



# Listening: The Secret of Effective Teams





# Reflection

- Your schooling
  - Your professional tasks
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# Why Listen?

- Professionals spend 45%-55% of each day listening
  - Patients are less likely to sue practitioners with good bedside manners. In fact, 2/3rds of all malpractice cases were tied to breakdowns in communication. Conversely, medical practitioners with better communication skills were less likely to be involved in malpractice cases (Hickson et. al, 1992).
  - Listening is tied to effective leadership (Bechler & Johnson, 1995; Johnson & Bechler, 1998).
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# People-oriented

- concerned for the other person's feelings
- look for interests in common with the other
- likely to become engrossed in the other person's problems


Questions: 2, 5, 7, 15



# Action-oriented

- want accurate, brief, concise statements (A, B, C statements)
- get impatient with disorganized communication
- prone to finishing the thought of the other person

Questions: 4, 6, 8, 11



# Content-oriented

- want to hear all the facts so can carefully make their own judgments and form their own opinions
- want complete facts, data and evidence so they can evaluate them
- like to solve complicated puzzles with complex pieces

Questions: 1, 10, 12, 14



# Time-oriented

- prefer short, speedy, swift interactions (S, S, S statements)
- will often tell others how much time they have to meet
- if time feels pressing, or the other is taking too much time, may interrupt or look at their watch

Questions: 3, 9, 13, 16



# Barriers



- A. Noise – physical distractions
- B. Message overload – when more messages are received than can be processed.
- C. Message complexity – messages that are filled with details, unfamiliar language, and challenging arguments.
- D. Lack of training – both the academic and corporate environments only offer a handful of opportunities to learn about listening.
- E. Preoccupation – on occasion, everyone gets caught up in thinking about his or her own life experiences and everyday troubles at the expense of the present conversation.
- F. Conversational narcissism – engaging in an extreme amount of self-focusing to the exclusion of another person.
- G. Listening gap – the time difference between your mental ability to interpret words and the speed at which they arrive to your brain.






# Poor habits

- A. Selective listening – respond to some parts of a message and reject others.
- B. Talkaholism – compulsively talking and hogging the conversational stage and monopolizing encounters.
- C. Pseudolistening – faking attention (the classroom is a classic location for this!).
- D. Gap filling – listeners who think they can correctly guess the rest of the story.
- E. Defensive listening – when people view innocent comments as personal attacks or hostile criticisms
- F. Ambushing – people who listen carefully to a message and then use the information later to attack the individual.
- G. Arrogance – assuming the speaker has nothing of value to say; listener has nothing to learn.




# Tips & Hints

- Take notes
  - Repeat/rephrase
  - Ask questions
  - Watch non-verbals
  - Listen with purpose
    - Content
    - Affect
    - Intent
    - Context
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# Working across cultures

- Alaska Natives, American Indians, and First Nations' Peoples [storytelling]
  - Pacific Islanders [maneaba]
  - Gulf Arabs [majlis]
  
  - Anglo-Americans/Global Minority [competitive talking]
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# Why listen?

- ▶ Improved communication & better learning
  - ▶ Improved connection & trust
  - ▶ Improved team effectiveness & less conflict
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# Additional Resources



- <https://www.forbes.com/sites/glennllopis/2013/05/20/6-effective-ways-listening-can-make-you-a-better-leader/>
- <https://www.ccl.org/multimedia/podcast/listening-and-leadership/>
- <https://www.td.org/Publications/Blogs/Management-Blog/2014/07/Listening-Is-a-Leaders-Most-Important-Skill>