

# Deep Listening

IMPACT  
BEYOND  
WORDS





Author and creator of the Apple award-winning podcast, *Deep Listening*, Oscar Trimboli offers his research-backed keynotes, workshops and programs to organisations who want to take their performance to the next level.

Oscar is an inspiring embodiment of Deep Listening, bringing his insights using simple and profound questions to create immediate awareness and sustained change.

*Oscar Trimboli*





*"Oscar identifies the behaviours we all need to practise to become effective communicators, leaders and influencers – it's the lost art of listening."*

**Dominic Price**

Head of R&D and Work Futurist



*"What struck me is that the ability to listen, to really listen, just needs you! There is real leadership strength in paying attention and responding appropriately."*

**Shelley Hudson**

Executive General Manager -  
Organisational Development

*"Oscar gives teams the awareness and skills to have real conversations through Deep Listening. The way that Oscar has helped our team to listen has led to sustained results that have stood the test of time."*

**Erin Cramlet**

Senior Director - Human Resources

*"The ability to listen is truly one of our greatest gifts - yet it's too often overlooked in the pursuit of being heard. Oscar's concept of Deep Listening is well worth taking the time to listen to."*

**Andrew Howie**

Head of Brand Advertising

**Attuned Leaders  
Powerful Teams  
Sustained Results**







## Why does listening matter?

- Increase profitability by minimising duplicate costs and effort caused by confusion and conflict
- Dramatically reduce project costs by asking the right questions upfront
- Attract and retain employees by listening to what they have to say as well as the unsaid
- Mitigate negative publicity in the media
- Get ahead of the competition by serving customers better
- Anticipate rather than react to the regulators in your industry

Most leadership programs focus on speaking with influence and leading change by setting a compelling vision, yet over 93% of change initiatives fail. There is a missing ingredient - **leaders who listen.**

**Only 2% of leaders have ever received any training on how to listen effectively.**

The reality is, leaders like you spend between 64% to 83% of their day listening. The more senior your role, the more critical a role that listening plays in your career progress.

**Training leaders to speak well without the skill of listening well is akin to asking them to run with only their right leg.**

This guidebook will give you a comprehensive outline of the Deep Listening programs, along with some of the processes and tools to support you and your team on the journey to Deep Listening.

**Thanks for listening.**

Oscar Trimboli



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# The *science* behind Deep Listening

Deep Listening programs are the result of qualitative verbatim commentary gathered over many years, supported by a research study with over 1,410 people. The study reveals rich and compelling insights that intersect with the neuroscience of listening.

*The Five Levels of Listening* and *The Four Villains of Listening* are the culmination of this extensive research to bring to life the most common listening blind spots and the most common barriers to listening.

The Deep Listening research reveals that the fundamental barriers to listening are your body, your mind and your technology devices. These barriers impact your attention and focus, causing distraction.

Distraction is the number one challenge when it comes to listening and it can take many forms including self-talk, wandering vision or being lost in the details of the story. Maintaining attention starts with noticing where and when you start to drift.

Discover more in the **Deep Listening Research**.





# What's the *cost* of not listening?

The impact of distracted listening is poor communication, conflict, confusion and chaos.

## **Distracted listening results in:**

- Ineffective teams with projects that are consistently late and over budget
- Missed sales opportunities and declining market share
- Loss of customers and great employees who leave to join your competition
- Customer care teams that listen to and question what is said, rather than listening for what is unsaid, creating frustration and anger.

Impactful communication isn't just about how eloquently and persuasively you speak, it's how consciously, deliberately and skilfully you listen to your employees, customers and markets.

