

The Listening Organisation

An introduction



lysna

*Your learning partner
for sustainable growth*

What is a Listening Organisation?



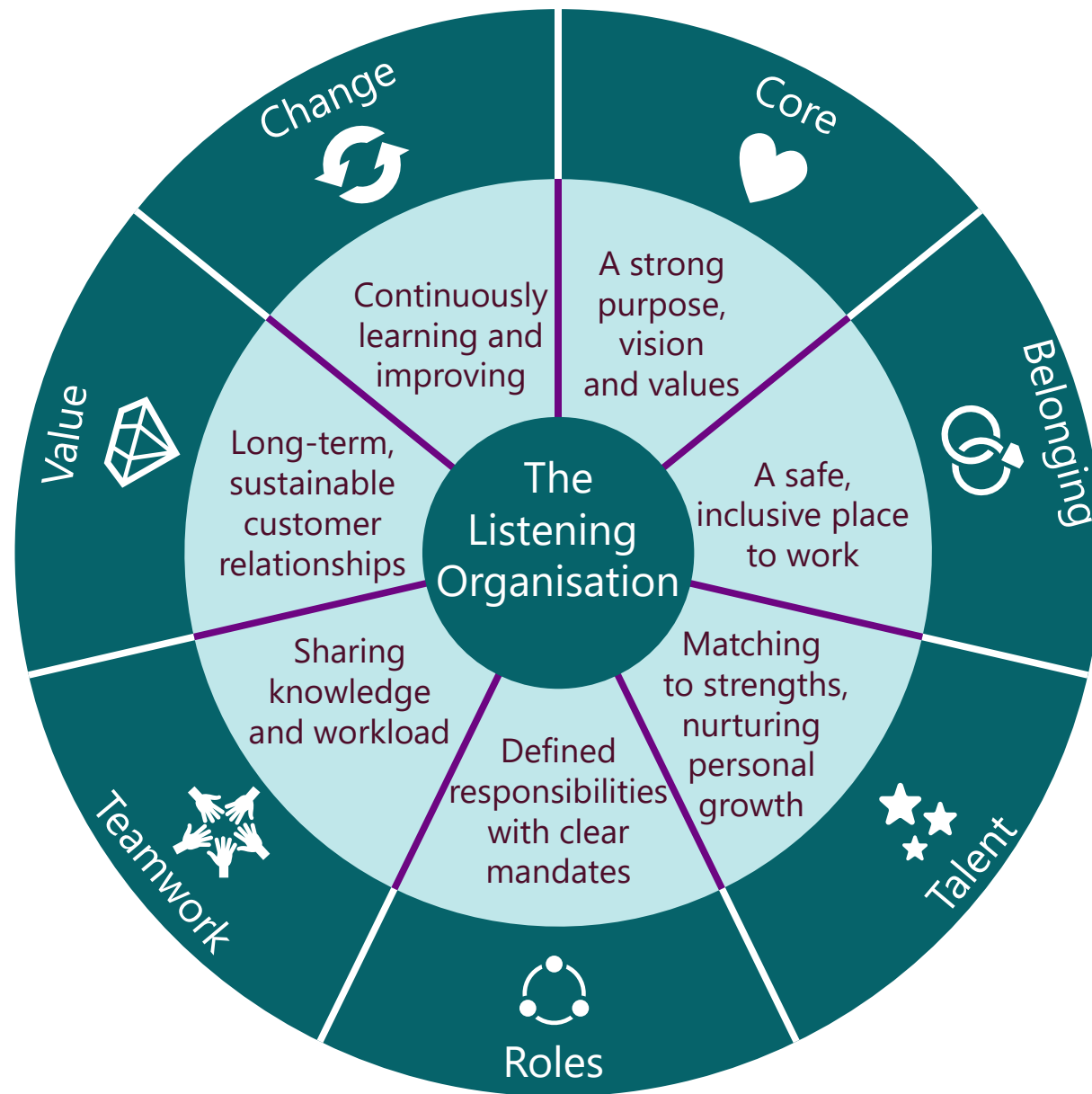
An organisation where people listen effectively to each other, themselves and to the outside world.

