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# Mindful Communication in the Workplace

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This goal of this short paper is to discuss the distractions prevalent in corporate America and discuss how these distractions lead to poor communication ultimately cutting into profits. It will then give tips and techniques on how utilizing mindful communication, can improve interpersonal relationships, both in the work place and at home, maximizing satisfaction and ultimately profitability.

**Leading  
through  
Listening**

*The loud hum of chatter saturates the air. The employees crowd around the long table drinking from their insulated cardboard coffee cups, sleeves in their palms, water cooler chat in the meeting room. The facilitator brings the room to attention to discuss the items on the agenda. Moments later the meeting ends much as it has started. The employees are left without a sense of direction and the facilitator is left feeling unfulfilled.*

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*It starts with a simple email. The tone is misinterpreted and the next thing you know it has spiraled into a caustic email chain that disrupts the day and minimizes productivity.*

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*A coworker brings up an issue regarding a superior while walking through a quiet hallway. As you enter the break room you try to solve the issue at hand by quickly offering advice. Your coworker leaves the break room after a curt exchange and you feel miffed that she came to seek your advice, got you involved and now seemed upset. What a way to start the morning!*

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*An important project has come up and you will need all hands on deck. A lengthy brainstorming session leaves you with fewer ideas than you started with. Everyone is talking over one another and all of the suggestions are coming across uninspired and worse yet, your idea was disregarded before you were able to thoroughly articulate it. The ending results are lackluster, with no one willing to take responsibility.*

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Do any of these scenarios sound familiar? These common everyday interoffice issues, lead to a disappointing and unproductive day. A string of these can easily turn a bad day into weeks, months, even years of waiting for the weekend.

A conscientious effort into the principles of mindful communication could turn this around. In the following pages we will discuss:

- On [Not] Listening in the Corporate America
- Recognizing Common Barriers

- Principles of Mindful Communication
- Putting it Together: Knowing How to Listen & When to Speak
- Benefits of Mindful Communication

## On Not Listening In the Workplace

*“The newest computer can merely compound, at speed, the oldest problem in the relations between human beings, and in the end the communicator will be confronted with the old problem, of what to say and how to say it.”*

*Edward R. Murrow*

It seems that in this day and age we are overwrought with communication technology. Cell phones, Blackberrys, texting, emailing, blogging, faxing, instant messaging are at our fingertips all day. In December of 2007, a New York Times article noted that according to Basex, a business research firm, information overload was picked as the problem of the year facing 2008. According to the study completed by Basex, \$650 billion is an annual estimate of the “cost of unnecessary interruptions” in terms of lost productivity and innovation (Lohr 2007).

Today we live in nano-minutes controlled by buzzing and beeping, keeping us preoccupied, distracted and many times detached. Marci Alboher puts it simply stating that, “For all our connectivity, we often catch little more than snippets and glimpses of one another” (Alboher 2008)

In her blog, Marci Alboher of the New York Times interviews Maggie Jackson author of, “Distracted: The Erosion of Attention and the Coming Dark Age”. In this article she brings up the following points regarding this information overload that has been plaguing the American work force:

- Employees who are routinely interrupted and lack time to focus, are more apt to feel frustrated, pressured and stressed, according to separate studies by Ms. Mark and the Families and Work Institute, a nonprofit group.
- In meetings where everyone can check e-mail, opportunities for collective creative energy and critical thinking are lost, argues Nathan Zeldes, a senior engineer at Intel and a leader of the nonprofit Information Overload Research

Group. At home as well, split-focus gives a clear message: "You aren't worth my time" (Albohor 2008).

This overdrive in technology has shortened the attention span, which affects a person's ability to concentrate. In the Zen of Listening, Rebecca Z. Shafir discusses the effects that this lack of concentration has on the corporate world. According to Shafir, even though the average person spends 40% of the day listening, when asked a few minutes later only 25% of the information heard is retained. She goes on to state that throughout the first 24 hours that number diminishes even more. This poor listening in corporate America is central to Basex's above mentioned study as poor communication may lead to frequent mistakes or repetition.

I work in educational sales and we have frequent sales meetings. Daily teleconference meetings between our transnational offices seem unnecessary and redundant. They leave mid level managers feeling frustrated because we see it as a waste of time. Upper management is equally frustrated because key process changes must be repeated as mid management is often unfocused. We all realize that this may not be the most effective way to do business. On the occasions that we have attempted to initiate brainstorming sessions to come up with a solution, the results were more meetings.

