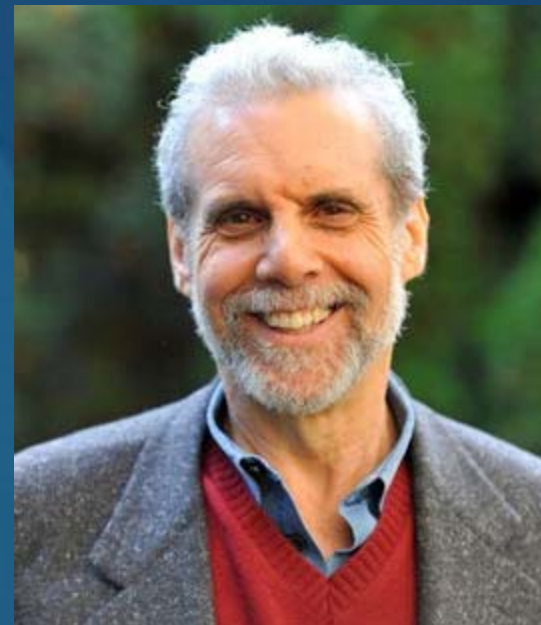



# Core Leadership Skills: Learning & Listening

From Senge to Goleman



# A Learning Organization Depends on Listening

- Great leaders encourage their people to continually learn
- Create a learning organization and great listeners - put a premium on both

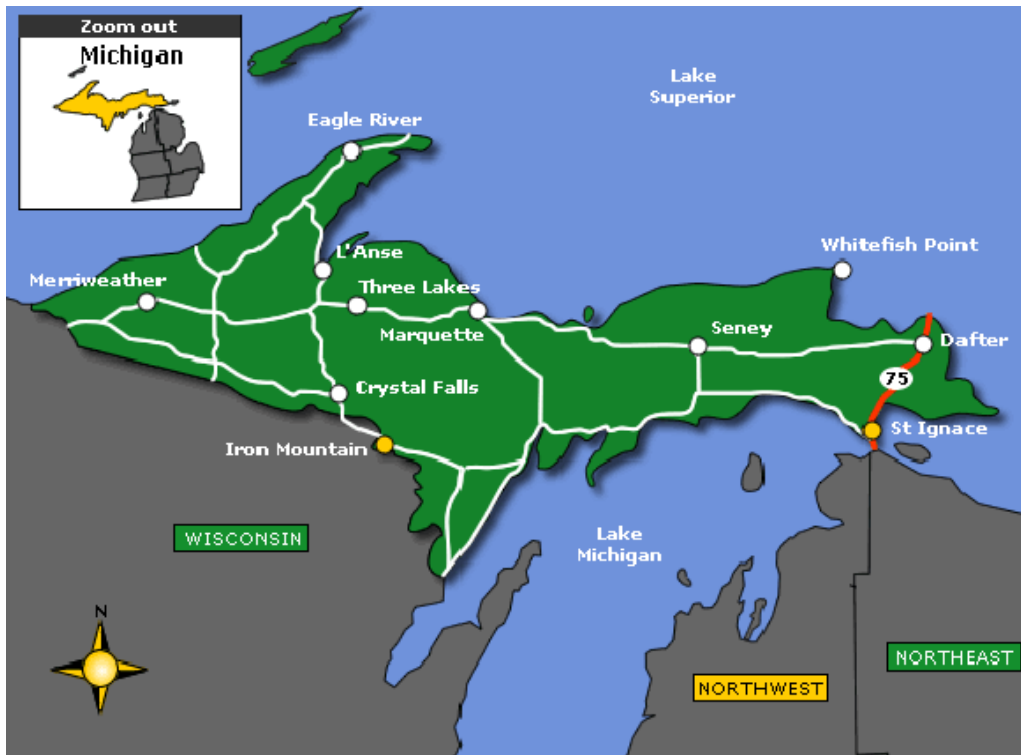


*“When you ask people about what it is like being part of a great team, what is most striking is the meaningfulness of the experience. People talk about being part of something larger than themselves, of being connected, of being generative.”*

*Peter Senge*

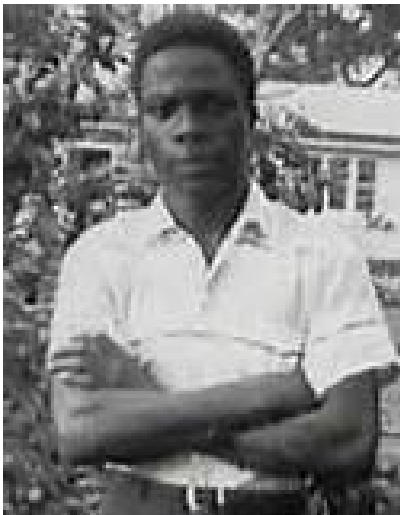
# Elements of a Learning Organization

- Understanding the value of life experiences that enhance your later life



# Elements of a Learning Organization

- Understanding the value of life experiences that enhance your later life



MACALESTER  
COLLEGE



# Elements of a Learning Organization

- Value of cross-cultural communication
- Behavior that demonstrates this attitude
  - Our Westinghouse experience



# Elements of a Learning Organization

- Personal attitude of wanting to learn
- Behavior that demonstrates this attitude
  - My Coca-Cola experience



# Elements of a Learning Organization

- Value of cross-cultural communication
- Behavior that demonstrates this attitude
  - Our China experience





# Elements of a Learning Organization

- Creating an environment that relates to the broad vision of the organization
  - The YKK experience

The logo for YKK, consisting of the letters 'YKK' in a bold, blue, sans-serif font, followed by a registered trademark symbol (®).

