



NeuroLeadership
INSTITUTE



Your
BRAIN at
WORK
● LIVE

How to Listen Deeply

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What leaders need to do now

Listen
Deeply

Unite
Widely

Act
Boldly

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How to Be an Ally in This Moment: Listen Deeply, Unite Widely, Act Boldly



David Rock Contributor

Leadership Strategy

I write about the neuroscience of leadership.



Khalil Smith Contributor

Leadership Strategy

I write about leadership and diversity and inclusion through science.



For leaders everywhere, it's time to listen deeply, unite widely, and act boldly. ALEX RADELICH, UNSPLASH



“Listen with the intent to understand, not the intent to reply.”

Stephen Covey

Where to listen deeply



One to one: Allowing individuals to be heard



Teams: Creating space for teams to reflect and share



Organization: Structures to allow many people to be heard and the company to listen

Organizational listening



Listening Circles: Everyone can speak. One at a time. Participants listen without judgment



Focus Groups: Participants respond to specific questions about their experiences, perceptions and/or opinions



Town Halls: Executives share information critical to the business to an entire organization, and usually takes some questions



Surveys: Gathering fully anonymous feedback and insight on an organization

What is a listening circle + what is it not?

A listening circle is:

A place to share + be heard

A place to say “just enough”

Talk about feelings and thoughts about something related to the workplace

Listen, from the *heart*, to what your colleagues have to say with empathy

A listening circle is not:

Therapy

A place to talk extensively

A place to talk about anything you want

A chance to judge or discuss your colleagues' feelings + thoughts

Let's hear from you in the chat...

Which forms of organizational listening has your firm done so far?

What has had the biggest impact?



