

A decorative vertical bar on the left side of the slide, consisting of several thin, parallel vertical lines in shades of gray. To the right of these lines are several dark blue circles of varying sizes, arranged in a vertical, slightly irregular pattern.

HABIT 5: SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD

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**Based on the Seven Habits of Highly Effective
People**

BUT DOCTOR...

- **Imagine you are not feeling well and go to see a doctor.**
 - Upon entering the room, the doctor, without even checking your symptoms, writes a prescription and walks out.
- **How confident do you feel about taking this prescription?**
 - How valued do you feel as a patient?
 - How likely are you to see a different doctor?
- **Why? TPS**



COMMUNICATION

- **Communication is key to leadership.**
- **There are four forms of communication**
 - Speaking
 - Writing
 - Reading
 - Listening
- **You've been trained for 12-13 years in effective speaking, writing, and reading.**
 - How many years of training do you have in effective listening?



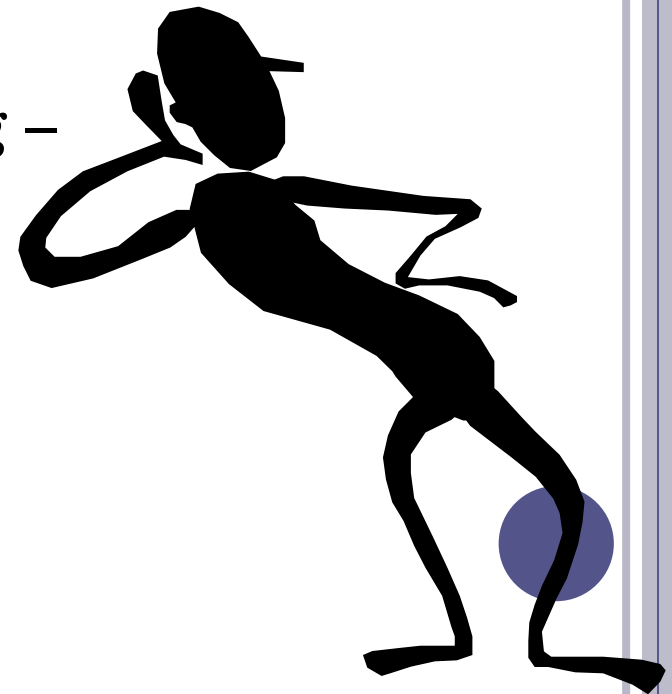
COMMUNICATION

- **We often make assumptions about what is being communicated before we can actually understand the message being communicated.**
 - We should first take the time to deeply understand the problems presented to us.
- **If your goal is to lead or influence someone, the first consideration must be your own person conduct.**
 - Your private performance must square with your public performance.
- **Unless people believe that you understand them, they will be too angry, defensive, guilty or afraid to be influenced.**
 - In order for people to trust that we understand them, we must build an atmosphere of trust through empathic listening.



EMPATHIC LISTENING

- **We tend to view the world from our own perspective and assume others do as well**
 - Most people do not listen with the intent to understand; most people are preparing to speak when their turn comes next.
- **There are four kinds of listening –**
 - Pretending – “Yeah, uh huh. Right”
 - Selective – Tuning in and out
 - Attentive – paying attention to the words being said
 - Empathic – listening with the intent to understand



EMPATHY VS. SYMPATHY

- ***Empathy***: viewing the world from another person's point of view to understand their feelings and perspectives.
 - Empathy is putting yourself in someone else's shoes.
- **Empathy is not sympathy.**
 - Sympathy is a form of judgment – it is a subtle way of making other people dependent on you
 - Sometimes sympathy is appropriate and necessary for a healthy Emotional Balance



EMPATHY

- **Empathy involves understanding someone else and their position**
 - Empathic listening involves much more than registering, reflecting, or even understanding the words that are said.
 - Empathic listening is powerful because it gives you accurate information.
- **Empathy is a powerful tool for relationships.**
 - When you can appreciate what someone else is going through, you will be more inclined to listen to them, address their needs, and care about their well-being.



EMPATHIC MEDICINE

- **For example, a doctor cannot make any decisions for you until he or she knows your needs.**
 - They must actively be trained to listen and understand patients as they describe their problems
 - Furthermore, a doctor must be able to ask key questions in order to clarify information and concerns.
- **The same is true for other occupations –**
 - An engineer must understand physics to build a bridge
 - A salesperson must understand their clients' needs to make a sale
 - A teacher must understand their classes; what they find interesting may not be interesting to their students.



WHY EMPATHY?

- **Psychologically, empathy is crucial. It meets a critical human need – personal affirmation.**
 - After physical survival, the greatest need of a human being is psychological survival – to be understood, to be affirmed, to be validated, and to be appreciated.
- **When you listen empathically, you make that person feel confident in their value as a person.**
 - Imagine how you would feel if another person completely ignored you as you spoke to them.
- **Empathic listening is a tremendous deposit into an Emotional Bank Account.**



LISTENING RESPONSES

- **Because we listen autobiographically, we tend to respond in one of four ways –**
 - We evaluate – we decide if we agree or disagree
 - *Do you really believe that?*
 - We probe – asking questions to clarify
 - *What's wrong?*
 - We advise – giving counsel based on personal experience
 - *Give it some time; it will turn out ok.*
 - We interpret – trying to explain other's behaviors and motives
 - *You're just angry now; you'll be fine later*



