

J&J Manager Empowerment Program
Workshop 1: Fostering empathy via active listening - WORKBOOK
With certified coach Desi Jagger

KEY INSIGHTS

3 levels of listening

<p>Level 1 listening: Self-centered</p> 	<p>Level 2 listening: Spotlight on the other</p> 	<p>Level 3 listening: Global awareness</p>
<ul style="list-style-type: none">• Listening to respond• In your own head• “This also happened to me...” <p>→ Use when someone is guiding or teaching you</p>	<ul style="list-style-type: none">• Listening to understand• Watching their every move, word and tone of voice• “It seems like you are resentful...” <p>→ Use to make the other feel understood</p>	<ul style="list-style-type: none">• Soft focus on the other, awareness of the space between and around you• “The energy in this room feels awkward...” <p>→ Use to expand the perspective and see the relationship in context</p>

Johnson & Johnson

Desi Jagger
THE CHANGEMAKERS COACH

SELF-REFLECTION: LISTENING

Recall a few important conversations at work

What % of the conversation do you spend listening vs speaking?

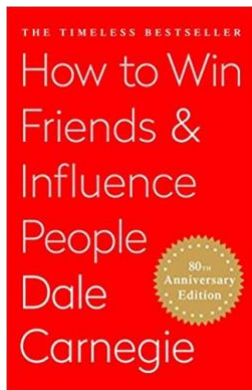
What % of your time listening do you spend in L1 vs L2?

Which of your colleagues is an excellent listener? What makes them great?

What are the visual and non-visual cues that an excellent listener gives to show empathy?

What is the single biggest thing you can do to improve your listening skills and show more empathy?

RESOURCES



TED Talk: The power of empathy: Helen Riess at TEDxMiddlebury
<https://www.youtube.com/watch?v=baHrcC8B4WM>

ACCOUNTABILITY (TO COMPLETE BEFORE THE NEXT SESSION)

→ Pick a colleague you that you don't get on well with. The next time you have a conversation with them, listen at Level 2 and show empathy.

What was different about this interaction from previous ones?

How easy or difficult was it for you to show empathy (even if you don't share their point of view)?

What is the impact on your relationship?

How do listening and empathy connect to building trust?