

Ali Schultz:
Hi, Miriam.

Miriam Meima:
Hi Ali!

Ali Schultz:
I'm so glad we're doing this today. Today, we are gonna talk about some general tips and, and I guess maybe just the whole topic of generative listening.

Miriam Meima:
Yes, which I'm so excited about. I really believe this is foundational leadership skill. Foundational, that there's no one who identifies as a leader who can't be practicing listening on a continuous or continual basis. Just really dropping in, figuring out how can I improve my listening. And even those of us who are extraordinary at it, we have to keep practicing.

Ali Schultz:
Yeah, well, it's not like we get to stop listening, right? As humans, our world kind of relies on this to some degree whether, yeah, I mean, to communicate. So how are we receiving information? What are the filters through which we are receiving it? How can we expand our receptive capabilities?

Miriam Meima:
Right. Yeah, exactly. Increase or improve the exchange rate, let's say, of communication, meaning like how much I'm actually understanding and storing for future reference that most of us are, we're moving so fast. It becomes a bit transactional, our interactions, in which case we aren't even leveraging our long-term memory when we're listening. And so we won't if we're not present for the conversation, then we will remember it. Therefore we're losing access to kind of the benefit of the exchange that comes with it to begin with.

Ali Schultz:
Yeah. Oh, you just said so many really important things in that like, last little chunk. And I think the important part there is when we are moving so fast, and we are not 100% present to the conversations we are having, a lot gets lost in translation, you could say.

Miriam Meima:
Mm-hmm. Yeah, exactly. Heavy amounts and often so we're missing things, we're talking past each other, we're talking over each other, we're not even tuned in to what the other person's saying. Yeah, so we're going to go over the five levels of listening, which I think is my, of all the frameworks for listening, this one's my absolute favorite because it, yeah, it does, I think it's...

Ali Schultz:
Awesome.

Miriam Meima:

For me, it's very memorable, it's quite simple and intuitive, but it does a good job of normalizing and kind of bring some humor to the things that we're doing, maybe without consciousness. And hopefully it becomes like the ladder of which we can rise to higher levels or better levels of listening when needed.

Ali Schultz:

Mm-hmm. All right. Let's jump in. What? What's the what's our first level?

Miriam Meima:

Yeah. Let's do it.

Miriam Meima:

Okay, so these are the five levels of listening that are inspired by something that's captured in Stephen Covey's book, *Seven Habits of Highly Effective People*. And habit five is seek first to understand and second to be understood. And most of us are so focused on being understood, especially those of us who identify as leaders, we want other people to get what we're trying to say, that we aren't taking the time to understand what the other person is trying to say. And so if everybody's just trying to be understood all day, then we're never going to actually exchange information and we're just gonna be putting a bunch of information on the table or into the space and then no one's left to actually take it.

So yes, the five levels start with one, go to five, higher is better, depending on the situation. Level one's ignoring, ignoring. And that happens all the time. That's when we're in a Zoom call and something, Slack pops up or we see a Slack bubble, literally all of our attention gets diverted to text or Slack or maybe just some other thoughts. And we have now exited the conversation and it's very obvious to other people that we're not listening anymore, we're not engaged because we are not giving any sort of nonverbal communication at all. We were just disconnected from the conversation.

It happens in our personal life too. I'll be in a conversation with my spouse and my brain just goes elsewhere and I fall and I plummet to level one listening. So, yeah, that's not a great place to be in that moment. It is worth the other person pausing because we are not available for the conversation.

Ali Schultz:

Yes, yes. Sometimes I will just blatantly say I'm sorry I was only 30% listening at that moment can you please repeat that.

Miriam Meima:

Yes. Hey, that's great when we can catch it and call it out. That's good awareness.

Yeah. Because it's definitely obvious to the other person, as is level two. In some ways, I think level two is even more dangerous, shall I say? Yeah, the level two is pretending. So pretending is like when, what you said is maybe there's 30% of me that's engaged in the conversation, but I'm saying, mm-hmm, I'm either verbally or non-verbally being encouraging, I'm nodding and smiling. So I think that I'm being a helpful participant in the conversation, but we know on the receiving end of that, especially people who are present, that is inappropriate. I mean, I think we've all been on the receiving end of someone who says, uh-huh, but it's clearly off beat. It's not, they're being affirming in a moment that's like, what?

Ali Schultz:

Mm-hmm.

