

Louvain School of Management

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Skills Toolbox

W3 – Listening and Giving Feedback

LLSMD2090 – Seminar on Relational and Managerial Competencies



Listening and Giving Feedback

Agenda:

- 'Listening' skills
- Break
- 'Giving Feedback' skills
- Conclusion: Working as an Ambassador



Listening and Giving Feedback

Quand nous sommes à l'écoute
Tu délies en toute chose
L'éternité enfouie

Au sel de nos fibres
S'accroît ton visage

Quand nous sommes à l'écoute
Chaque instant te secrète

Et le présent respire

Andrée Chédid, « Vie III » in Visage premier



Listening and Giving Feedback

We have two ears and one mouth so that we can listen
twice as much as we speak
Epictetus

Courage is what it takes to stand up and speak; courage is
also what it takes to sit down and listen.
Winston Churchill

The most basic and powerful way to connect to another
person is to listen. Just listen.
Rachel Naomi Remen



Listening

To hear vs to listen:

- To hear: a perceptive process
- To listen: to pay attention to what I hear



Listening Skills

Objects of listening:

- Facts
- Opinions
- Feelings
- Intentions

Ex. Car crash



Listening Skills

Types of listening:

- **Passive** listening (to remain silent)
- **Active** listening:
 - To question
 - To reformulate
 - To summarize



Listening Skills

Exercise in trio:

- **A talks to B about a communication problem**
(with friends, other students, colleagues)
- **B listens to A ACTIVELY**
- **C observes HOW B listens**



Listening Skills

Timing controlled by C:

- 7 mn max. of exercise
- 2 mn: A says how he/she felt listened to
- 2 mn: B identifies the objects of listening that he/she has tried to highlight
- 2 mn: C gives feedback about what he/she has observed concerning B listening



Listening Skills

About Empathy:

- **Common sense: to put oneself in the other person's shoes**
- **Rational vs Emotional Empathy:**
 - rational empathy: to understand the other's facts and opinions
 - emotional empathy: to understand the other's feelings and intentions



Listening Skills

Exercise in trio (new roles):

- **A talks to B about a relational problem** (with friends, other students, colleagues)
- **B listens to A with EMPATHY**
- **C observes HOW B listens**



Listening Skills

About Empathy:

- 7 mn max. of exercise
- 2 mn: A says how he/she felt listened to
- 2 mn: B identifies the type of empathy that he/she has tried to highlight
- 2 mn: C gives feedback about what he/she has observed concerning B listening



Listening Skills

About Helping:

- **Common sense:** to listen in order to help
- **Advising:** to give the other person solutions based on what you have understood
- **Coaching:** to allow the other person to decide on his/her own actions based on what you have understood



Listening Skills

Exercise in trio (new roles):

- **A talks to B about a work problem** (with friends, other students, colleagues)
- **B listens to A in order to HELP**
- **C observes HOW B listens**



Listening Skills



About Helping:

- 7 mn max. of exercise
- 2 mn: A says how he/she felt listened to
- 2 mn: B identify the type of help that he/she has tried to highlight
- 2 mn: C gives feedback about what he/she has observed concerning B listening

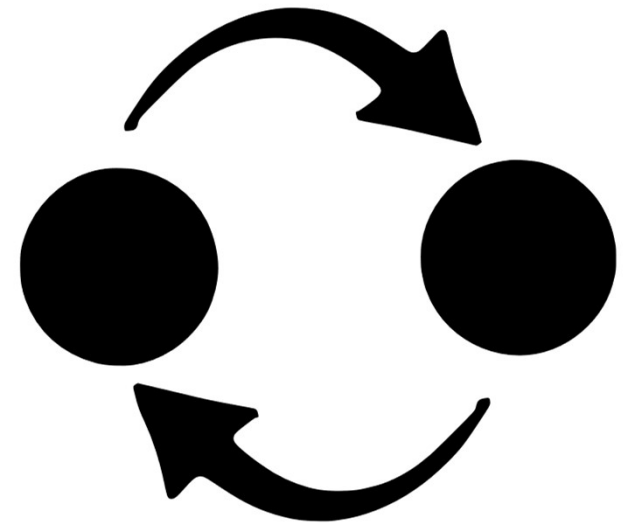


Giving Feedback



What is 'feedback'?

- **General definition: the expression by another person of his/her reaction to my behavior and attitude.**

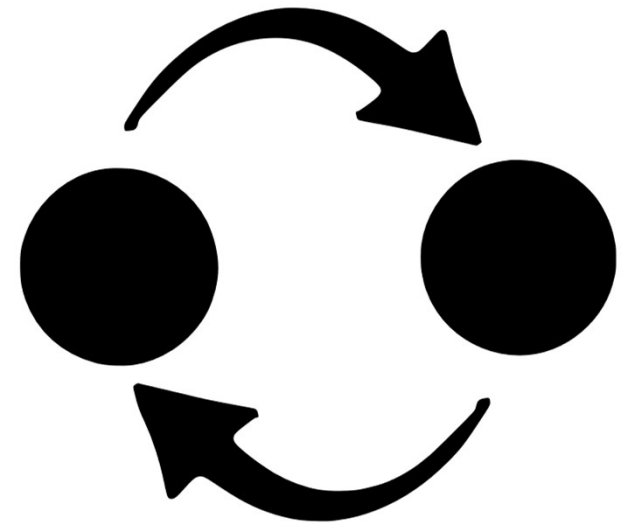


Giving Feedback

Goals:

- Inform
- Congratulate
- Criticize
- Ask for an improvement or a change

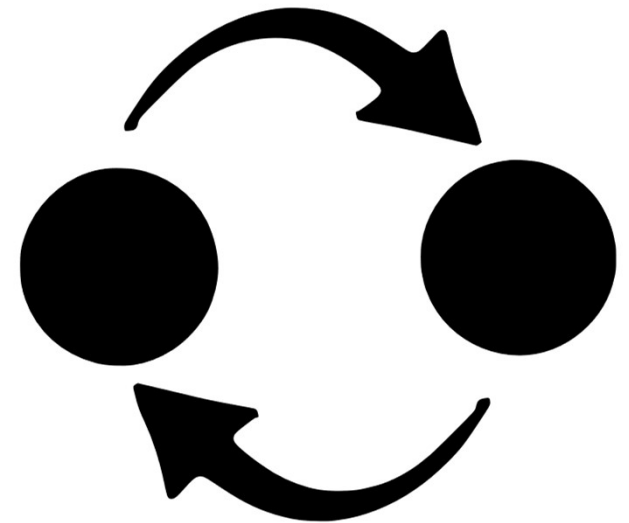
about the behavior and the attitude
concerned



Giving Feedback

Forms:

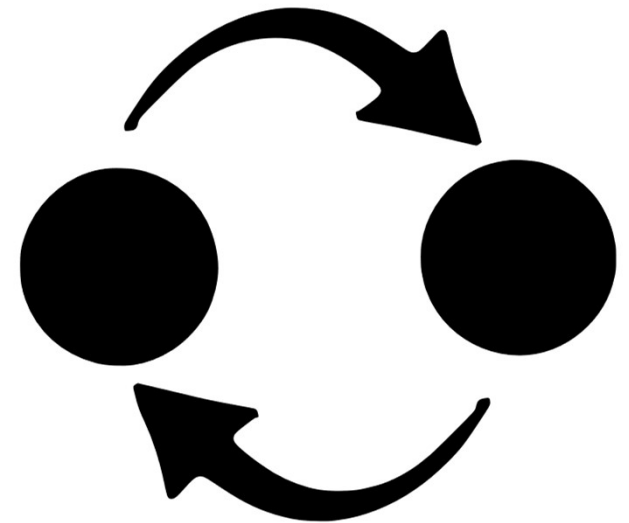
- **Constructive** vs negative
- **Specific** vs global



Giving Feedback

Exercise1 (individually):

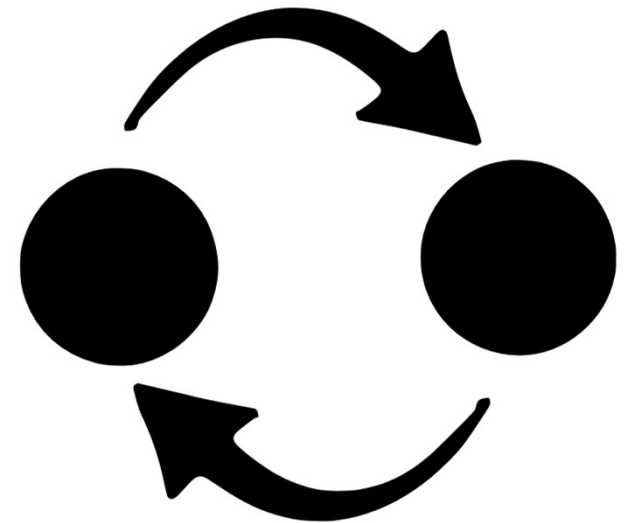
- Identify some feedbacks you already received which were **specifically useful** for you:
 - what was the impact of these feedbacks on you personally?
 - what are the criteria you find the most important to give this type of feedback?



Giving Feedback

Exercise2 (individually):

- Identify a colleague you would like to give a **'touchy' feedback** to:
 - what would it be about?
 - how will you proceed?

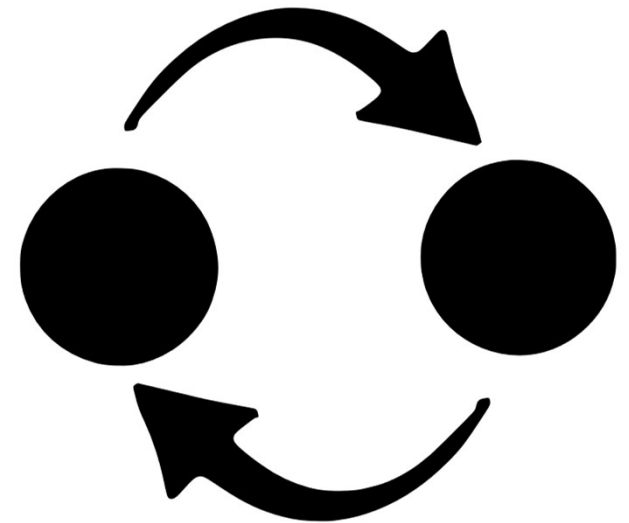


Giving Feedback

Tips to express a constructive feedback :

1. **Situation.** Describe the situation
2. **Behavior and/or Attitude.** Express the specific behavior and/or attitude concerned.
3. **Impact.** Express the impact it has on you personally.
4. **Demand.** What do I expect from you?

It's fundamental to differentiate the person and his/her role and action.



THANK YOU!





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