In addition, if I do not fully grasp the "message" being delivered I can not effectively conveying that same message to my sales team. This problem of poor communication trickles down and inundates the work force. This appears to be a prevalent issue throughout corporate America.

The lack of creativity, connectedness, and energy at work is a frequent result of poor communication. It is important to recognize a need for mindful communication as it is the first step to delving into the process.

## Recognizing Barriers

*“Two monologues do not make a dialogue.”*

*Jeff Daly*

In order to become mindful communicators, we must examine what keeps one from being a mindful listener. One must recognize their own barriers that may prevent them from viewing another’s perspective. They must be able to relax and let the cares of the world dissipate. They must be capable of focusing solely on the now.

The barriers that we encounter have become so commonplace that you may not even recognize them as obstacles. Some common examples are:

- stereotyping
- muddled messages
- wrong channels
- language
- lack of feedback
- interruptions
- physical distractions
- poor listening skills
- focusing on the outcome
- negative self talk

Shafir characterizes these barriers as filters that allow only small parts of the message to make it through to our consciousness. We allow the bits of the messages that coincide with our own personal biases. She notes that, “awareness of our actions, noting our programmed tendencies to unfairly judge others, is the goal of Zen” (Shafir 2003:46).

**Stereotyping** is a common, often overlooked barrier. No one likes to think of themselves as being discriminatory, however, it is human nature to classify and categorize. Age, gender, handicaps and race prejudices are prevalent and need to be recognized before they can be avoided. For example, if your grandparents are old-world farmers, good salt of the earth people that are not technically savvy, you may find yourself over-explaining computer software to a senior at the office. Your past experience could dictate how you behave and communicate.

Another example is seen widely in mainstream media where a character must raise their voice when talking to a person of a different ethnicity or with a handicap. Spanglish, a popular movie, starring Adam Sandler exemplifies this as the character played by Tea Leoni yells at her Hispanic maid to make herself understood. Her maid speaks a different language, she is not deaf. Stereotyping enables you to make an assumption on a person giving or receiving the message. This is a barrier as assuming you know the speaker, can easily lead to assuming you know the message that will be spoken.

**Muddled messages** can lead to vast communication gaps. In the race to get ahead it appears that the meaning may not be clearly articulated. A simple word choice could potentially alter the entire meaning of the intended message. For example, if you are planning on an afternoon meeting which of the following sentences is more effective? We will be meeting after lunch, about 2pm. Or, we will be meeting after lunch at 2pm. The substitution of *at* instead of *about* completely alters the message. Which meeting do you believe will start on time?

A common urban legend regarding muddled messaging is the story of the Chevrolet Nova. As the story goes, Nova had poor sales in Spanish speaking countries because the literal translation is “No Go”. While Snopes.com has identified this common story as false it does illustrate the point that many times the intended message is not what is received.

With so many means of communication in the workplace, including but not limited to phone, face to face, email, texting, blogs, IMs, it is important to note that all forms are not equally effective in relaying all messages. It may be appropriate to use a series of acronyms when “IM”ing, you would not go up to that same coworker and state, “BTW, I.N.O.T.T.F.L.S.” Using the **Wrong Channels** is a common barrier when communicating. When giving employee instructions on completing a project, it is more effective to clearly outline expectations and instructions in a written format rather than stating it in passing.

**Language** is another common barrier in corporate America especially in the age of globalization. This is not exclusively a problem of speaking different languages, but is a commonplace issue within different departments as different teams and divisions may each have their own lingo. The first time I spoke to a potential student in regards to our healthcare programs I was lost in a world of acronyms. She was an RN that was looking for a BSN program to bridge to a CRNA or MSN. She had gone down this path after a short stint as a CNA. This made no sense to me whatsoever; however, in an attempt to not seem ignorant I did not ask for clarification and ultimately made the situation worse. I wasted her time and my own by not asking questions. It is important to know your own departmental in-house lingo or jargon so that you may know when to *not* use it.

Bernard L Erven from Ohio State University defines feedback as a mirror of communication. It is mirroring the message received from the sender. **Without feedback** communication becomes one-dimensional and could potentially open the door to error. Feedback is a way of making sure everyone is on the same page. It can come in the form of paraphrasing, summarizing, questions, a look, body language, etc... Just as it is important to give feedback the initial speaker must look for this feedback and be receptive to it in order to complete the communication cycle.