Miriam Meima:

What? It's not appropriate to... It's just, it sends mixed, well not only mixed signals, it sends incorrect signals. But when we're in the listening, quote-unquote, listening mode, if we're in level two, I think it's common to feel kind of sneaky or to feel like we kind of are giving ourselves a pass. Like we aren't, we're not even going to try to listen. So level two is, even though we think we're being effective, it's pretty painful on the other end. I think even worse than ignoring or level one.

Ali Schultz:

You know, this is really fascinating. When that happens, when there's a lot of uh-huh, uh-huh in a conversation, I always feel like someone is just waiting to insert or interject their own something or finish my sentence, but they're not even letting me speak. So it's a weird cutoff or shutdown feeling, I guess I feel as a listener. And I just want to say that I was just reading in a book on attachment, I think it was Deb Dana's book on attachment, where she was talking about how we as humans from, like we are wired, we are wired this way, like babies know this, like when your caretaker is not attuned to you and they're not fully present, like we have this sensor and we know, like it's like a built-in bullshit meter really when it comes to listening in a way, which she doesn't talk about a built-in bullshit meter in regards to listening.

She talks about like how we are wired for attunement and the depth of presence and attunement like we can start resonating with someone else who is deeply attuned to us. So knowing that we already have that wiring, we can, you know, I feel like it comes into play in our relational spaces, such as listening, such as conversating, that we can really, really start picking up on...this person is not even with me right now.

Miriam Meima:

Yeah, they're not exactly. They're not with me. And so of course there's moments when we're not available for a conversation. And just, let me just state what seems obvious to me, it's okay to not always be available for the conversation. And I would much rather someone say, hang on, I need to attend to something before I can be present. Or just essentially name whatever's true for them in that moment because...this exchange, there's no exchange happening here. If

anything, the exchange is going to erode trust, erode sense of what we call psychological safety or a sense that we're in this together. So it's better to not have a conversation than to be in a level two.

Ali Schultz:

Yes, yes. And what a great strategy, I think, too, is when you realize you're entering into what could be a level two zone or lower or higher, I don't know, to like, I've learned that I have to frame things for instead of just like walking by someone's desk or walking by the coffee machine going, "Hey, I have a question about blah, blah" and the person that I'm talking to isn't ready to receive anything around the content that I'm blah, and, but if I, you know, were to reach out and say, "Hey, so I've got a few questions about, uh, you know, that project we have coming up. Let me know when you have a few minutes." Like that's fair and kind, but it's also on the receiving end, fair and kind for someone who has been a little bit bombarded by someone who wants to talk to them ask questions to say, "now isn't a good time," or I will, "I need five minutes, give me five minutes and let's go back to this." But like you were saying, like just permission to push back and permission to say this is what I can do right now or this is what I'm available for, or when I'll be available.

Miriam Meima:

Yeah, that is brilliant. Yes, it's so simple and so brilliant of how do we avoid someone else being a level two listening, how do we make sure that we're optimizing for successful or generative interactions is like, oh, yeah, give people a heads up. Let them choose. Am I available right now? Ask them, is this a good time? Or and then that's where we get into reading nonverbals as well as verbals. So like trusting that people are communicating what they mean and tuning into that. Yeah, yeah, that's awesome.

Level three is selective listening. So I think of this as essentially Swiss cheese listening. And mostly, when people think of quote-unquote listening, I think what they are aiming for is level three. And I would say listening doesn't start until level four.

But, people they think is listening is level three, which is where confirmation bias is heavily in motion. And I am in theory tuning into what you're saying, but I'm massively filtering. I have a pretty good sense of what you're getting at. I feel like I know you, I know what the message is. And so I'm just getting kind of like the Cliff Notes version, I think is what we would call it in the United States of just like the, just the basics. It's almost like I'm internalizing bullet points. And so I'm missing all of the subtext and some of the text itself. Mostly reinforcing what I already believe to be the case, good or bad, or neutral.

Ali Schultz:

This one, I will say, also shows up at work and home. Yeah, easily at home. Yeah. Because you think you know the person you're living with and you just, yeah, you're running that whole list of assumptions. Yeah.

Miriam Meima:

Exactly. Yeah. So we may still be doing the that we do at level two, but we actually are tuning into, we know what this person, maybe they're talking about their day or maybe they're talking about the grocery list, but we're not really fully engaged. But again, that's what I think most people aim for, but it's, it's like a good segueway to level four, which is where I think listening really begins, which is attentive listening.