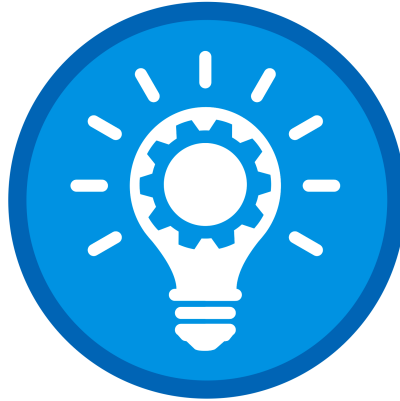


The science of designing these right

The science of designing these right



Create deep
psychological safety



Facilitate Insight

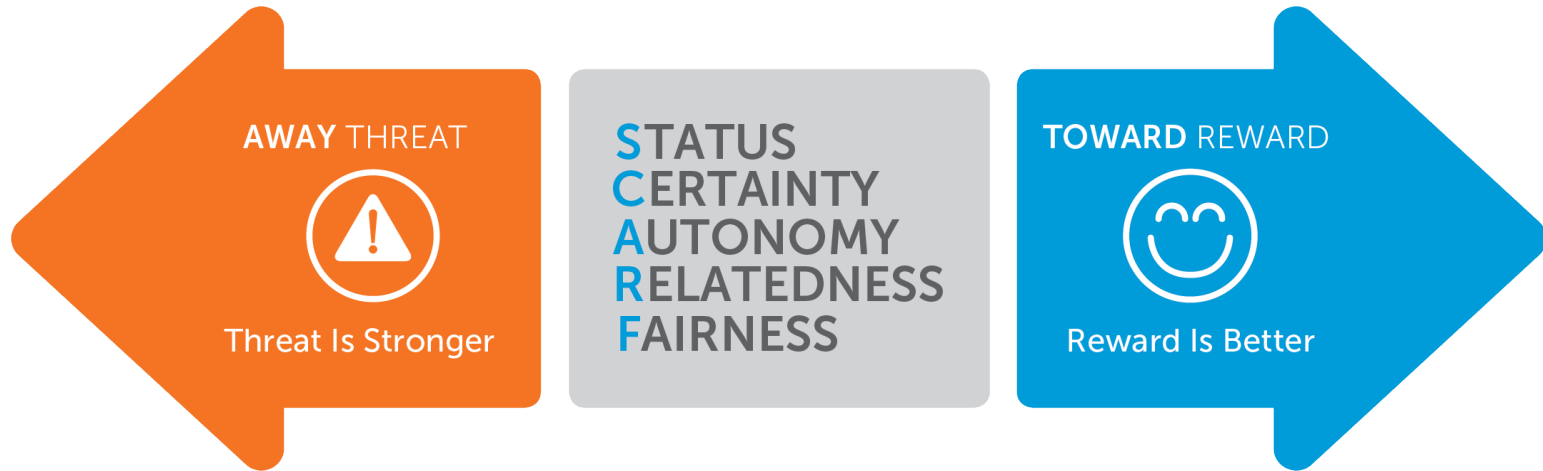


Encourage Action

Create Psychological Safety

Psychological safety is a climate in which people feel safe expressing ideas, concerns, and mentioning mistakes without fear of embarrassment or retribution

Create Deep Psychological safety

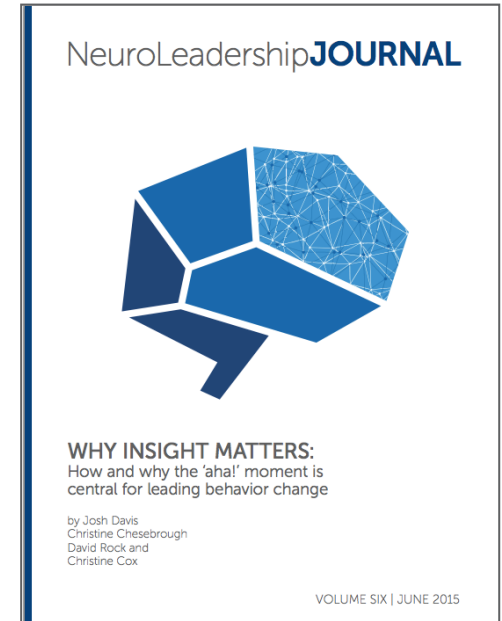


SCARF® helps us manage the threats that keep us from feeling psychologically safe

Facilitate insight

“...on a neural level, having an insight can help us make associations that ultimately deepen our understanding.”

“...insight is a powerful tool that can lead employees to be more intrinsically motivated in their own growth and personal investment, leading to long-lasting positive changes in performance and adaptability to change. “



Where insights can come from

- Labelling
- Normalizing
- Perspective taking

All through story telling and careful listening

The Eureka Scale

0
No insight

1
Sense that
insight might
be coming

2
Low level
insight

3
Medium level
insight

4
Strong
insight

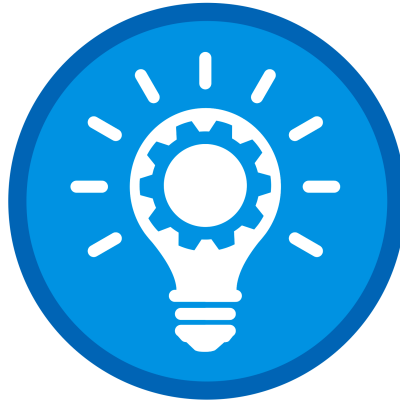
5
Intense
insight



The science of designing these right



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Questions



What can go right and wrong

What great looks like

People feel safe sharing their lived experience in the context of work

Leaders prioritize listening and learning

Leaders graciously receive any difficult feedback

Attendees leave the session feeling heard and understood

Leaders provide certainty as to what employees can expect going forward

What can go wrong

Leadership strikes a casual tone that lacks seriousness and sincerity

Attendees do not participate in the discussion because they feel unsafe

Discriminatory and offensive comments are spoken about others

Discussion isn't linked to experiences in the workplace

Leaders suggest the degree of unconscious bias and systemic bias isn't a significant issue inside of the organization

Let's hear from you

Share your stories of success or of things going wrong





How to scale

How to scale

Make certain your objectives are clear

Choose the right delivery model

Architect the best possible conversation

Let's hear from you in the chat

What was the focus of the listening sessions within your organization?

What are some of the best questions used that successfully encouraged more dialogue?



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3 days to change the world of work



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Thank you