

The 7-Habits of Highly Effective People

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Habit-5



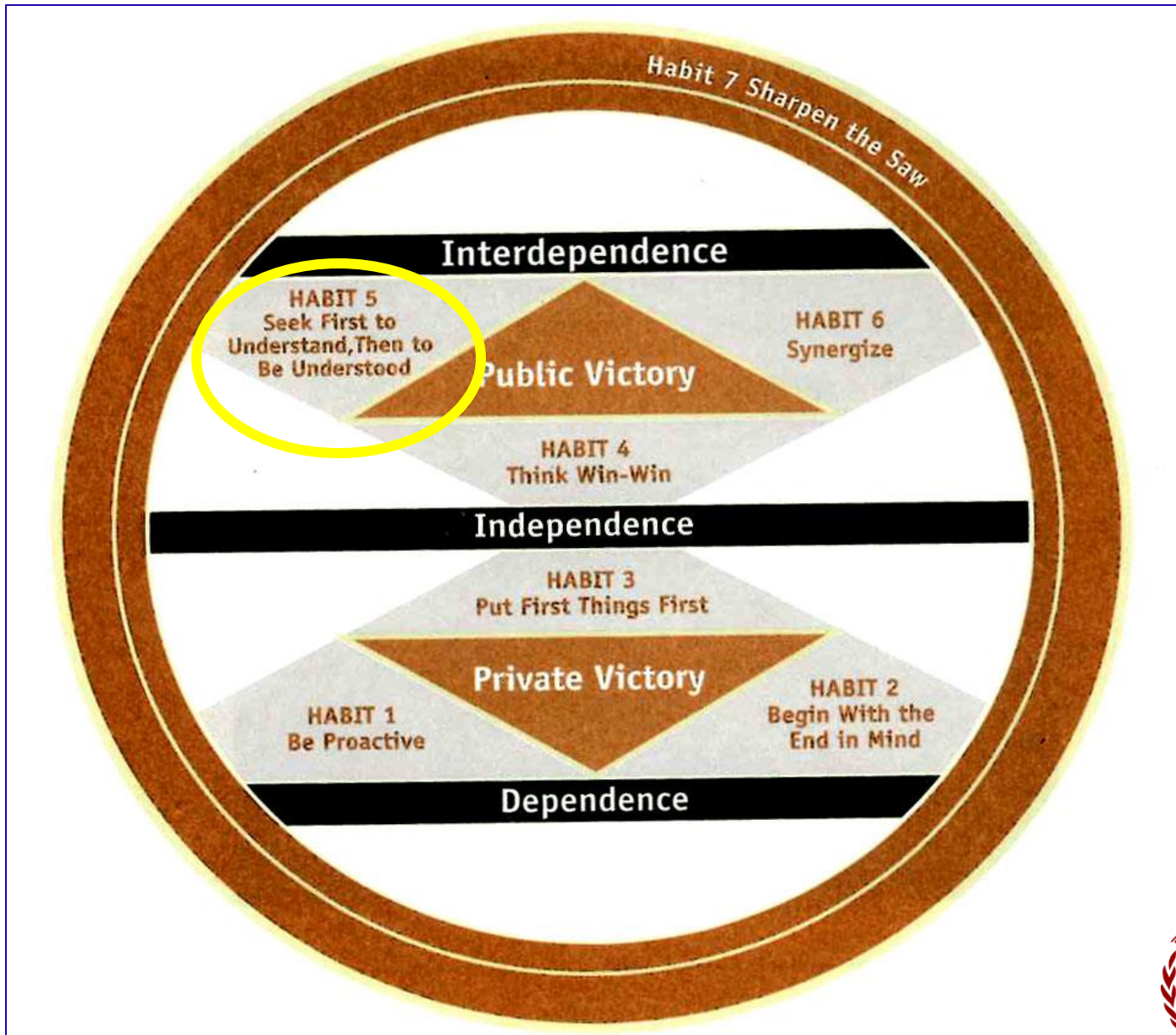
Habit-5: Seek First to Understand,
Then to be Understood
The Habit of Mutual Understanding

The heart has its reasons which
reason knows not of

Pascal



Maturity Continuum



Reading,

Writing

Speaking

Listening

} Basic forms of communication,
you get trained on these

What about Listening? Do you get trained?