So that's where I'm engaged in the conversation. I still have a two-way conversation happening in my head. I'm coming up with questions I wanna ask you. I'm deciding if I agree or disagree. I'm honing in on areas where I'm lacking clarity. And that's a great, level four is exactly where I want leaders to be when you're in decision-making mode. So not when you're in brainstorm mode, but when you're actually in converging onto a decision point, it's very helpful to be in level four because you can catch little cues into lack of alignment or lack of clarity and you can kind of preempt them by asking questions or offering additional information. So that's a good mode to be in.

Ali Schultz:

Yeah. It sounds productive and focused, but also, you know keenly aware of what's happening, like on the periphery and in the room and within each individual contributor, that's part of the conversation or that's been part of the conversation.

Miriam Meima:

Mm-hmm. Exactly. There's a sense of presence, but you can anticipate and you're tracking different people. So like I said, this is a good mode to be in. Most leaders aren't accessing it. It's essential. And then level five, that's where the magic happens. Level five is where the magic happens. So I really prefer that leaders toggle between four and five. And if they have to drop below that, they either are...clearly an observer mode or they're just removing themselves from the conversation.

But level five, I think Stephen Covey calls it empathetic listening. I always call it generative listening because I think it's a better label for what truly is happening in that mode. In level five, I am suspending my opinions. I am letting go of what matters to me. My sole focus is understanding the other person and I am tuning into what's underneath their words and between their words. I'm noticing the difference between if someone feels or seems stressed or if they're excited. I can usually differentiate between whether someone is asking me for permission or input.

So there's a lot of nuisance, that maybe I'm going to clarify and say, this is what I think you're asking and ask for clarity. But more often than not, I actually know. I get a very good sense of what someone's meaning from the conversation, how they're coming in. And my understanding is that we have, as humans, about 1,000 words a minute in our brain. And if you think about it, that's our best attempt to taking pretty large, complex images or concepts that we have in our mind articulating them.

So we have these big ideas, we have images, we have concepts in our minds, we can have about a thousand words a minute in our brain. At most, we're getting a hundred words a minute out of our mouth. And we put so much weight on the words that people use when we aren't paying attention. So, as humans, we're not very good at that filter process of taking those large ideas and figuring out which 100 words do I need to use to most effectively convey the essence of my message to this audience. That's really hard.

And depending on how much sleep someone's had, if they're overly caffeinated if they are distracted, that process is something we are not great at as humans. But as listeners, we too often we put weight on their words rather than giving people grace and deciding, you know what, that was their best attempt at taking their idea and saying it out loud. And so rather than saying what you said, dot, I would be in the mode of, oh, I think what you mean is dot, dot. And that's level five listening. It's giving someone so much space that they could do a terrible job communicating, and articulating their concept. And I will still pick up on what they're really trying to get across.

And in that mode, it's such a gift to people. It's such a gift to be listened to at that level because I as the speaker gain clarity. I gain, it's almost like I can organize my thoughts more clearly when I'm in the presence of a level-five listener. So not only is the listener gaining more information, I as the speaker am gaining insights. And that is one of the many gifts of being a level-five listener.

Ali Schultz:

Yeah, I will say that you are magnificent at level-five listening. Magnificent. And there's something so lovely, as you were saying, about being in the presence of someone who does this for you or with you. And that is you actually I will say this, like it feels like love to me. Like you are you're with someone who can put themselves and their own stuff down for plenty long enough for you to show up and have all the space you need to be seen and heard and held. It's just from a listening container. And it is magical and it's like, I don't know. Yeah. It's a miraculous space and it's a really healing space for a lot of people.

And it's like, it's hard to convince... Well, I will say this, it's also like such a cornerstone piece for coaches and coaching. Um, and especially when, you know, we've talked a lot, at least in past podcasts at Reboot about, um, the whole leader as coach concept, right? And listening is such a key component of this. And I think this is, this is why, like, if you're able to bring this to your directs, the stance, this listening stance to your directs, um, so much. It's like such a powerful moment to be heard, you know, by someone who is up power from you in this way.

Miriam Meima:

Exactly. Of course, we hear, I mean, you and I have even talked about imposter syndrome. So if we assume that most senior leaders have some level of uncertainty or insecurity that can show up, that very much takes a backseat when we're in the presence of someone at level five

listening, because we're not being judged. So level five listening has a way of bringing out the best in our people, their best ideas, the insight, the things that might be on the periphery of their understanding, they can give voice to it. And then we can start to align earlier than if we were at any other level of listening. And when we start to drop down the ladder of levels of listening, that imposter syndrome, those insecurities start to activate because people are being judged or they're being ignored and therefore they become increasingly performative and we are losing access and defensive.

