

# Just Listen

by Mark Goulston

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A printable to-do list of the most effective habits from this book. Check one off each day you do it.

MON TUE WED THU FRI SAT SUN

- <sup>01</sup> **Use the Feel-Felt-Found opener**

Before making your point, say what you think they may be feeling, check it, and let them correct you. Your goal is not to be right immediately; it is to prove you are trying to understand.

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- <sup>02</sup> **Ask the underside question**

When someone gives a hard position, ask: what is the biggest concern underneath that? Then stay quiet long enough for the second answer, which is usually more honest than the first.

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- <sup>03</sup> **Delay your advice by three beats**

In the next tense conversation, count three slow seconds before responding. Use that pause to decide whether the person needs a solution or needs to feel heard first.

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- <sup>04</sup> **Reflect impact before intent**

If you caused frustration, summarize the impact before explaining your intent. Try: I see how this created pressure for you. Only then give context.

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- <sup>05</sup> **Replace rebuttal notes with listening notes**

During a meeting, write down their exact concern, the emotion behind it, and the unresolved question. Do not draft your counterargument until those three lines are filled.

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- <sup>06</sup> **End with a dignity-preserving next step**

After the person feels understood, propose one small move that lets them participate without losing face: would it help if we started with the least risky version?