Personality ethic- act listening

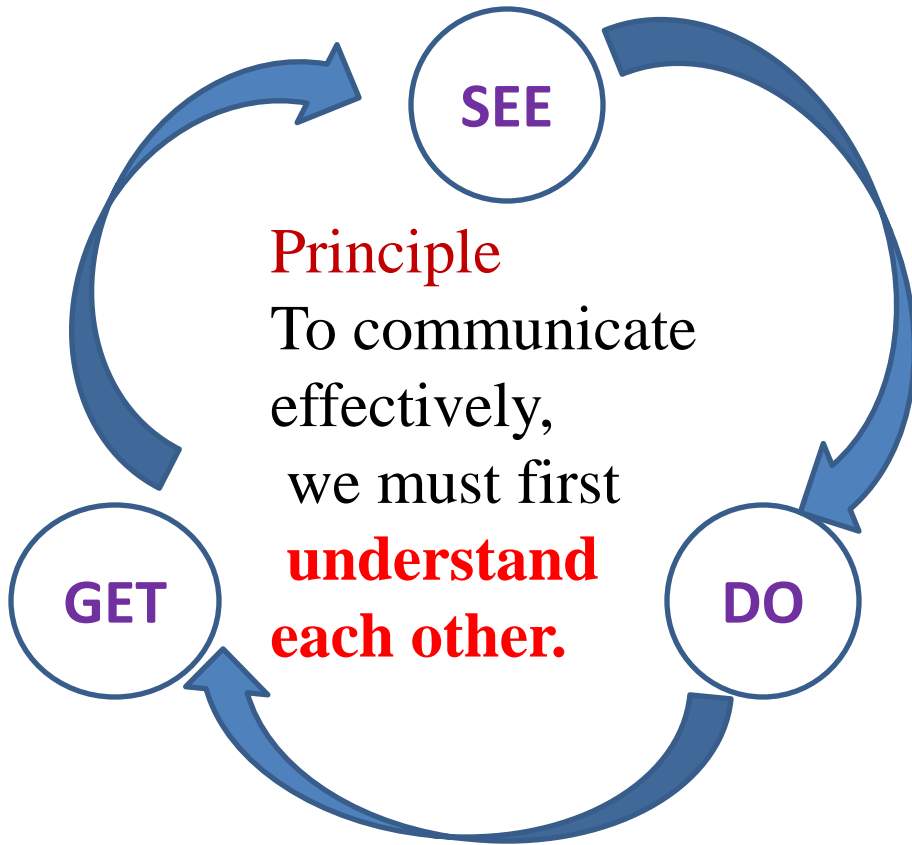
Character Ethic- You influence me with your
conduct, character ,
understanding (trust)



Listen, or your tongue will make you deaf.
-Native American Proverb



Habit of Mutual Understanding



Paradigm

Ineffective: I listen with the intent to reply

Effective: I listen with the intent to understand

Behavior

- Diagnose before you prescribe
- Listen empathically
- Seek to be understood from the other's perspective

Result

- Greater influence with others
- Solutions to complex problems
- Clarity on real issues
- Faster problem solving



1. Diagnose before you prescribe

- Describe a time when someone **didn't listen to you** before prescribing an answer
- How did you **feel**?
- **When do you most often fail** to listen to others?
- **What gets in the way** of listening effectively?

One friend, one person who is truly understanding, who takes the trouble to listen to us as we consider our problem, can change our whole outlook on the world.

- Dr. Elton Mayo



Autobiographical responses

- One of the biggest problems in interpersonal communications is our tendency to respond **autobiographically**, meaning from our own frame of reference.
- We advise, probe, interpret and evaluate other's messages based on **our own experiences and motives**.



Types of Autobiographical responses

Advising	Giving counsel, advice, and solutions to problems.
Probing	Asking questions from our own frame of reference or agenda.
Interpreting	Explaining another's motives and behavior based on our own experience, trying to figure people out.
Evaluating	Judging, and either agreeing or disagreeing.



Autobiographical responses

- Record phases that illustrate when people are listening through the filter of their own experiences, needs, paradigms, or autobiography.
- What is the impact of using inappropriate autobiographical responses?.



Listening levels

- Ignoring- not listening at all, one can know easily
- Pretending- yeah, right, etc
- Selective listening- hear only certain parts,
- Attentive listening- focus on words
- Empathic listening- seeking to understand



Empathic Listening

- Gets inside another person's frame of reference
- You see the world the way they see
- You understand their paradigm
- You understand how they feel
- It is not sympathy- agreement or judgement, emotion and response, makes them dependent



Senses- Listening/Seeing/Feeling

Traditional Chinese Character:
“to listen with a virtuous heart”



2.Listen Empathically

- It is reflecting what a person feels and says in your own words. It is not listening to advise, counsel, reply, refute, solve, fix, change, judge, agree, disagree, question, analyse or figure out.