So we're losing access to the best, the wisdom, the insights and the possibility of that person and this interaction. So that's why it's like level five, it's the best. And if someone feels, if you feel like you're in an eddy, communication eddy, we're just like, we're just going around and around or in a meeting of people are talking past each other.

Miriam Meima:

It doesn't actually matter how many people are in the room, but if one person can rise to level five listening, they can pull the whole group out of whatever patterns they're stuck in. Just say, hey, I think what we're really getting at here is X, Y, Z, or I think we have two separate conversations happening and they can see and feel and give good names to what they're witnessing and therefore, invite everyone else to do the same, which is awesome.

Ali Schultz:

Yeah, and it's such a relief, I find, to be in a room with at least one level five listener, who's able to like name stuff where this is inconsistent, this is inconsistent. I think we have these kinds of two conversations here. You're talking about the back door, someone else is talking about the side door over here.

Miriam Meima:

Yeah.

Ali Schultz:

We're not talking about the same things. When you're in a room with up power people and you're saying things and you're not feeling heard and someone else says something to kind of level set or break open the conversation in a way where things can be heard more clearly, that's relieving.

Miriam Meima:

Exactly right. Yes, you're absolutely. So we're all coming in with our own biases, our own functional expertise, our unique set of experience. There's power dynamics happening. There's gender dynamics happening. There's all sorts of elements to seen and unseen in terms of impacting...and in genuine level five listening, we get to rise above most of that and just have an honest exchange. And most people...most executive teams are not making space for that. I think it's essential, especially in strategy conversations, to make sure we give the space. And it feels like we have to let go of scarcity of time in favor of level five listening, because that's also

great improv happens. It requires level five listening, as we say “yes and...” in the improv world or in brainstorm world, is it doesn't matter what you say, I could build on it. I can take the best of what you're saying and build on it. And that will allow us to arrive at an unpredicted, unforeseen conclusion.

And I see that. I see that in exec teams where there's level five listings. Someone will say, how about X? And someone will say, well, what about B? And someone's like, wow, what if three? Or what if yellow? I mean, it's amazing what you can arrive at. It doesn't have to be linear. I think the companies with the most successful innovation, we can almost always back into what was the conversation that was happening that allowed for those new insights to emerge. And 10 out of 10 times there was one or more level five listeners in the room while that was happening.

Ali Schultz:

Well, you know, there's something to say about when you feel heard and you feel that safety and you feel like you can speak. And even though your word choices or your, your whole presentation may not be 100% coherent, people are willing to receive what you said and say think you meant this, but tell me more about that. And what did you mean by this word? In an open and non-judgmental way, like that instead of having someone or a bunch of people in the room running and spinning from a place of fear, right? Which is really what imposter syndrome is or other forms of insecurity or running defensiveness, right? If we're scared about how we're going to be seen or scared about whatever judgments or critiques we may be maybe coming at us either from ourselves or others in the room, it's no one's gonna, you know, what's gonna come out of that conversation is not gonna be, it's not gonna have that like vibe that Rick Rubin would sit and listen to and be like, yes, this is it, you know.

Miriam Meima:

Yeah, exactly. Exactly.

Ali Schultz:

Whereas once people can, once that space, that level five, that generative listening space is set up, everybody can stand on that stage of something more open, more loving, more present, and that fear, those fear thoughts or whatever may be spun up out of a place of fear is not gonna run.

Miriam Meima:

Exactly. And what's, what that's bringing to mind is I've heard a lot of people recently come to me and like, okay, this person on my team is not performing. I need, I mean, what do I tell them? And I'm like, why would you tell them anything? And you know, what, what you need to learn what's happening on their side before you can even quote unquote, hold them accountable. So there's information or data that you're lacking and without visibility into that, you don't know is this person not capable? Are they just not putting in the effort? Or did they, did you, do you have some part in this or some responsibility in this? And so this is where, like I said before, toggling between level four and level five is so helpful. So if someone on my team drops the ball on

something, or at least that's what it looks like from my side, I'll say, hey, I thought I handed this over to you and that you were gonna have it done, and then it did from I don't think it did. Can you help me understand what's happening on your side? And then I go into level five listening and listen for a while. And then when it, and I really want to understand from their perspective what's happening and I'm doing my absolute best to lower their defenses because if they're defended, then I'm not gonna gain any helpful information. And maybe I did a poor handoff or maybe they have something going on in their personal life and aren't being honest about it. And I need them to be honest about it or at least reset expectations.