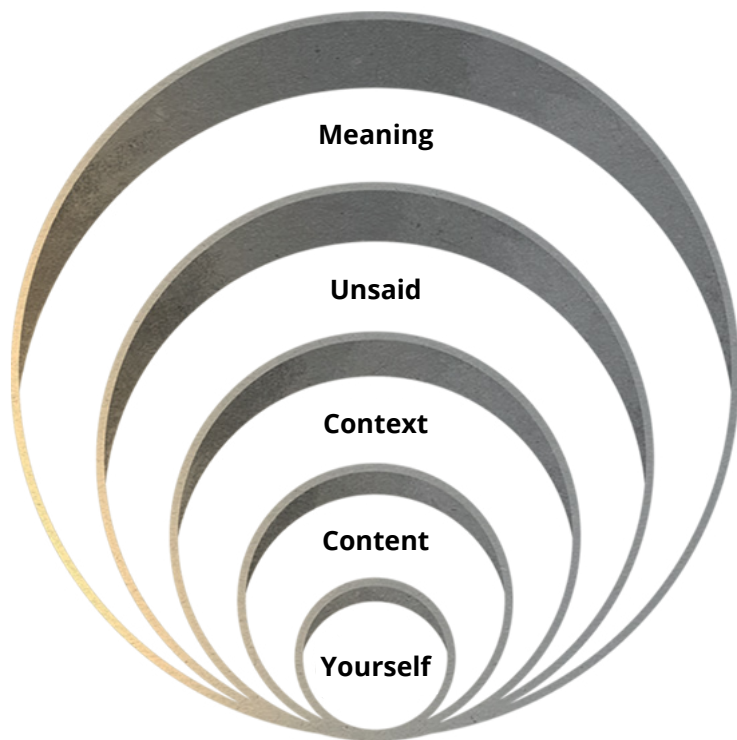
*"Listening is the leadership hack of the 21<sup>st</sup> century."*





# The Five Levels of Listening

The Five Levels of Listening are the supporting framework for the Deep Listening concept. These five levels describe the hierarchy of listening. Each level is foundational. You need to be proficient at the previous level to effectively progress to the next level.



**Yourself:** Listening to yourself is a simple but hugely overlooked fundamental. Without truly connecting and listening to what's going on inside our mind, we are unable to be fully present with others.

**Content:** Listening to the content means noticing the alignment between what someone is saying and how they're saying it.

**Context:** Listening to the context brings a depth of understanding that clarifies situational understanding. By exploring patterns, history and backstories, listeners can gain greater insight.

**Unsaid:** Listening to the 'unsaid' is powerful. We speak at a speed of 125 words per minute, yet we think at 900 words per minute. Most dialogue is trapped by what is stuck unsaid in the speaker's mind.

**Meaning:** Listening for meaning is the deepest layer of the conversation. Meaning can be created for the person speaking, the person listening, and collectively, meaning is created by the conversation. This is listening with an impact beyond words.





*"The most important  
thing in communication is  
hearing what isn't said."*

**Peter Drucker**



# The *Four Villains* of Listening

**Teams who listen achieve far more impact in less time. Changing your listening habits starts with awareness.**

The Deep Listening Research revealed The Four Villains of Listening – a likeable set of characters who bring listening to life and highlight listening blind spots.

Listening is situational and relational, meaning we listen differently in different contexts and scenarios. For instance, you will listen differently to a customer compared with how you listen to your peers. You will listen differently to people in the finance department compared with how you listen to the legal team.

Integrated with the latest adult learning theory, The Four Villains of Listening are playful, easy to understand, tangible characters to help with rapidly recognising and improving poor listening habits.





# The *Four Villains* of Listening



DRAMATIC



INTERRUPTING



LOST



SHREWD



# Working Together



**Make a start with Deep Listening in your organisation with one of these options or talk to us about how we can customise an event specifically for you.**

| Event          | Suitable for  | Pricing Guide           |
|----------------|---|-------------------------|
| Keynote        | Keynotes can be delivered in any format, in a seating configuration of your choice: ballroom, central podium, outdoor arena, conference room. Ideal for groups from 30-1000+.   | \$5,000 - \$10,000 AUD  |
| Workshop       | Workshops can be delivered to groups and teams of 8+ with an optimum group size of 30-40, although workshops have been delivered to groups of 500. These can be integrated into leadership offsites, people manager meetings, high potential leaders and graduate programs, sales and project kick-offs and customer care programs. | \$7,500 - \$15,000 AUD  |
| 90 Day Program | The 90 Day Program is suited to teams of 8 and beyond. Move from information to implementation. This approach moves your organisation from awareness to action and delivers sustained return on investment.   | \$10,000 - \$25,000 AUD |





# keynotes

Often described as 'changing the state of the room', Oscar brings a presence to his events that sets the tone and creates a wonderful atmosphere that lights the room with warmth and reflectiveness.