When I ask you to listen and you start giving advice, you have not done what I have asked. When I ask you to listen to me and you begin to tell me why I shouldn't feel that way, you are trampling on my feelings. When I ask you to listen and you feel you have to do something to solve my problem, you have failed me, strange as it may seem.

Listen! All I ask is that you listen; not talk or do- just hear me.

-Ralph Roughton, M.D.



Empathic Listening

Empathic listening is a combination of

- Having the intention to connect.
- Focusing on clarifying the speaker's needs first.
- Remembering that criticism is someone's poorly expressed feelings and unmet needs.
- Checking the timing before offering your feelings, suggestions, corrections, etc.

Empathic Listening

- Have you ever been really excited about something and felt disappointed with the response you received? For example, you might say,
 - *"Hey, I just paid off my credit card!"*
 - *"Congratulations! I did that two years ago."*
 - *"Wow, I bet that's a big relief!"*

you might feel encouraged to continue.

- *"Yeah. Sometimes I thought I was drowning in debt."*

Empathic Listening

An empathic listener will stay with you as long as she honestly can until the conversation seems complete.

- *"Sounds as if you've felt pretty discouraged at times. I imagine you've been wishing for a fresh start?"*

You might reply,

- *"Exactly. I need to be saving money instead of living on the edge."*

The listener may confirm,

- *"I guess what you'd really like is greater financial security?"*
- *"Precisely!"*

What is the effect of empathic listening?

- Can you feel the difference? With the focus consciously on the speaker, both people have a deeper, more meaningful experience. It becomes a mutual exploration.
- It is done "with" someone not "to" them.

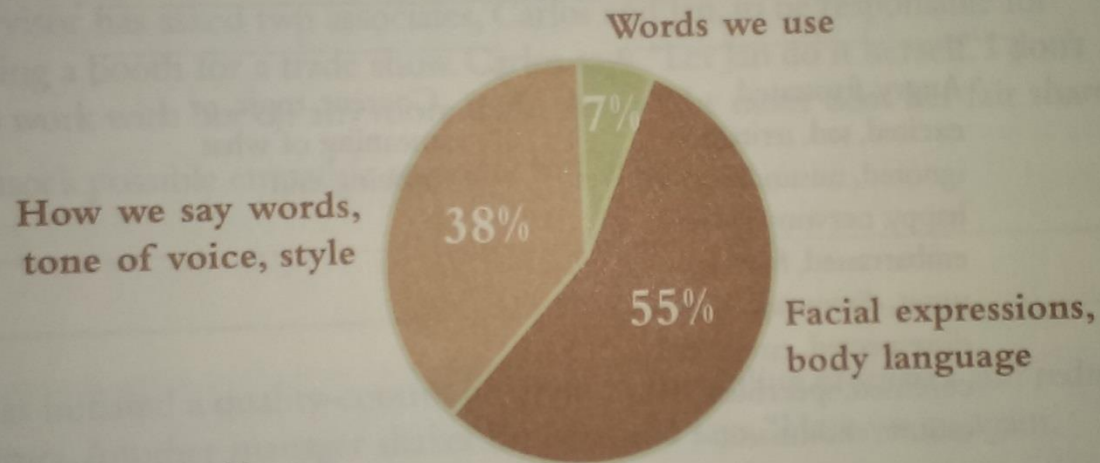
Reading the Signs

- When we communicate face to face about our likes and dislikes, our body language, tone of voice, and feelings communicate more loudly than the words we use.



READING THE SIGNS

When we communicate face to face about our likes and dislikes, our body language, tone of voice, and feelings communicate more loudly than the words we use.



Source: Mehrabian, Albert. *Silent Messages*.

Watch the Signals

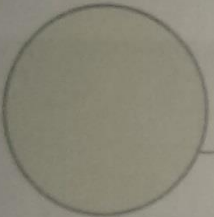




RED

Stop talking and listen empathically when:

- There is high emotion.
- You must get to the heart of an issue.
- You feel you don't understand.
- The other person doesn't feel understood.



YELLOW

Slow down. Watch and be ready to listen empathically.



