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# Listening to Flourish: Harnessing High-Quality Listening to Build Thriving Organizations

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# Takes home Messages

1. Listeners are active agents in shaping conversations.
2. Listening is hard to define but easy to comprehend.
3. Listening is immensely important in organizations and often overlooked.
4. Listening training is immensely important in organizations.
5. Listening has its enemies.



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“The biggest communication problem is we do not listen to understand.

We listen to reply” **Steven Covey**

“Leaders who don’t listen will eventually be surrounded by people who have nothing to say” **Andy Stanley**



# Why Listening Transforms Organizations?

-  **People open up**  
When employees feel genuinely heard, they stop holding back—information, ideas, concerns, creativity.
-  **Trust accelerates**  
Teams move from guarded to collaborative. Hard conversations become easier.
-  **Better decisions—faster**  
Leaders hear the full picture, not the filtered version.
-  **Well-being rises**  
Listening reduces burnout and emotional fatigue. It creates psychological oxygen.
-  **Social connection strengthens**  
Listening is the gateway to belonging. When people feel heard, they feel part of something—and connection is the strongest predictor of thriving at work.
-  **Engagement and motivation lift**  
When people know their voice matters, they show up differently—more energy, more ownership, more initiative.

# Definition

Kluger, A. N., & Itzchakov, G. (2022). The Power of Listening at Work. *Annual Review of Organizational Psychology and Organizational Behavior*, 9, 121-146.



Attention








Comprehension



Positive Intention

# (Correcting) Misperceptions

1. The listener is a passive actor, and the speaker determines the direction of the conversation. 
2. Listening = smiling and nodding your head. 
3. Listening is effortless (or listening = silence). 
4. Listening = Hearing (“I heard you”) 
5. Listening= Agreement 

# (some) Listening-induced outcomes in the workplace

Speakers	Listeners	Dyad
Job satisfaction	Liking	Psychological safety
Performance	Trust	Intimacy
Self esteem	Less anxiety (service provides)	Helping behavior
(Less) burnout	Performance	Humility
(Less) Turnover intentions	Competence	
Autonomy	People leadership	

# The enemies of listening

Loss of power

Fear of intimacy

Costs

Secondary trauma

Resistance to  
change

# Listening tips

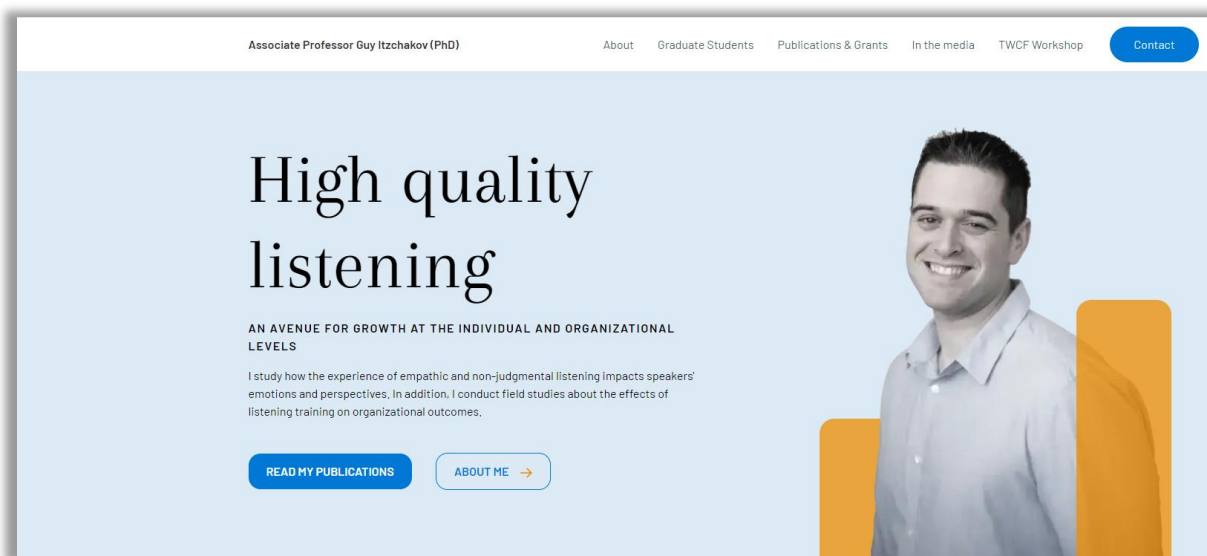
1. **Eye contact**- maintain constant eye contact with the speaker and get rid of external distractions.
2. **Reflection**- during the conversation with the speaker. After the conversation, for yourself (self-compassion).
3. **Clarify**- If you missed something, ask the speaker to repeat.
4. **Don't impose your solutions**. The listener's role is to help the speaker draw up the solution.
5. **Body language**- convey empathy through your facial expressions and words.
6. **Set a goal** -to learn something new about your speaker.
7. **Do not** over-prepare yourself for the conversation



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*Thank you  
for Listening!*