**brother**  
at your side

*"It's a rare skill to hold the attention of our whole organisation after a full day of training. Oscar captivated, educated and challenged us."*

**Robin Tang**

*"If you want to do an event that has people more curious, more empathetic, more attuned to the deeper messages and not just rushing from superficial quick tips but really asking the deep questions, bring Oscar into the mix."*

**Dr Jason Fox**

**qualtrics<sup>XM</sup>**

*"Oscar was thoroughly entertaining and engaging. We were engrossed and left feeling illuminated with a whole new level of awareness for us and our customers."*

**Eileen Puse**

**sharethe<sup>point</sup>**  
CONNECT • LEARN • EXPERIENCE

*"Oscar gave us the ammunition of Deep Listening to take back into the workplace. He provides inspiration, clarity and definitely an element of difference."*

**Debbie Ireland**



# Keynote Topics



## 1 DEEP LISTENING - IMPACT BEYOND WORDS

**Amplify the impact of your whole event by giving your audience the tools to maximise their listening.**

84% of people consider themselves to be above average listeners. Only 2% of these have had any listening training so most people are unaware of what good listening looks and sounds like.

Organisers and audiences say this session maximises the ROI from all speakers at the conference because this keynote engages the whole audience to stop, pause and deeply listen to themselves, each other and the other speakers.

This session uncovers the myths of what makes a good listener as well as giving an overview of The Five Levels of Listening.

## TAL

*"Oscar is personable, direct & courageous."*

**Andy Moffatt**



2

## DEEP LISTENING - THE LEADERSHIP ISSUE OF THE 21<sup>ST</sup> CENTURY

**Unveiling the art and science of listening for an attuned organisation, this session explores The Five Levels of Listening. It equips leaders with the tools to build a listening organisation – to customers, employees and markets.**

With three decades of hands-on executive experience and through his work as an accredited coach supervisor, Oscar spends time listening to some of Australia's most innovative and inspiring leaders. His deep grasp of the issues and challenges faced by executive teams, paired with the Deep Listening research, creates a powerful evidence-based approach to building organisations that listen.

This keynote unlocks The Five Levels of Listening. They are explained in a way that gives busy executives, managers and employees immediate insights into their own leadership, with tips and tricks they can apply immediately.



*"Profound, aha moments and impactful."*

**Jane King**

3

## UNSAID - THE RISK OF NOT LISTENING

**An unmissable event for those seeking to understand the commercial implications of NOT listening. A powerful session for those willing to explore the consequences of ignoring important signals.**

Too much of listening is devoted to what is being said. In this session, Oscar reveals the power of listening to the 'unsaid' – those assumptions and thought processes that go untold in a discussion.

Oscar outlines ways to deftly and skilfully surface the undiscussable topics with others.

This session will help you and your organisation to stop wasting money on market research, employee engagement questionnaires and ineffective agendas and meetings.



*"Intuitive, direct and life changing."*

**Tina Walsberger**



## THE 125/400 RULE - THE ART AND SCIENCE OF LISTENING

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**Probing into the art and science of listening and the compelling insights revealed in the proprietary Deep Listening Research, this keynote is mind-blowingly rich in new information and practical application.**

For those who like a scientific approach to learning, this keynote covers a range of research insights about the neuroscience of listening.

Revealing the maths of listening, audiences are guided to explore content, context and meaning as cues in dialogue. Well suited to an analytical audience, this session provides plenty of in-depth content with a vast amount of exciting new information, connected with a series of real-life stories, which can be applied immediately.



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*"Kind, challenging and compassionate."*

**Heilan Bolton**



## DEEP LISTENING - THE UNFAIR ADVANTAGE

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**This keynote offers an opportunity to gain access to Deep Listening skills for a fast track to success.**

Ideally suited to motivated professionals who are looking to maximise their career success. Not for the faint hearted, this session challenges common perceptions on how to succeed and turns mainstream motivational theory on its head.