While some **interruptions** may be urgent, the majority that occur on a day to day basis may be instigated by the intended listener. Not only does this barrier keep one from listening, but it conveys the incredibly rude message of, "I am more important than you and I do not care about what you have to say." Physical **distractions** go hand in hand with interruptions as a lack of focus allows these distractions to interrupt the flow of communication.

The average person listens at a rate between 400-600 words per minute; however

### *Exercise 1: Breaking down the Barriers\**

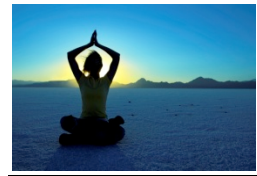
- 1. To challenge your listening skills, when you want to turn your TV up due to background noise, turn the TV down and make a conscious effort to focus on what is being said.*
- 2. Think about some things or people that you do not like. Personally I am not crazy about golf or Nietzsche. Try something that you normally are not a fan of and attempt to find at least three things that another may find attractive about it.*
- 3. Pay attention to how many times a negative self thought enters your mind. Follow each negative thought with a positive thought.*
- 4. When you feel yourself criticize or judge someone based on a preconceived prejudice. Think about the specific barriers that are at work. What were the origins? Let the thought enter and pass with acknowledgement.*

the average person speaks at 125 words per minute. This leaves a lot of time for mind wandering (Erven 2001). Poor listening is a result of **passive listening**. Without being in the moment, you allow your mind to wander in this free time; usually focusing on the outcome or on your own agenda. I see this often in sales. Many times during a sales

call, instead of listening for the buying signs or listening for cues into the potential client's needs, goals, and values the seller is focused on the end result – the prospect of the sale. Not listening to the client will hinder the desired results and keep you from the ultimate goal. How many times have you been in an uncomfortable situation and started off with a disclaimer? **Negative self-talk** is degrading to one's own psyche according to Shafir. “[It] attacks our feelings of self worth. By increasing our anxiety, these internal distractions prevent us from focusing our attention on the message and the messenger” (Shafir 2003:67).

Now that we have outlined some of the common barriers to mindful communication they will be easier to spot; however that does not mean that they will be easily circumvented. Shafir gives some good exercises that will aid in eliminating some of these barriers. Make an honest effort to give these exercises a try. I suggest keeping a journal to track your thoughts and feelings so that you may reflect upon them.

## Principles of Mindful Communication



*“Do not dwell in the past, do not dream of the future, concentrate the mind on the present moment.”*

- *Buddha*

What is mindful communication? Mindful communication comes from the Eastern school of thought of mindfulness. Mindfulness is concentrated awareness of one's thoughts, actions or motivations. Being aware: actively attentive, or deliberately keeping something in mind according to Encarta. This notion of mindfulness plays a key role in the teachings of Buddha, as it is an essential factor in the path to enlightenment.

One of the key things to remember is mindful listening is not a trick that can be learned after reading this paper. It is a practice much like martial arts or yoga ~ a process to be performed and observed daily.

While I have dabbled in yoga for years, this summer I discovered Bikram yoga. It is unique in that Bikram is a series of 26 postures, or asana, that are repeated in a particular order in each class, which is heated to a minimum of 104 degrees Fahrenheit. I have heard people ask, why? Doing the same exercises in a hot room - does it get boring? Simply put, no. This methodical repetition lets you expand on what you learn and experienced in your previous class. It is a form of mind-body meditation that enables you to stay on your breathing and in the moment. Anyone that has gone to Bikram or a similar form of yoga will note that it is accessible to all – novices to experienced yogis alike. You may gain something at any level because everyone is there to experience and be “in the moment”. If you look at the diagram below showing the different Bikram positions, you will see that the positions are not necessarily difficult, just different.



