

Middle East Forum on Quality & Safety in Healthcare **2023**

16-19 March, Doha

The Art of Listening as a Leadership Skill

Nana A. Y. Twum-Danso, MD, MPH, FACPM

Senior Vice President, Institute for Healthcare Improvement

Healthcare Resilience in Extraordinary Times

Brought to you by:
Hamad Healthcare Quality Institute

Conflict of Interest

Dr. Nana A. Y. Twum-Danso has no conflict of interest or disclosure in relation to this presentation.

Learning Objectives

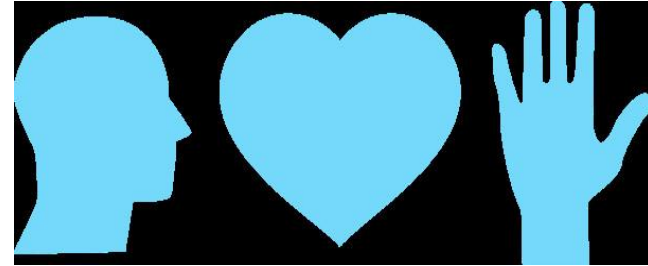
At the end of this session, participants will be able to:

1. Describe the core components of effective listening for leaders
2. Diagnose leadership blind spots that could have been addressed through effective listening using a case study approach.

Context Setting – Leadership Mindset



Source: Maestro: Design Challenges for a Group Calendar.
DOI: [10.1109/IV.2008.91](https://doi.org/10.1109/IV.2008.91)



Adapted from: David Garvin, *Change Through Persuasion*, *Harvard Business Review* 2005



Source: Shutterstock

Leadership Listening Arc



Learning



Negotiation



Curiosity



Alignment



Creativity





Curiosity

- Lead with empathy
- Recognition of differences in perspectives, analyzing problems, and proposing solutions
- Genuine appreciation of the unknown and our own cognitive limitations
- Centrality of organizations as complex adaptive systems that evolve

“Where you stand determines what you see and what you do not see; it determines also the angle you see it from; a change in where you stand changes everything.”

– Steve De Shazer, psychotherapist





Learning

- Active listening
- Appreciative inquiry
- Seeing anew
- Open-mindedness

*“Seek first to understand,
then to be understood.”*

Stephen R. Covey. *The 7 Habits of Highly
Effective People*, 2004





Alignment

- Seek common ground
- Confirm areas of agreement
- Clarify areas of divergence or disagreement
- Agree on plan of action





Negotiation

- Separate the people from the problem
- Focus on interests, not positions
- Seek mutual gain
- Remain flexible on the outcome while staying principled on the merits
- Eliminate false sense of urgency

“Negotiation is not an act of battle; it’s a process of discovery. The goal is to uncover as much information as possible.”

Chris Voss, *Never Split the Difference*, 2016





Creativity

- Lateral thinking
- Six thinking hats
- “Sleep on it”
- Bring in other perspectives
- Do the right work first – seek fundamental, not symptomatic solutions



Questions?

Role play in small groups (25 mins)

You are the Vice President leading a big transformational effort in your organization that has been underway for the past few months. Certain departments in the organization have responded well to the change while others are delayed in implementing the change. The latter have cited several reasons for the delay including staffing shortages, challenges with interoperability of data systems, not seeing the relevance of the change to their part of the business, and not fully understanding the change required because it hasn't been properly introduced to them.

A staff member from one of the departments that is delayed with implementing the change requests a meeting with you. They want to come and explain the reasons for the delay and request a different solution for their department.

How would you approach this meeting?

Reflections (10 mins)

- What new information did you learn?
- What were the agreed next steps?
- How far along the leadership listening arc did you go?
- Given what you learned, would you have designed the organizational change effort any differently if you had to do it all over again?

Thank you



In Collaboration with



Brought to you by: **Hamad Healthcare Quality Institute**