Exploring Deep Listening as a tool for all career opportunities and challenges - job interviews, managing-up, team collaboration and networking – this session leaves audiences with tangible and practical strategies for immediate success. It looks at the DNA of a team player and gives lifelong skills to build a successful career.



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*"No nonsense, challenging and insightful."*

**Paul Ives**



## 6

## THE BRIEF - HOW TO LISTEN TO YOUR CLIENTS AND PROSPECTS

**Not listening to the brief is a very costly mistake.  
Hear what the research says about how to understand  
what the customer really wants.**

Drawing on Oscar's 30+ years in senior corporate marketing and customer strategy roles, this session outlines five common mistakes that people make when taking a brief and how Deep Listening theory can radically change the brief into a continuous briefing process.

The audience is guided through a fun and challenging process revealing tools to facilitate a five-star briefing, by better understanding what's being said and the 'unsaid' – the costliest part of the briefing process.

Uncovering the layers of rational and emotional motivation, this session provides a masterclass in the art of Deep Listening for high impact with your clients and prospects.

REBEL & SOUL  
THE MEMORY MAKERS

*"Challenging, different, practical."*

**Sharon Lewis**

## Contact

For your Deep Listening keynote  
or event booking, contact us at:

[hello@oscartrimboli.com](mailto:hello@oscartrimboli.com)  
or +61 410 340 185



# Workshops

Workshops with Oscar are described as transformative, challenging, practical and a way to 'change the state of the room'. A wonderful way to help teams who feel locked in stalemate or those that are bubbling with conflict.

Oscar has the skill to bring people together, transcending differences by using the evidence-based skills of Deep Listening.

## Outcomes

1. Make visible the cost of NOT listening - to your projects and profitability
2. Understand the implications of NOT listening - to your employees, customers, competitors, media and regulators
3. Move your team to next level performance with meaningful impact
4. Explore and understand your listening blind spots in a fun and practical environment
5. Conclude with a plan for how you can listen beyond the words and sustain the change

### Estia Health

*"Oscar role modelled for our leaders the impact that world-class listening can make. It's by far the most commented-on professional development exercise in my decades of corporate experience."*

**Jane Murray**



*"Oscar provided a practical path to some high impact change within our business. I highly recommend Oscar as a visionary who will assist in shaping your business strategy."*

**David Gage**

### stryker

*"Oscar explained listening 'blind spots' and how important it is to truly listen. Something that is critical to a great workplace. I recommend Oscar for any organisation wanting great insight into the art of listening."*

**Nicki Luther**







# Workshop Topics



## 1. Deep Listening – An overview

An introduction to the concept of Deep Listening and how poor listening takes its toll. This session gives a foundational understanding of the Deep Listening methodology, leaving participants with skills and awareness to take their listening to the next level.

## 2. Deep Listening – A contact sport

Using the Deep Listening Playing Cards, attendees immediately practise what they have learned in groups using real play, rather than role play. Participants learn about their listening blind spots from all perspectives: as a speaker, a listener and in the highly effective observer role.

## 3. Deep Listening – Gains are made in games

Ideally suited as a follow-up to the second workshop, this session takes the group through a Deep Listening exercise that illuminates participants' own listening blind spots through The Four Villains of Listening.

## 4. Individual Deep Listening action plan

Each attendee signs up to the 90 Day Deep Listening Challenge. A series of simple, actionable steps to move from a distracted listener to a focussed and productive listener.

## 5. Team Deep Listening immersion and action plan

The 90 Day Leader Challenge helps leaders to role model great listening with a series of practical applications of Deep Listening for your meetings.

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*Workshops start at 90 minutes and can be delivered in a half or full day. They can be integrated into existing leadership programs or delivered as independent events.*

*Minimum workshop group size: **8 participants.***

*Optimal workshop group size: **30-40 participants.***

*Largest group of participants delivered so far in one meeting: **500.***



## DEEP LISTENING IN THE MEDIA:



2018 Apple award-winner, the Deep Listening Podcast is a curious and entertaining look at the various facets of listening.