GREEN

Go forward and seek to be understood when:

- The issue is clear and mutually understood.
- The conversation is casual and unemotional.
- You're asked to give counsel or advice.



Elements of empathetic listening

You feel	About
Angry, frustrated, excited, sad, irritated, ignored, misunderstood, happy, nervous, hesitant, embarrassed, foolish, upset, discouraged, emotional, confused, speechless, unsure, enthusiastic	Content, topic, or meaning of what is being said



Helpful language that can get you started

As I get it, you feel---
So as you see it---
You seem---
You must have felt---

You sound ---
What I am hearing is---
I am not sure I am with you, but –
Your feeling now is ---



Tips for Empathetic listening

- Focus on the speaker, not on your correct response to the speaker.
- If you get stuck, just repeat what the speaker says. If you are sincerely trying to understand, you won't be perceived as being manipulative.
- Don't be afraid of silence. Sometimes just listening and saying nothing is the best way to get to the heart of an issue.



Empathetic listening Scenarios

- After being asked not to stay out so late at night, a 16-year old says to his father, “This is my life, and I can make my own decisions.”
- What could be the Father’s possible empathetic response to the teenager?



Empathetic listening

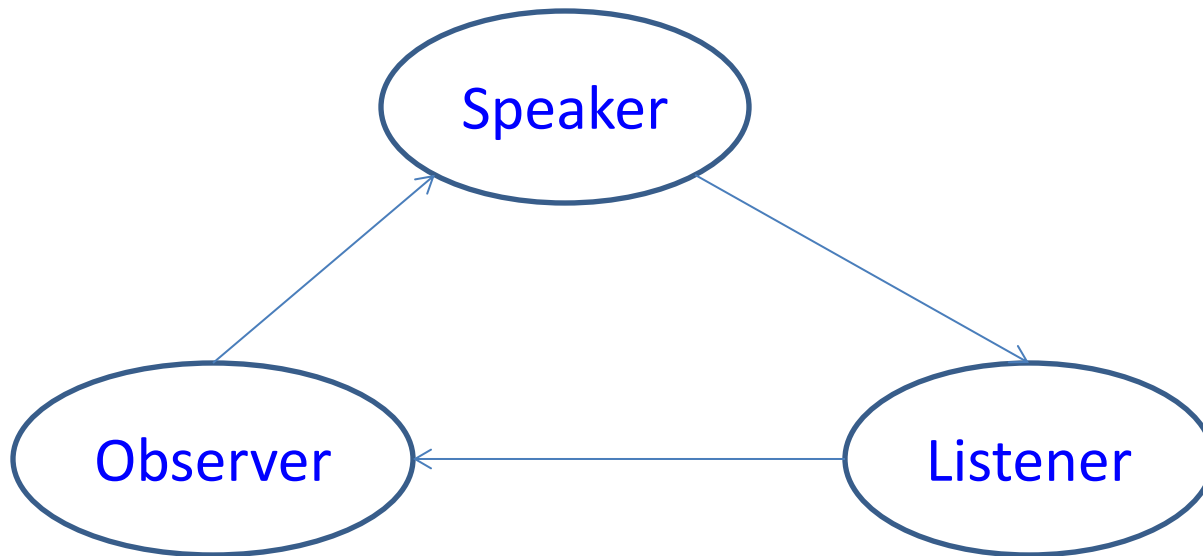
To my mind, empathy is in itself a healing agent-- because it releases, it confirms, it brings even the most frightened person into the human race. If a person is understood, he or she belongs.

-Carl Rogers



Empathetic listening practice

Describe situation in your personal or professional life that you feel strongly about and that you wouldn't mind sharing with others



Empathetic Listening- Role Play

Speaker	Share your situation with the listener. Tell the story in the first person.
Listener	Role-play the situation with the speaker. Use empathetic Listening to understand the situation.
Observer	Record the empathetic or autobiographical phrases used by the listener. Share your observations after three minutes.



3. Understanding from other's perspective

'I' Perspective	'You' Perspective
I am Tirupataiah, I will take two hours of classes today to cover the Habit of mutual benefit and the habit of mutual understanding	I am Tirupataiah, based on our previous conversations, I think you are interested in the rest of the habits also.

The key to being understood is to understand the needs, concerns, and priorities of the other person first. Then your messages are more likely to get the results you want.

Which perspective is more effective?





THANKS FOR YOUR ATTENTION