This is very similar to that of mindful listening. The key word is process. Mindful listening is about the journey, not the destination. Keeping an open eye on the journey will ultimately aid in reaching the desired destination, but it cannot be the focus. It is a process that needs to be cultivated and practiced to get you to experience the benefits<sup>ii</sup>:

- More fulfilling relationships (marital, familiar, professional)
- Increased attention span
- More cooperation from others
- Effective team work
- Improved self confidence
- Improved productivity

## *Breathing Meditation*

- Better negotiating skills

Mindful communication does not happen overnight and is very different from active listening. Encarta defines active listening as “attentive listening to avoid misunderstanding: the practice of paying close attention to a speaker and asking questions to ensure full comprehension.” In many cases when “learning” how to actively listen, many are told that you need to look attentive, nod your head, include affirmations, etc... However, you may spend so much time thinking about how to actively listen, or focusing on looking like you are listening that you have not listened at all. If you think about trying to listen you will not be able to listen at all.<sup>iii</sup>

In mindful listening there is not a simple formula. Much as with the yoga example it is uncomplicated, but far from effortless. In fact listening mindfully can be very difficult especially as most people have never been coached on the principles of solely listening to someone.

The key factors in mindful listening are:

- Relaxation
- Focus
- Desire to learn or gain another's perspective

These factors work hand in hand in achieving mindful communication. The fastest and most effective way to achieve a state of relaxation and focus is through meditation. Meditation is a state of relaxed awareness, where your focus is on being present in a moment, on sustaining attention without distraction. Ideally meditation is natural state, not a technique. But it may take some time to achieve so the method in getting to this state is important (see sidebar) (Frawley 1999:54).

Meditation can make a mind calmer and more focused through simple breathing techniques. It may also help release some of the barriers from our minds, turning many of our biases from negative to positive. Shafir tells us that the more self absorbed a person is the greater the difficulty

First, choose a quiet place to meditate and sit in a comfortable position. Sit in the traditional cross-legged posture or in any other position that is comfortable. If you would like, simply sit in a chair. The most important thing is to keep our back straight to keep your body engaged and prevent sleepiness.

Close your eyes partially to keep yourself from sleeping and turn your attention to your breathing. Breathe naturally, preferably through the nostrils, without attempting to control it. Become aware of the sensation of the breath as it enters and leaves the nostrils. This sensation is the object of meditation. Concentrate on it to the exclusion of everything else.

Your mind will be very busy. There will be a great temptation to follow the different thoughts as they enter the mind, but resist by acknowledging and releasing. If you try to avoid a thought it will be all you can think about. However, by acknowledging the thought and focusing on your breathing the thought will pass. Repeat this as many times as necessary until the mind settles on the breath. Do this breathing meditation for 10-15 minutes daily twice a day. Notate the results.

Meditation guidelines taken from <http://www.how-to-meditate.org/>

in releasing these barriers (Shafir 2003:84). Not only does meditation allow you to stay focused and relaxed in the now, but the more you grow in control of your mind the less preoccupied you will become with your own self issues. In order to learn or gain another's perspective it is important to "see their movie". Shafir makes a great analogy in which she compares mindful listening to watching someone's movie. When watching a movie you are not actively involved, so you do not implement your own agenda, you just observe. This highlights a key difference between active and mindful listening. Guidelines on the former focus on looking into the speaker's eyes, not fidgeting, standing straight, etc... You spend so much time ensuring you look like you are listening that you do not listen. When you are engrossed in a movie, you are not thinking about looking like you are interested in a movie – you just are. Also, when you watch a movie you get a bird's eye view of what is going on. Generally you get a deeper understanding of the character, who they are, what they are dealing with, and their own personal story through any peripheral information. When mindful listening you want to get into the speaker's movie; go beyond just their words and take in the entire message, their body language, their tone, their inflection.

### **Putting it Together**

*"A wise old owl sat on an oak; the more he saw the less he spoke; the less he spoke the more he heard; why aren't we like that wise old bird?"*

*Author Unknown*

The exercise above demonstrates being in the moment even while completing a negligible task instead of living through it. Now, you want to apply that to your conversations. A mindful listener is a person that can be present in someone's movie and take in the moment. You need to try to forget your own agenda and focus on the speaker. Ask yourself, "What's her movie? His reality?" Focus on more than the words, but on *how* the speaker is saying what he or she is saying.

Shafir gives some recommendations on how to listen in the moment. There are certain things that you should avoid, as in her words; they are "listening stoppers". Things that should be avoided are:

- Denial
- Interrogation
- Advice Giving
- Psychoanalysis

When as a listener we incorporate any of these listening stoppers, we are not allowing ourselves to enter the flow of the conversation. We are not entering that person's movie and listening in the moment.