Introducing a range of listening perspectives, each episode entertains while providing solid research findings along with real-world tips and tricks to make you a deeper listener.

***"Hugely relevant and insightful..."***

*...at the pace we operate in, and the war for our attention, focused listening is truly a rare commodity. When we experience it, we immediately know it and the exchange is elevated."*

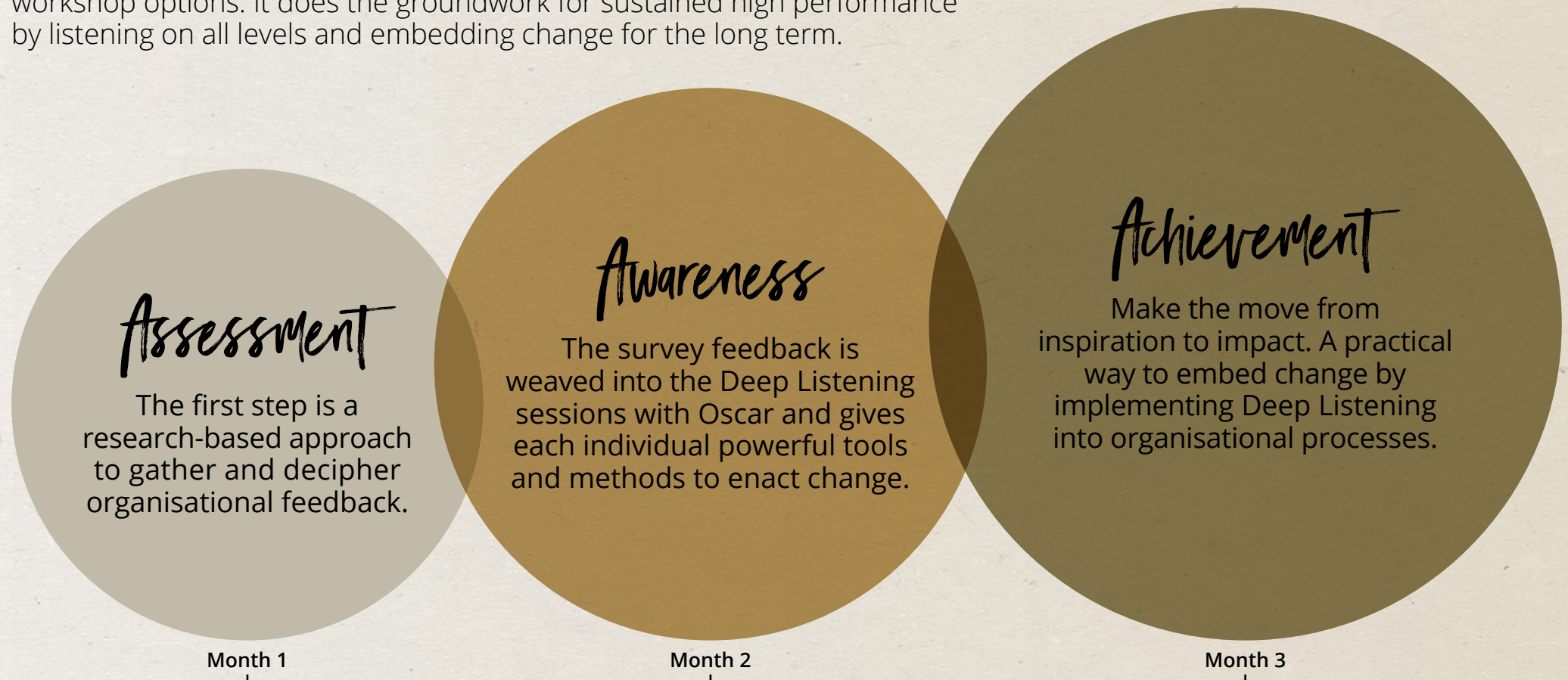
***"Deep impact... I'm listening!"***

*I absolutely LOVE this concept.....it's incredibly powerful and I feel like I'm learning how to listen, hear and communicate better, not just in my professional world, but in my personal relationships."*



# 90 Day *Deep Listening* Organisational Program

The Deep Listening organisational program is designed to take a deep dive with teams and organisations, then to follow through with individual and team-based accountability plans. This program is the most impactful of the workshop options. It does the groundwork for sustained high performance by listening on all levels and embedding change for the long term.