Or maybe this is something that they aren't skilled at and then I need to either upscale them or find someone else to do it. And so differentiating between that would require level five listening and then I'm gonna drop down to level four, essentially so what now? How do we come to new agreements? And that's like, boop, let's just pop down to level four. I'm going to now engage my perspective, my opinion. I'll take responsibility and ownership for my part. I'll offer some suggestions. There will be an even exchange of, will this work? What do you think about that? Do we need a new process in place? Blah, blah, blah. And it can be pretty rapid fire. And that whole exchange could be five minutes. It doesn't have to take long. But by starting in level five first, I'm opening things up before I close things down. Usually, people aren't taking advantage of the opportunity to do that.

Ali Schultz:

This is a skill that actually helps you lead the person in front of you which is, um, Jerry and I had a conversation, a short Ops Manual conversation for the podcast last year on that. And, um, just kind of on the topic of that, but like, this is a skill that can help you really begin to pause long enough to see the person in front of you and to hear, wait, what, what is making them tick or what does motivate them or what's driving them or how are they thinking about this and yeah such a cornerstone skill.

Miriam Meima:

Mm-hmm. Yeah. I have one client right now where I'm, I'm just, I've shared this very openly with my client and they know that this is what I'm seeing and what I'm noticing as senior leaders are they have essentially a sink or swim culture that it's up to every individual to succeed or not succeed and there isn't enough support given there's accountability, but without the support and I know what a cost it is to a system to have to turn over senior leaders, to have to let go of someone with historical knowledge. Now we have to go to market, find someone, hire someone, onboard someone, not knowing if they're the right fit. And it can be six to 12 months before someone's essentially back in role and moving. And that's huge. In the that amount of time, market conditions can completely shift and essentially we miss the pocket of opportunity.

I think this listening skill, being able to get to level five is one of the ways that we can stay ahead of that. We can pick up on those earlier signals. We truly give people the benefit of the doubt. We learn about them. What do they need in order to be set up for success? And if they are not the right person, if we have gifted them enough moments of level five listening, they'll probably

come to me or to us and say, heads up, I feel like what the company needs for me is beyond what I can deliver. Let's go to market. And so there's a level of collaboration, transparency that becomes possible because of what's been created in those moments of level five listening of we are in this together. And the person is much likely to take it personally. And maybe they don't come to it on their own. Maybe you need to bring it to them and just say, Hey, this is what I'm seeing. But there's so much space for that to happen without it having to be traumatic for the individual or for the system.

Ali Schultz:

Mm hmm. Mm hmm. Yep. I love that. I love that.

Miriam Meima:

How do you get to level five when you know you need to get there and you're not there? What are your tricks or strategies?

Ali Schultz:

Um, that's good, because I love a good transactional conversation. Um, I do.

Miriam Meima:

And you're not being sarcastic, I know you, yeah. Yeah, oh, totally. Yeah.

Ali Schultz:

I do, I just love getting shit done. So I just assume we're all on the same page. And then like, somehow within a conversation, I'll start catching a few things and I'll get like squinty-eyed or I'll like look awry and I'm like, wait a second, I don't think we're talking about the same thing. And that's when I start, I guess, moving up in the levels to...I kind of drop, I start dropping like where I want to go and all the things I wanted to cover in the conversation. And I just start getting really curious and asking questions and maybe restating something I said or asking, what did you hear? Like I just said a lot, what did you hear? Sometimes I'll open with, okay, I was going to talk about like if there's a thing on the agenda, you know, I'll be like, what do you know? What do you think? Or what are you coming in with around this time just kind of get their context and what they're coming in with. And then kind of start going from there, but a lot of open honest questions, who, what, when, where, how, is that all of them. Refraining from the why, because that just throws people in their defensive brain.

You know, there is a model that I learned from Michelle Masters when I did the NLP Marin programs, and she taught the Meta Model Day. And that has been invaluable to me in terms, I mean, you spoke to this, you were like, each individual has their own brain filled with concepts and thinking and context and beliefs and words and word choices and what those individual words mean. It's like we all have our own individual dictionary, right, that we choose to use at any given moment.

