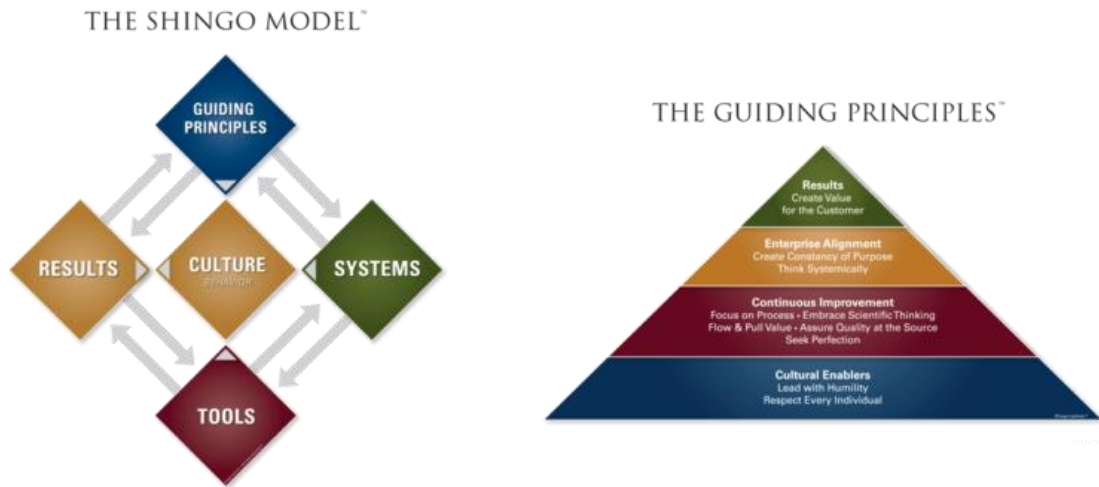


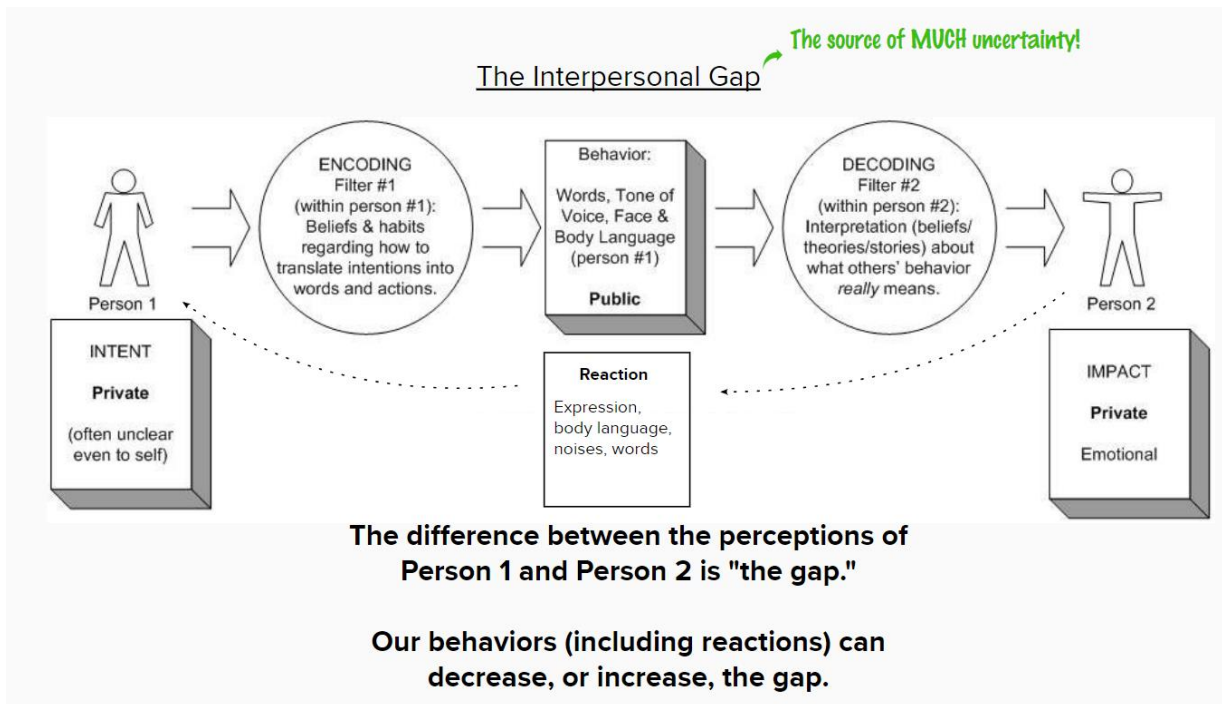
Do You Build or Destroy Psychological Safety as A Leader?