## Program includes:

- Gathering of organisation-wide feedback on barriers to listening with a report on the research findings
- Delivery of multiple half or full day workshops
- Regular online meetings with the team/organisation to understand barriers and breakthroughs
- Two executive face-to-face coaching sessions (individual or group)
- Support for key leaders on how to listen and engage teams with the content via internal enterprise social media platforms and other one-to-many methods of communication
- Evaluation and measurement integrated into employee and customer engagement reports

This program offers the organisational feedback tool that listens to what is said and creates systems and process to capture what is unsaid - internally and externally. It enables key leaders within an organisation to continue to drive Deep Listening as a cultural tenet for the organisation.

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*Minimum program group size: **6-8 participants.**  
Optimal program group size: **30-50 participants.***

*Organisational version completely customisable for all group sizes and can be delivered simultaneously for up to 1,000 participants.*

## Contact

Get your organisation started with Deep Listening, contact us at:

[hello@oscartrimboli.com](mailto:hello@oscartrimboli.com)  
or +61 410 340 185



# Resources

## DEEP LISTENING PLAYING CARDS:

The Deep Listening Playing Cards are designed with adult learning and change theory at the core. They provide a tool to help all learning styles engage with their listening in a fun, powerful and productive way. Exploring The Five Levels of Listening, they provide practical explanations and real-world tips and questions to use in the very next conversation.



## BOOKS:

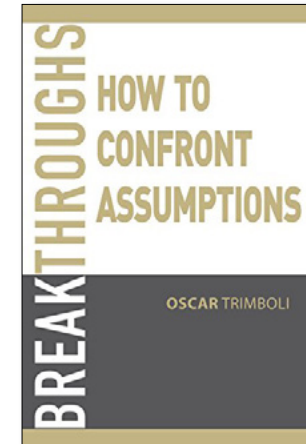


**Deep Listening:**  
*Impact beyond words*



"In today's 'attention economy' of endless notifications and ubiquitous connectivity, the ability to choose where and when we expend our precious resource is more important than ever. Oscar's work recognises the impact of attention in creating connection and impact."

**Tracy Moore**  
Director



**Breakthroughs:**  
*How to confront assumptions*



"Oscar consistently demonstrates the power in listening to what isn't being said – to those subtle silent moments between the stories, words, explanations, excuses and justifications. Really listening into these silent moments is when the clarity comes."

**Tracy Hall**  
Head of Brand and Marketing  
Communications



# An invitation to explore a *different perspective*

Oscar is an accredited supervisor of executive and team coaches. His typical assignment is with executives who are looking to achieve significant and systemic change for them and their organisation over a 12 to 36 month period.

Oscar's clients consistently say, "Oscar asks the questions you need to answer as a leader, not the questions you already know the answer to". Clients appoint Oscar because he has led significant change in his past executive roles.

**This isn't a theoretical exercise for Oscar. He has sat in your seat, and probably in your role.**

Oscar commits deeply to eight executive coaching clients during a 12 month period. If you would like to explore making a systemic and sustained impact for you, your team and your organisation, contact us at [hello@oscartrimboli.com](mailto:hello@oscartrimboli.com) or +61 410 340 185.





## YOU'RE IN GOOD COMPANY

Join these industry-leading Deep Listeners.



### About Oscar Trimboli

Oscar Trimboli is an author, host of the Apple award-winning podcast *Deep Listening* and a sought-after keynote speaker. He is passionate about using the gift of listening to bring positive change in homes, workplaces and cultures around the world.

With over 30 years' experience as a marketing and technology industry veteran, Oscar has held many roles across general management, sales, marketing and operations for Microsoft, PeopleSoft, Polycom, Professional Advantage and Vodafone.

Oscar lives in Sydney with his wife Jennie, where he helps first-time runners and ocean swimmers conquer their fears and contribute to the cure for cancer as part of Can Too, a cancer research charity – [www.cantoo.org.au](http://www.cantoo.org.au).

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