**HON 3397J:**

**Extraordinary Leadership:**

**Ownership and Influence**

**Session Six: Empathy and Effectiveness**

“In the long run, we shape our lives, and we shape ourselves. The process never ends until we die. And the choices we make are ultimately our own responsibility.”

**Eleanor Roosevelt**

**Abstract:**

This session covers Covey’s Seven Habits that focus on interdependence and ethical interaction with others. These personal leadership theories include “think win-win,” “seek first to understand,” and “synergize.” We will learn how to get more of what we want by listening, practicing empathy, and seeking superior alternatives outcomes. The principle of creative cooperation increases personal effectiveness.

**Objectives:**

*By the end of this session, students will be able to:*

* Practice the skills of empathic listening and diagnosing before prescribing
* Approach negotiations with maturity and an abundance mentality
* Effectively seek alternative outcomes that are good for all parties
* Understand the principles of creative cooperation

**AFTER PRE-READING:**

**How Do I Listen?**

***Choose one relationship that you find challenging. During the week, listen, then write your responses from conversation you have with this person.***

*Determine whether your responses are advising, probing, interpreting, or evaluating.*

*At the end of the week, review your notes. How might you change your listening next time? What would you do differently*

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**How Well Do You Synergize?**

***When you recognize the barriers to synergy, how do you break them down? You create an environment in which synergy can flourish. You use synergy producers. In the exercise below, assess how often you use synergy producers.***

Circle the number from 1 to 5 that most closely represents how often you use synergy producers. When you have answered all the questions, add up your total and check your score

|  | Never |  | Sometimes |  | Always |
| --- | --- | --- | --- | --- | --- |
| 1. I challenge and question others. | 1 | 2 | 3 | 4 | 5 |
| 1. I’m honest and candid in my communication | 1 | 2 | 3 | 4 | 5 |
| 1. I keep commitments. | 1 | 2 | 3 | 4 | 5 |
| 1. I keep my cool in stressful situations | 1 | 2 | 3 | 4 | 5 |
| 1. I convey my feelings clearly. | 1 | 2 | 3 | 4 | 5 |
| 1. I’m realistic in my expectations. | 1 | 2 | 3 | 4 | 5 |
| 1. I share credit and success with others. | 1 | 2 | 3 | 4 | 5 |
| 1. I value differences of opinion and truly seek to understand them. | 1 | 2 | 3 | 4 | 5 |
| 1. I discuss the facts without exaggerating. | 1 | 2 | 3 | 4 | 5 |
| 1. I accept responsibility when things go wrong. | 1 | 2 | 3 | 4 | 5 |

Scoring:

43-44: Great job! You’re a top synergy producer.

23-44: You’re on the right track! Keep producing.

11-22: Watch yourself! You’re blocking synergy.

**IN CLASS WORK:**

**Seek First to Understand**



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**Think Win-Win**



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**Think Win-Win**









**Developing Win-Win Relationships**

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**People Who Engage in Win-Win**



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**Autobiographical Responses**

You may have very sincere desires, but true listening means that you forget about yourself and concentrate all your energies on being with the other person in real time. This is called empathic listening. Because you so often listen autobiographically, you tend to respond in one of four ways:

***Evaluate:*** You either agree or disagree.

***Probe:*** You ask questions from your own frame of reference.

***Advise:*** You give counsel and solution to problems based on your own experiences.

***Interpret:***You try to figure people out - explain their motives and behavior - based on your own motives and behavior.

The following example shows how four different friends respond to Joyce’s statement about an idea she had for a family vacation. Circle the autobiographical response that is best represented in each conversation:

Joyce: My family didn’t like my idea for our vacation.

Carlos: Next time, if I were you , I’d talk to Beth about it first. She always seems to know the best thing to do.

Evaluate Probe Advise Interpret

Joyce: My family didn’t like my idea for our vacation.

Mitch: I’m sure the only reason they didn’t like it was because it was going to cost way too much. Don’t take it so personally.

Evaluate Probe Advise Interpret

Joyce: My family didn’t like my idea for our vacation.

Kaila: Did you let your husband know about your idea before you told everyone?

Evaluate Probe Advise Interpret

Joyce: My family didn’t like my idea for our vacation.

Melanie: Yeah, that can happen if you don’t spend much time thinking about it first.

Evaluate Probe Advise Interpret

People are so deeply scripted in these types of responses that they don’t even realize when they use them. We don’t want you to think that autobiographical responses are always bad, but usually autobiographical responses force your opinion on others and sometimes you may be perceived as intrusive or unwilling to understand. Even if your intention is to help, giving advice or evaluating without being asked can backfire in the long run.

**10 Steps to Becoming an Empathic Listener**



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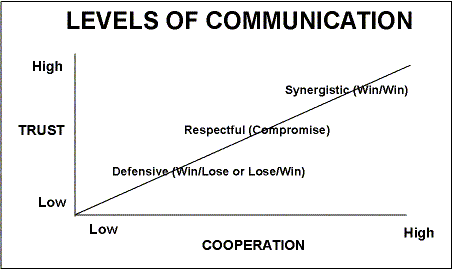
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**Core Tenet**

**Synergy**

**1+1>2**

**Synergize**



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**Notes and Thoughts**

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