When you practice empathic listening, you close the interpersonal gap. Closing that gap is a way to decrease uncertainty and create psychological safety. It is also a way to demonstrate respect for people and lay the enabling foundation for a culture of continuous improvement.

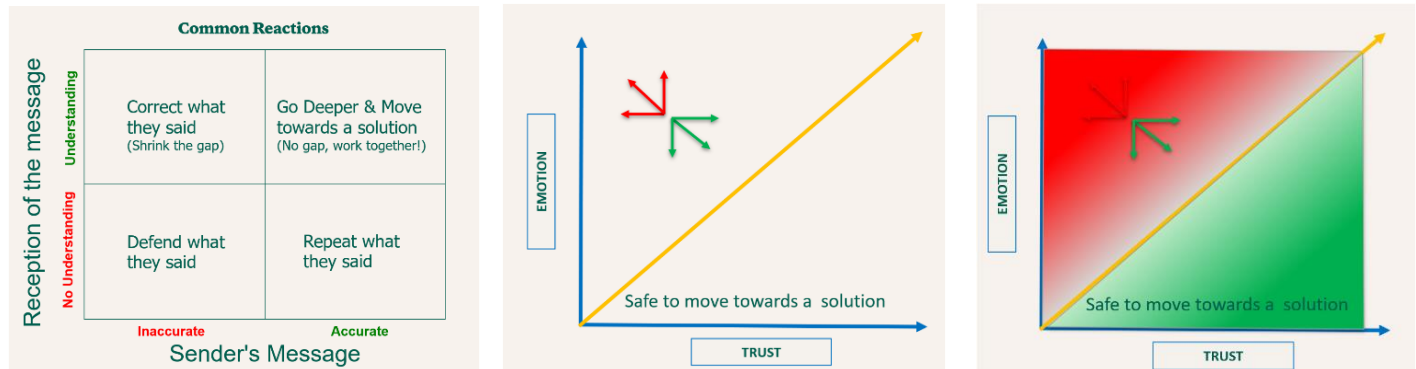
1. [Shingo Model](#)



2. [Interpersonal gap](#)



3. [Empathic Listening](#)



Notes on Empathic Listening:

Empathic listening doesn't just mean the listener hears the speaker; it means the listener conveys to the speaker that the speaker has been heard. To be successful, the listener is just as busy as the speaker!

Tools for Empathic Listening

1. First, start by simply hearing them and keeping your mouth shut. Use non-verbal signals to encourage them to share what is on their mind.
2. After a little bit, check in to see if you are following, and to show you are listening.
 - a. If they are so excited, they are hard to understand, simply repeat what they said.
 - i. "He threw your report out the window? Did I get that right?"
 - b. If they give a long statement, paraphrase it then ask if you got it right.
 - i. "So, are you saying the meeting went off track and they blamed you for it?"
 - ii. "So, they want to delay the project, but you are worried about the budget?"
 - c. If the situation is complex, ask clarifying questions about the speaker, but not the situation. Your goal is to hear the person, not solve the problem.
 - i. "It sounds like your major concerns here are the cows and the ducks, right?"
 - ii. "So... you were feeling good right up till that last slide, is that right?"
3. Then recognize, reflect, and validate the emotions you are hearing and seeing.
 - a. "Wow... that sounds really frustrating."
 - b. "I can see why you got annoyed."
 - c. "What a crazy situation!"
4. In high emotion situations, the goal is to bring the emotion down and build trust. This can be achieved if we listen and confirm our understanding. We can go into solving the underlying problem only once everyone is calm and ready to address it.