# Critical Link Between Learning and Listening

- *“How could we possibly have good learning without good listening?” . . . Merwyn Hayes*
- Base for listening is predicated on Emotional Intelligence

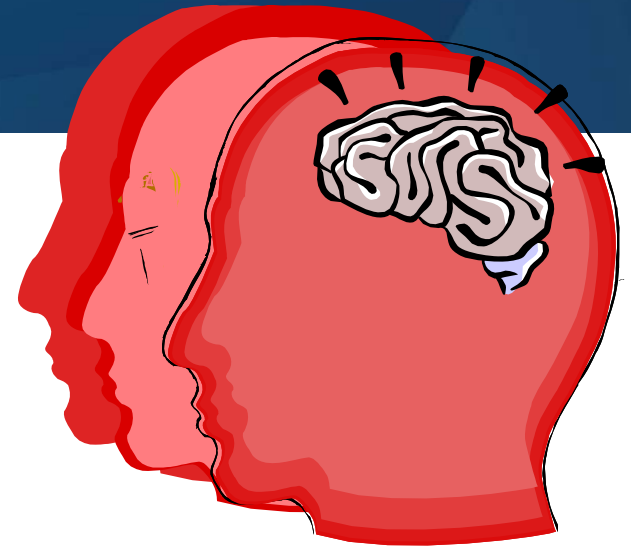
# What is Emotional Intelligence?

**Knowing and managing one's emotions while recognizing emotions in others (handling relationships).**

Source: Daniel Goleman

# Two Minds

- the emotional mind
- the rational mind



*“Anyone can become angry – that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way – this is not easy.”*

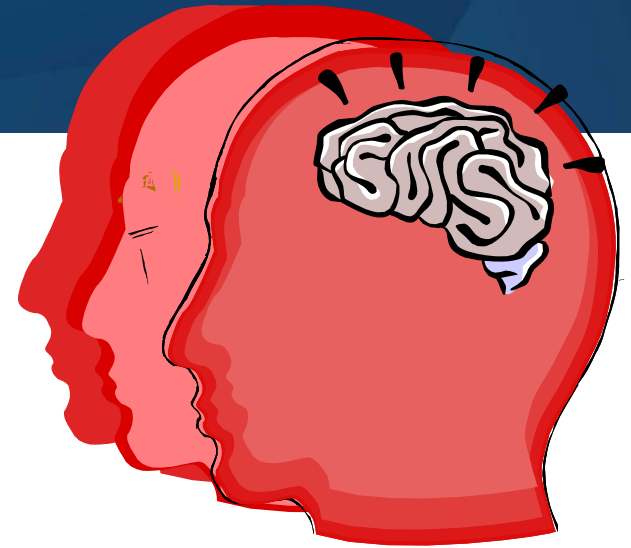
- ARISTOTLE

# Brain's Limbic System



- Governs feelings, impulses, and drives
- Learns best through motivation, extended practice, and feedback
- Requires an individualized approach
- To fix problems, participants must be motivated to change, need practice, and require feedback from others

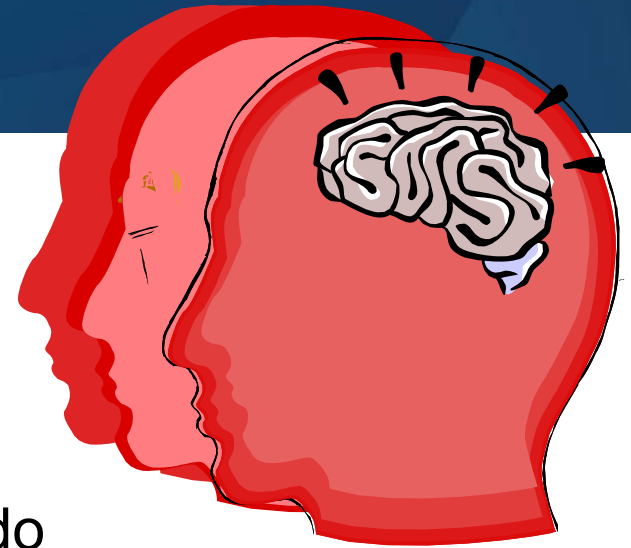
# “Working Memory”



- The neocortex is responsible for working memory
- Circuits from the limbic system can sabotage the neocortex (anger, anxiety)
- When we are emotionally upset we often “can’t think straight”

# Brain's Amygdala

- Storehouse of emotional memory, significance
- Amygdala can take control over what we do even when the thinking brain (neocortex) is still coming to a conclusion
- Research shows the first few milliseconds of perceiving something – we unconsciously comprehend what it is – and if we like it



Source: Daniel Goleman: [Emotional Intelligence](#)

# Primal Leadership

- Primal = “first”
- Strength of emotions often supersedes rational
- Great leaders create resonance for their group - drive emotions positively
- Poor leaders create dissonance for their group - drive emotions negatively

***THE KEY PRINCIPLE:  
“MANAGE THE GAP”***



# Real Life Experience

- EEK! The Newark Airport experience



# Real Life Experience

- BETTER! The Denver experience




# What Did I Learn? Or Re-Learn?

- Key element—don't let your limbic system sabotage your listening process!

Listening  
=  
Learning

# Learning & Listening - A Holistic Approach

- Much more than words
- Importance of the environment
- Importance of nonverbal
- Mentors everywhere!



*Good, Better, Best  
Never let it Rest,  
Until Your Good is Better,  
And Your Better is still Best!*