Even today in the midst of writing about and studying mindfulness, I caught myself committing these errors. A coworker admitted to feeling insecure in their position as our

### *Exercise 2: Zen in the mundane*

*An exercise in behaving mindfully is to pick a typically "mindless" chore, like brushing your teeth. When you brush your teeth, what do you normally think about? I am usually thinking about how late I am going to be if I do not hurry, what I should wear to work, what time is my meeting, etc... Next time you brush your teeth, focus only on brushing your teeth – the feel of the bristles on each individual tooth, how they feel as you brush upon the front side, the plastic of the brush pushing against your inner cheek, your gums. Feel the bristles as they polish the creviced crown of each tooth. Focus on how the foam builds with each movement of the brush. Rinse - swishing the water around in your mouth absorbing the sensation of the cool water on your tongue. Feel the smooth cleanliness of each tooth.*

director had been “all over him, all day. I think I am on my way out” he told me in a hushed voice. Without allowing myself to enter his movie, I went into autopilot and told him he was acting paranoid, that he was reading too much into nothing, etc... My dismissal was an act of **denial**. In my quick attempt to cheer him up, I did the opposite by denying his feelings. A more mindful response would have been to listen, and possibly ask an open ended question so that he may delve further into his feelings.

Open ended questions can be a great avenue to enter a person's movie; however certain questions can come across as a cross examination and be just as discouraging. For example if in that same situation I had asked, “Well, did he say something to make you think you were in trouble? What exactly did he do?” These questions may come across as an **interrogation**. Or if I had asked, “Do you think he is going to give me crap next, I have not hit my quota yet?”, then I would have been manipulating the conversation and turned it back on to me, placing my own agenda first.

**Advice giving** is the next listening stopper that Shafir discourages. Giving advice when not asked is telling someone you know what to do better than they do – essentially saying you know how to live their life better. When a coworker is venting, having issues with an employee, sometimes they just need to vent, you want to avoid telling the speaker how to handle the situation.

Similarly, **psychoanalysis** is also a listening stopper. This is a form of giving yourself a false grandeur, beyond giving advice because now you start analyzing actions, words, and experiences. Constant psychoanalysis is going to ensure one thing – that the speaker will stop sharing his or her stories with you. No one likes being analyzed unless they are paying for it in 55 minute increments.

It is not enough to avoid these “listening stoppers” when trying to listen in the moment; it is equally important to incorporate what Shafir calls “listening encouragers” which are:

- Silence
- Reassurance
- Paraphrasing

**Silence** could be the most effective tool we have available to us as long we are listening and not fidgeting. Silence promotes speaking. In today's age it seems like human nature to want to fill the silence – it seems so unnatural in our noisy world. Many times in order to fill the silence, you speak without necessity. Words are powerful and should be used with responsibility and thought.

When “mindfully” listening to a speaker, your silence and body language encouraging their movie, it is appropriate to use reassurance to further encourage them. **Reassurance** demonstrates that you support them and their situation without implementing your own agenda or disrupting their movie.

Working in consultative educational sales, I have found that my employees that are able to **paraphrase** effectively generally have a higher rate of return. Paraphrasing is important because it demonstrates that you are listening, and it also makes sure that you and the speaker are on the same page. Paraphrasing is also effective when taking a form of instruction or direction. At work, when the VP is discussing new procedures being implemented, it is important to write them down, and repeat them in order to make sure that you are understanding.

A telling exercise given by Shafir in the Zen of Listening, is to call into your office, during a normally hectic time or close to closing time with a question or complaint and see how well you are treated. This is going to give you a different view into your work world. The further aware you become the less likely you will be of mindless talk and mindless listening. This is why the practice of mediation becomes so important. Mediation will allow you to learn to relax, focus, be comfortable with silence, and choose your words with care.

To recap briefly, when talking to someone<sup>iv</sup>

- Recognize your barriers and try to work through them
- Put aside your own agenda and enter the speakers movie
- Be able to relax and embrace silence by controlling your breathing

- Have a genuine interest in building a relationship

## **Benefits of Mindful Listening**

*"Without credible communication, and a lot of it, the hearts and minds of others are never captured."*

— John P. Kotter

### *Exercise 3: Mindful Talk\**

- Halt your interruptions as you catch them, preferably mid sentence and apologize to the speaker, asking them to continue before you had interrupted them. You will become more conscious of your behavior and more mindful in time.
- Next time you have a presentation, video tape yourself on a trial run. Watch it and pay close attention to your tone, inflection, mannerisms, word choice. Try to see yourself as others interpret you? Should you change something?
- Practice choosing words carefully by drawing an abstract design. Give your partner a blank paper and a pen. Without showing your design to your partner, describe it in as few words as possible as clearly as you can. When you are done, compare the drawings. How similar are they?

