- According to Roger E. Axtell, *Gestures, DO's and TABOOS of Body Language Around the World* - Vice President Richard Nixon in Latin America, 1950s, making the A-OK sign meant “You Asshole!”
- Also rude in Russia, Germany & Brazil

Thumbs Up !!!

- US: I vote yes - It's good to go - I agree
- US: Raised to shoulder - hitchhiking
- Nigeria - A very rude gesture !
- Australia - Also a very rude gesture !
- Germany - Number one as in one beer
- Japan - Number five as in five beers!'

Body Language



- Non-Verbal
- Unconscious - generally
- Far more powerful than spoken language
- Learn to read it to understand the total message being sent to you
- Learn to send it to reinforce your own message

And The Oscar Goes To



- Five of your colleagues for best performance in the following categories.....

Closed Positions

- Arms folded across chest
- Legs together - crossed if in seated position
- Shoulders forward or shrugged
- Scow on face, closed lips (straight line position), focus downward
- Sits against wall or in corner
- Defensive posture

Open Positions

- Arms by side or away from body
- Legs separate - both feet on floor when sitting in open angle position
- Lips slightly open, possible smile
- Erect posture, focus forward and on others
- Maintains center of room position
- Invites conversation and communication

Subject Matter Experts

- Steepling - Hands clasped together, fingers intertwined or touching
 - Emotes confidence, knowledge
 - Square shoulders - Erect posture - Eye contact
- Confusion - Doubt
 - Scratching head - Shrugging shoulders
 - Slouch position - Shuffling feet - Rolling eyes

Two Recommendations

- Nierenberg, Gerald I., and Henry H. Calero, *How To Read A Person Like A Book*, Simon & Schuster Inc., New York, New York, 1971. ISBN: 0-671-73557-8
- Fast, Julius, *Body Language*, Simon & Schuster Inc., New York, New York, 1970. ISBN: 0-671-67325-4

And Now Your Paper Chain

- Each link is a Mobius Strip - one sided
- Analysis is like a paper chain
- The chain is only as strong as its weakest link
- Write on three of your links, things that you **MIGHT** do to improve your analysis skills
- Because you write them down, you are much more likely to change behavior

Final Thoughts & Questions ???

- *Get Better - Improve Analysis*
- *Work Smarter !*
- *Thank You For Your Support*
- *Please Complete Surveys - Your votes, feedback & comments are appreciated !!*



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