

Nurturing the 12 Qualities
of a Servant Leader

Listening & Communicating Empathetically

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Defining

- ◆ **Listening:** to understand, levels of listening: pretend, selective, attentive, and emphatic; hear what is said and what is unsaid, the tone, pauses; listen with ears, eyes and heart
- ◆ **Empathy:** Greek - “*em*” means “in” and “*pathos*” means “feeling or suffering”; empathy is not agreement or sympathy; understand & accept others’ thoughts, viewpoints, feelings and emotions i.e. intellectually and emotionally without having to agree; based on similar circumstances we have faced before, limited by “autobiographical filters”(FranklinCovey)
- ◆ **Communicating:** the importance of language - spoken and body; aids - audio-visual; time, timeliness, place; individual and collective; understanding the context and audience’s/recipients’ paradigms and concerns first
- ◆ **Empathetic listening and communicating** is a quality that balances consideration and courage

Why is this quality important to leadership?

- A prime quality and skill: sincere and caring respect for others and an important people skill of a leader's
- To enhance mutual understanding: “Seek first to understand and then to be understood” (Covey's Habit)
- Important in visioning, persuading, negotiating and resolving conflicts, which are common problems in leading and managing change

How to nurture this quality?

- Be aware of your thoughts, emotions and actions
- Understand, accept and forgive yourself first, and then motivate yourself - a journey inward and downward
- Always listen first and speak later: diagnose before prescribe
- Remind yourself of how arrogance and the knows-it-all attitude can block real communication and believe that the other side has his story, so extend your perspective
- Summarize, repeat or rephrase what you hear to the one whom you listen to, reflect feelings, check understanding, ask questions to clarify understanding
- Conduct mental rehearsals of important meetings with others