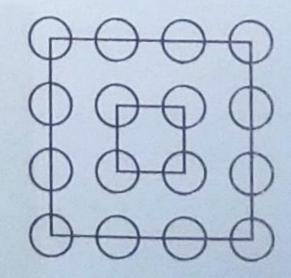


Emotional Intelligence

MINDFUL LISTENING



Mindful Listening

HBR EMOTIONAL INTELLIGENCE SERIES

HBR Emotional Intelligence Series

How to be human at work

The HBR Emotional Intelligence Series features smart, essential reading on the human side of professional life from the pages of *Harvard Business Review*.

Authentic Leadership Presence

Confidence Mindful Listening

Dealing with Difficult People Mindfulness

Empathy Power and Impact

Focus Purpose, Meaning, and Passion

Happiness Resilience

Influence and Persuasion Self-Awareness

Other books on emotional intelligence from *Harvard Business*Review:

HBR Everyday Emotional Intelligence

HBR Guide to Emotional Intelligence

HBR's 10 Must Reads on Emotional Intelligence

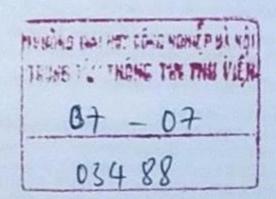


GIFT OF THE ASIA FOUNDATION NOT FOR RE-SALE

CUÀ TẶNG CỦA QUỸ CHÂU Á KHÔNG ĐƯỢC BÁN LAI

Mindful Listening

HBR EMOTIONAL INTELLIGENCE SERIES



Harvard Business Review Press

Boston, Massachusetts

HBR Press Quantity Sales Discounts

Harvard Business Review Press titles are available at significant quantity discounts when purchased in bulk for client gifts, sales promotions, and premiums. Special editions, including books with corporate logos, customized covers, and letters from the company or CEO printed in the front matter, as well as excerpts of existing books, can also be created in large quantities for special needs.

For details and discount information for both print and ebook formats, contact booksales@harvardbusiness.org, tel. 800-988-0886, or www.hbr.org/bulksales.

Copyright 2019 Harvard Business School Publishing Corporation All rights reserved Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

No part of this publication may be reproduced, stored in or introduced into a retrieval system, or transmitted, in any form, or by any means (electronic, mechanical, photocopying, recording, or otherwise), without the prior permission of the publisher. Requests for permission should be directed to permissions@hbsp.harvard.edu, or mailed to Permissions, Harvard Business School Publishing, 60 Harvard Way, Boston, Massachusetts 02163.

The web addresses referenced in this book were live and correct at the time of the book's publication but may be subject to change.

Library of Congress Cataloging-in-Publication Data

Title: Mindful listening.

Other titles: HBR emotional intelligence series.

Description: Boston, Massachusetts: Harvard Business Review Press, [2019] |

Series: HBR emotional intelligence series | Includes index. Identitiers: LCCN 2018044757 | ISBN 9781633696679 (pbk.) Subjects: LSCH: Listening. | Mindful (Psychology) | Listening comprehension. | Emotional intelligence. | Communication in

management. | Leadership. | Industrial management.

Classification: LCC BF323,L5 M56 2019 | DDC 153.6/8-dc 23

LC record available at https://lccn.loc.gov/2018044757

ISBN: 978-1-63369-667-9 eISBN: 978-1-63369-668-6

The paper used in this publication meets the requirements of the American National Standard for Permanence of Paper for Publications and Documents in Libraries and Archives Z39.48-1992.

Contents

1.	What Great Listeners Actually Do	1
	They amplify, energize, and clarify your thinking.	
	By Jack Zenger and Joseph Folkman	
2.	What Gets in the Way of Listening	13
	Break down your internal barriers.	
	By Amy Jen Su and Muriel Maignan Wilkins	
3.	Listening to People	21
	How your emotions affect what you hear.	
	By Ralph G. Nichols and Leonard A. Stevens	
4.	Three Ways Leaders Can Listen with	
	More Empathy	29
	See things from their point of view.	
	By Christine M. Riordan	

Contents

39
51
67
77

9. The Power of Listening in Helping People Change	87
Hear out your employees before giving feedback.	
By Guy Itzchakov and Avraham N. (Avi) Kluger	
10. When You're the Person Your Colleagues Always Vent To	107
Are your productivity and mental health at risk?	
By Sandra L. Robinson and Kira Schabram	
11. Managing the Critical Voices Inside Your Head	
When to listen to your inner critic—and when not to.	
By Peter Bregman	
Index	133

Mindful Listening

HBR EMOTIONAL INTELLIGENCE SERIES

1

What Great Listeners Actually Do

By Jack Zenger and Joseph Folkman