

Understand the feelings of your subordinates

The stakes

People frequently do not reveal what they are really thinking, for example, because they fear being judged or feel there is no point. This prudent attitude is more pronounced in times of uncertainty or change, even though mutual understanding is particularly critical at such times. Yet, understanding what people are really thinking and feeling is extremely valuable because it reduces the risk of misunderstandings, helps to explain why people may be reluctant to make decisions, or feel frustrated or blocked. So, how to encourage people to express themselves sincerely and transparently?

Four skills to master

To get people to share their feelings, setting up an interview and asking for their point of view is not enough. Managers must also work on their own attitudes and behavior and demonstrate their attentiveness, with the objective of arriving at a shared understanding of the situation.

