

## 2.7: Listening to Understand

### Learning Objectives

1. Explain the importance of becoming an active listener and reader

As the popular author and Hollywood entrepreneur Wilson Mizner said, “A good listener is not only popular everywhere, but after a while, he knows something.” Learning to listen to your conversational partner, customer, supplier, or supervisor is an important part of business communication. Too often, instead of listening we mentally rehearse what we want to say. Similarly, when we read, we are often trying to multitask and therefore cannot read with full attention. Inattentive listening can cause us to miss much of what the speaker is sharing with us.

Communication involves the sharing and understanding of meaning. To fully share and understand, practice active listening so that you are fully attentive, fully present in the moment of interaction. Pay attention to both the actual words and for other clues to meaning, such as tone of voice or writing style. Look for opportunities for clarification and feedback when the time comes for you to respond, not before. Remember we hear with our ears, but listen with our brain, and sometimes it is all too easy to tune out the messenger or their message.

### Active Listening

You’ve probably experienced the odd sensation of driving somewhere and, having arrived, have realized you don’t remember driving. Your mind may have been filled with other issues and you drove on autopilot. It’s dangerous when you drive, and it is dangerous in communication. Choosing to listen or read attentively takes effort. People communicate with words, expressions, and even in silence, and your attention to them will make you a better communicator. From discussions on improving customer service to retaining customers in challenging economic times, the importance of listening comes up frequently as a success strategy.

Here are some tips to facilitate active listening:

- Maintain eye contact with the speaker
- Don’t interrupt
- Focus your attention on the message, not your own internal monologue
- Restate the message in your own words and ask if you understood correctly
- Ask clarifying questions to communicate interest and gain insight

### When the Going Gets Tough

Our previous tips will serve you well in daily interactions, but suppose you have an especially difficult subject to discuss. In a difficult situation like this, it is worth taking extra effort to create an environment and context that will facilitate positive communication.

Here are some tips that may be helpful:

- Special time. To have the difficult conversation, set aside a special time when you will not be disturbed. Close the door and turn off the TV, music player, and instant messaging client.
- Don’t interrupt. Keep silence while you let the other person “speak their piece.” Make an effort to understand and digest the news without mental interruptions.
- Non-judgmental. Receive the message without judgment or criticism. Set aside your opinions, attitudes, and beliefs.
- Acceptance. Be open to the message being communicated, realizing that acceptance does not necessarily mean you agree with what is being said.
- Take turns. Wait until it is your turn to respond, then measure your response in proportion to the message that was delivered to you. Reciprocal turn-taking allows each person have their say.
- Acknowledge. Let the other person know that you have listened to the message or read it attentively.
- Understanding. Be certain that you understand what your partner is saying. If you don’t understand, ask for clarification. Restate the message in your own words.
- Keep your cool. Speak your truth without blaming. Use “I” statements (e.g., “I felt concerned when I learned that my department is going to have a layoff”) rather than “you” statements (e.g., “You want to get rid of some of our best people”).

Finally, recognize that mutual respect and understanding are built one conversation at a time. Trust is difficult to gain and easy to lose. Be patient and keep the channels of communication open, as a solution may develop slowly over the course of many small interactions. Recognize that it is more valuable to maintain the relationship over the long term than to “win” in an individual transaction.

### Key Takeaway

Part of being an effective communicator is learning to practice active listening.

#### Exercise 2.7.1

1. Pair up with a classmate and do a role-play exercise in which one person tries to deliver a message while the other person multitasks and interrupts. Then try it again while the listener practices active listening. How do the two communication experiences compare? Discuss your findings.
2. Select a news article and practice “active reading” by reading the article and summarizing each of its main points in your own words. Write a letter to the editor commenting on the article—you don’t have to send it, but you may if you wish.
3. In a half-hour period of time, see if you can count how many times you are interrupted. Share and compare with your classmates.

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