



# **A Manager's Book of Listening: Essential practices for positively impacting production, profits and people**

*Mark Brady PhD*

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From the Introduction ... Listening is like many creative acts in business: the more we do it, the more surprised we are by what we discover. Many of us know the exquisite feeling of being attuned to and validated by a truly skillful listener – of feeling deeply heard, acknowledged, accepted, and understood; of "feeling felt." Being listened to enlivens us and inspires opportunities to explore what we think, how we feel, what we want, who we are, who we've been and who we're becoming...as individuals, and even more importantly, as members of organizations. Inherent in the practice of listening are a host of benefits that are largely hidden and overlooked. While there are only a handful of reported studies to confirm it in current neuro-science and childhood development journals, I am personally convinced that skillful listening works to significantly grow the neural connections in the prefrontal areas of our brains. This is important because it is these prefrontal areas, so centrally located in relation to all other brain structures, that predominantly serve to organize and integrate the flow of energy and information from all other brain and body parts. This integration is essential for optimal brain function. The prefrontal cortex operates then, very much like the CEO or COO in a modern business.

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