So Michelle really was teaching the meta model, and it's about language. And it's in one of the

exercises she had us do was she had three pairs of folks from the class. And in each pair, one person was like a human ball of clay, so to speak, and the other person was the shaper of the clay, the human ball of clay. And in the first round, she gave each pair the same word, and it could have been like excitement. The word was excitement. So the shaper of the human ball of clay had to shape their human into excitement. What is the expression of excitement. So, you know, you're shaping someone's facial expressions and where their hands are and how they're standing. And at the end of that, three pairs of people, three teams, same word, you had three totally different expressions of humans. One person looked like they had just seen a ghost. One person looked like they were taking a grumper. The other person just looked like, you know, like surprised.

And it was this really great illustration of, you know, one word in the human lexicon, right, in the known dictionary of humanity. And yet, each individual has such a different concept or understanding of what just that one word is. And so part of the meta model work then, or learning, was really beginning to question the words choices that people use, and not from like a lawyer, kind of defensive lawyer kind of stance, like you use this word while you're using it, but more like if I said to you, you know, I had a really good day yesterday. You could be like, oh cool, Ali had a good day. And to you that could mean she was in the sunshine, like picking flowers or something. And yet to me it could mean like I was tromping through the snow with the snow falling. It's like two totally different concepts of what good means. And so knowing this, I bring this into conversations often. And if someone's like, well, the results were really good. I'm like, good how? And that's kind of like one of the more easy, easy snips to bring forward from really what I learned from Michelle was like, when somebody uses a word like good or exciting or whatever, it's to say, okay, cool, but good how? Because that takes the conversation back on that person's turf and it gets them to really get more and more clear and choose maybe other words that they didn't filter through on their first like blurred out attempt of communicating, their idea or their concept of what they were trying to communicate. And it's a really beautiful way to suspend what you think you know and to be like, wait, but what did they mean by good? Like, I'm gonna give that back to Miriam and say, okay, tell me more about good, good how? What was that? So, yeah.

Miriam Meima:

I think you're hitting on the key choice, which is when needed, if we need, we notice essentially little inclinations that we need to get to different levels of listening. And then we use curiosity as our elevator up and let go of assumptions, which is required to get to higher levels of listening. And instead we think, what is it that I don't yet understand? Maybe it's how, or what do you mean by good? Or help me understand more of what.

Tell me more there's all sorts of ways essentially in the game of toss that is conversation Can I toss the ball back to the person so they can share and I'm just gonna listen and that's brilliant That's exactly that's it if we can access curiosity in those moments. Sometimes it's like I have to drink some water sometimes I have to send a text message before I can kind of get into level five just to get something on my brain or sometimes I need to take a breath or reset or feel

frustrated for a second and then I'm like, okay, now I'm good to go and can move into curiosity. I think what you just explained there was so important because it's a visualization of what's happening invisibly for most of us all the time is that we think, oh, we're using the word excited or excitement and that's simple enough and there's no such thing as simple enough that there's no assumptions that can be made in communication.

And the more we live with people, the more we work with people, the more we develop a foundation of shared understanding. And that requires exchanges, very honest exchanges, the little five exchanges, and that it becomes like a snowball effect over time. We can get better and better and better at exchanging information so it can be transactional and it's effective.

Ali Schultz:

Yes, yes, the transactional does, it can get easier. But I think it gets easier the more you understand more fully who is the person and what is their world like. Who is this person in front of me and what is their world like? Because we all have our own individual experience of life and none of them are the same. They have similar aspects, but we don't feel the same. We don't intuit the same. We don't parse words the same. We don't have the same understanding of things. And so to assume from a just a rote or blanket dictionary sense of, you know, how things are done we can't assume that. Relationships are built really by, not only the depth of understanding, what is this thing that we're talking about on the table in front of us, but how do I begin to understand more about what shapes you and how you think and what context you bring to your to your thoughts and what shapes your thoughts and what shapes your thinking around this topic that's on the table in between us.

Miriam Meima:

That's it.

Ali Schultz:

Yay. I love that topic. It's like, it's like attunement at, at adult levels, right? I always think of attunement as this thing, you know, you do with babies to make them feel calm, but like at an adulting level, you know, that's such a wonderful way to attune to someone. And what a gift to give the other person, because if you're able to provide the container or that space or that stance for their nervous system to calm down enough, right, to get their defenses down, to step out of fear and to stand more confidently in what they know and to be seen clearly and accepted for that. There is no greater gift.

Miriam Meima:

Exactly.

Ali Schultz:

Well, thank you for bringing all of this generative goodness.