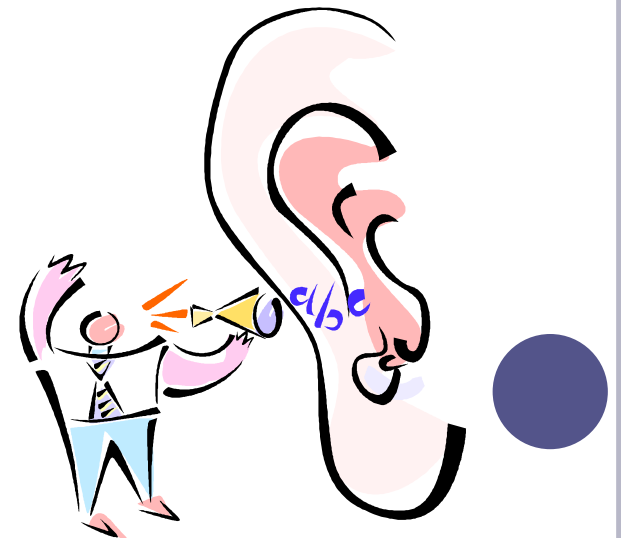
TRAITS OF GOOD LISTENERS

- **Imagine a time in your life when you interacted with someone who was a great listener.**
 - Did they remain completely quiet, did they talk most of the time, or was it a mix of both?
 - Did it seem like they understood you, or did it seem like they were completely clueless?
 - Did you talk more about your problems or theirs?
- **TPS: what makes a good listener?**



DEVELOPMENT OF EMPATHIC LISTENING

- Empathic listening involves four levels of development
- The most basic level of true listening is mimicking – repeating what the other person is saying:
 - “I’m worried that this isn’t going well.”
 - “You say you’re worried?”
- The next level is rephrasing content:
 - “I think we won’t meet the deadline.”
 - “You think we’re falling behind?”



DEVELOPMENT OF EMPATHIC LISTENING

- **The third level of development is reflecting the feelings and emotions of the person:**
 - “It’s seeming like we aren’t accomplishing what we need to do to get done on time.”
 - “It seems like this is frustrating to you”
- **The fourth and final stage of development is Rephrasing the content and Reflecting the feeling:**
 - “It just seems like our people are not working together.”
 - “So you’re frustrated that we’re unable to work together to get our tasks done on time and worried that we won’t be able to finish the project by its deadline?”



DEVELOPMENTAL STAGES

- **People who are skilled at empathic listening are able to progress directly to Rephrasing and Reflecting.**
- **They are seemingly or truly more concerned about you than about their own problems, but may use their own problems to understand yours.**
 - “I hate practice”
 - “You seem angry. Practice isn’t going well?”
 - “No! I can’t seem to do anything right!”
 - “I can understand why you’re frustrated. Why do you say you can’t do anything right?”
 - “Well maybe not *everything*. I’ve just been making a lot of errors lately. You see, it all started last week when...”



EMPATHIC ADVISE

- **Empathic listening is necessary because the best advice is useless unless it is appropriate for the problem.**
 - To understand the problem, you have to listen and ask questions.
 - Just like a doctor cannot prescribe the right medicine without understanding the patient's symptoms, you cannot give the right advice without understanding the personal problems of the person with whom you are talking.



...THEN TO BE UNDERSTOOD

- **Seeking to understand requires consideration. Seeking to be understood requires courage.**
 - Knowing how to be understood is as important as seeking to understand in reaching Win/Win solutions, and requires courage
- **Most people go straight to trying to find a logical explanation for a problem without first establishing their character and building the relationship.**
 - Effective communication requires both courage and consideration –
 - Consideration to understand the person
 - Courage to understand the problem



ANCIENT GREECE

- **Early Greeks approached problems with the Ethos, Pathos, Logos philosophy.**
 - Ethos – personal credibility (ethics)
 - Pathos – your empathy for others
 - Logos – logic and reasoning
- **The Greeks kept this philosophy in this sequence – ethics first, empathy second, logic last.**
 - Most people try to convince others of the logic of their ideas without first trying to establish their credibility and authenticity
 - True trust is necessary for effective leadership and trust is borne out of credibility and authenticity.



CONTEXT OF CREDIBILITY

- **When you can present your own ideas clearly, specifically, visually and most importantly contextually - in the context of a deep understanding of their paradigms and concerns - you significantly increase the creditability of your ideas.**
- **In other words, if you are going to convince others of the rightness of your ideas, you must do so in a way that convinces them that...**
 - The idea is beneficial to all
 - The idea was created with their needs in mind
 - The idea is logical, rationale, and correct based on the evidence available



FOR EXAMPLE...

- **For example, if I am seeking permission to include a unit about drugs and alcohol in one of my classes, I can't just go ahead and do it – I have to receive permission.**
 - For me to get the approval of the school, I have to convince them that...
 - I am doing this for the right reasons
 - That the students will benefit from this education and that the school will not be put at risk
 - That this is a unit that is necessary and will be useful to students.
- **If I can't show how all sides benefit, my idea won't fly.**



HABIT 5 – IN A NUTSHELL

- **Habit 5 is powerful because it focuses on your circle of influence.**
 - As you focus your energies on others, you deplete problems, disagreements, and negative behaviors
 - You are expanding your impact on others beyond yourself
- **It's an inside out approach.**
 - You are focusing on building your understanding, which provides key information for which to make a correct diagnosis of the circumstance
 - You become influenceable, which is the key to influencing others.
- **As you appreciate people more, they will appreciate you more.**



START RIGHT NOW

- **The next time you communicate with anyone, set aside your own autobiography and genuinely seek to understand**
 - Don't push
 - Be patient
 - Be respectful
 - Understand their emotions
 - Clarify their statements
 - Be discerning, sensitive, and aware
- **Disagreements are the best time to practice this habit.**
 - Seek to understand the motives behind their ideas.