Meditation has been linked to a healthier lifestyle, but beyond the effects of meditation, mindful listening has many benefits. Seeing a client's movie is a way to build rapport and a strong relationship with that person. Good customer service increases customer loyalty and increases the chance of referrals which increases business.

Mindful listening is a time saver. By staying in the moment you will be less likely to rush through activities and misunderstand instructions. This will minimize mistakes which saves time in the long run.

Getting into others' movies you will be pulling yourself into different situations, different experiences, while leaving your own agenda on the back burner for a moment. A case study on Jeanette Clough at Mount Auburn Hospital exemplifies how mindful communication can be used into profitability. Jeannette Clough was a Director of Nursing at Waltham Hospital; she was a long shot for candidacy for the CEO position of Mount Auburn Hospital, a failing hospital in Boston, MA. When she received the position, it seemed she was doomed to fail. When she took over the hospital had over a 10 million dollar deficit and showed no signs of promise. They were projected to continuously lose money. Clough used mindful communication to understand her employees, she spent one month in each department, entering her employees' movies – from the cafeteria workers to the surgeons. She got into their movies and learned about their families, their experiences, their fears and in time was able to garner their trust. Soon, Clough was able to voice her own agenda. She had bi-monthly all company meetings where she discussed her views, her agenda and through her mindful communication was able to cultivate a culture of success where the employees had buy in and felt compelled to share ideas. In her first year, Mount Auburn had a loss of 5 million dollars. In its second year it broke even; in its third, it had broken a million in profit. By its fourth year, Mount Auburn was performing successfully. This is a great example of how stepping back and listening in the moment could have monumentally positive results.

One of the most significant benefits of mindful listening is a more pleasurable life. Experiencing activities, savoring the moment, learning to relax and focus – these will all add depth to your day that may currently *just exist*.

Let's reexamine our initial examples.

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*The loud hum of chatter saturates the air. The employees crowd around the long table drinking from their insulated cardboard coffee cups, sleeves in their palms, water cooler chat in the meeting room. The facilitator brings the room to attention to discuss the items on the agenda. The facilitator starts talking. Through your meditation practice you are able to relax and focus on her. You go beyond her words and focus on watching her movie, listening to her cues as much as her words. Moments later the meeting ends and you have a deeper understanding of the facilitator and the message she was conveying. The facilitator smiles warmly upon leaving the room, appreciative of your silent support in the meeting.*

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*Before the email is ever typed the associate thought about the channel in which it would be sent. Would it be best as an email or spoken word?*

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*A coworker brings up an issue she is having with a superior as you are both walking through a quiet hall way. You allow yourself to enter her movie. You encourage her through your silence. As you enter the break room give her words of reassurance, letting her know that not only do you know that she is trying her best but that you admire her integrity. Your coworker leaves the break room smiling ready to start her day.*

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*An important project has come up and you will need all hands on deck. Prior to the lengthy brainstorming session, you meet with the client and put yourself in his movie, getting a better idea of what his needs, goals and values may be. You are able to paraphrase what the expectations for this particular project are and now you and your team go into the brainstorming session energized and excited with a deeper understanding of the task at hand. You are focused and relaxed. When others present their ideas you support them through your silence and through encouraging questions. The ideas start to flow and following your example, everyone is taking turns, listening, sharing, and expanding. The ending results are positive and inspired.*

Leaders, lead by example. I encourage you to complete these exercises and record your thoughts so that you may return to them. I hope that you use these practices and are able to incorporate them into your everyday until they become a natural part of your life experiences. Keep in mind that mindful communication is a process. Enjoy the journey.

*“There is no beginning to practice nor end to enlightenment; there is no beginning to enlightenment nor end to practice.”*

*Dogen*

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<sup>i</sup> Shafir 2003:70

<sup>ii</sup> List of benefits came from Shafir's *Zen of Listening: Mindful Communication in the Age of Distraction* pg 14-15 (2003)

<sup>iii</sup> Shafir 2003:25

<sup>iv</sup> Shafir 2003:172

\* Exercises 1 & 3 taken from Shafir's *Zen of Listening* (2003)