The idea of the Listening Organisation comes from research into how people communicate in organisations. Whilst most people name listening as amongst the most valuable of skills the research showed that most people don't do it very effectively most of the time.

Where does the idea come from?

So why become a Listening Organisation?

Listening Organisations
are more productive,
more profitable, more
competitive and, above
all, more engaging and
healthier places to work.



The Listening Organisation Framework

The Core



**A strong
purpose,
vision
and values**

Giving focus and direction

A strong organisational purpose states what you do, the impact that has and why it is important. It gives meaning and direction to people's work and helps to shape the organisational vision, which also provides focus and direction through long-term goals. Both need to be supported by values that set the organisational standards for behaviour, i.e. how we do things round here. Listening Organisations identify their purpose, vision and values by listening in to what is most important to the organisational system.

Listening in to the system

Belonging



**A safe,
inclusive place
to work**

Making people healthy, engaged and motivated

We humans are social, emotional creatures, who need to belong somewhere in order to feel safe. This means feeling accepted by others for who we are. Feeling psychologically safe has been shown to be the key ingredient in high-performing teams. Listening Organisations create psychologically safe and inclusive workplaces by people listening to each others' personal needs and accepting differences.

Listening to personal needs

Talent



**Matching to strengths,
nurturing personal growth**

Motivating and enabling people to flourish and grow

Talent management starts with recognising what people are good at and allowing them to play to their strengths as much as possible within the organisation. Then it is about giving people the opportunity to build on these strengths and push themselves to achieve more. Listening Organisations manage talent by listening in to what people are good at and dream of becoming and then matching these strengths and ambitions to organisational opportunities.

Listening to aspirations

Roles



**Defining responsibilities
with clear mandates**

Ensuring autonomy and efficiency

Roles are crucial to the effective running of a Listening Organisation. Roles are not jobs – they are hats that people wear, which can be as many as they choose or are necessary. Roles are identified through what is required to deliver the purpose and vision. Each role has a clear mandate in terms of what it is responsible for and what authority it has to ensure effective and speedy decision-making. And it has a skills matrix so people can be easily matched to roles that suit their skill set or personal development goals.

Listening to what is required

Teamwork



**Sharing knowledge
and workload**

Delivering productivity

The effective use of collaborative time and the sharing of resources is key to a productive organisation. Listening Organisations are strict about the use of meeting time but also ensure that people share necessary knowledge and co-ordinate activity to even out workload. When working in a team people need to know what others expect of them so that they deliver quality outputs, so saving time and money. Listening Organisations achieve this by having clear handover requirements.

Listening to each other

Value



**Long-term, sustainable
customer relationships**

Creating sustainable profit and business growth

Listening Organisations listen to their market so that they understand what their customers really value. They are also effective at innovating in ways that deliver additional value for customers, so differentiating themselves in the market and staying ahead of the competition. They also understand how to deliver value in a way that maximises profit for themselves. By focusing on long-term, sustainable measures of value they ensure they have happy, loyal customers who bring organisational success.

Listening to the outside world

Change



**Continuously learning
and improving**

Keeping ahead of the game

Listening Organisations never rest on their laurels. They understand the value of change but they also know that building and reinforcing current strengths makes for good business. They continuously seek feedback on what they are good at and what they could do better and they keep listening for new opportunities to grow the business that align with their purpose and vision. They see mistakes as opportunities for learning. This is what makes Listening Organisations such dynamic places to work.

Listening to learn

Want to learn more?



The journey starts with us helping you to listen in to how your organisation stacks up against the Listening Organisation Framework using our Listening Organisation Audit.

Then we help you select relevant offerings from our Listening Organisation Smörgåsbord to design a tailored programme that delivers the most business impact.

Our Listening Organisation Smörgåsbord



Training, coaching, facilitation of change

Lysna is an international collaboration of experienced trainers, coaches and facilitators who have a track record of delivering real behavioural change across organisations. Our models and interventions are based on extensive research on what good looks like.

Why Lysna?