Situation Analysis

Airport Communications Master Class Series:
Listening for Airport Leaders Segment

The airport industry has been severely impacted and transformed by the Covid-19 pandemic. While passenger numbers are returning to pre-pandemic levels, it's hardly business as usual. From staffing shortages and resource scarcity, to talent acquisition and retention, airports worldwide are improvising their way through these unprecedented challenges, with inconsistent outcomes. As a result, people are feeling squeezed as stress levels regularly rise above pre-pandemic levels, resulting in increasingly siloed approaches to airport personnel issues.

As a result, there is a pressing need for members of the airport workforces, including middle and upper management teams, to be more competent communicators in order to break through these silos so greater unity can be had in approaching these challenging times. This Communication Master Class will initially focus on developing the specific communication skill of listening, which will allow participants to both better hear and be heard at work, and enable them to better convince and persuade their teams.

Outcomes

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- Participants will develop Active Empathic Listening approaches to everyday workplace situations.

- Participants will garner greater buy-in and support from their team members.

- Participants will be able to bridge existing divides and help team members generate a shared vision for approaches to current and potential workplace issues.

- Participants will be better able to navigate the incongruent narratives shared by their teams to gain a more accurate assessment of their current workplace environment.

- Participants will be in a better position to propose solutions that are inclusive and demonstrate an understanding of their team's needs.

Presentor

Brian Shapiro

Professional/Organizational Communications
Education, Training & Leadership Development

27+ years of professional/organizational communication education, training, and leadership development experience in private, public, and academic settings. Brian has worked with airports across the United States, including Philadelphia International Airport (PHL), Portland International Airport (PDX), and Louisville International Airport (SDF). He has designed and delivered programs covering airport customer experience and employee engagement, with emphasis on developing advanced empathy and listening skills.

- President, Shapiro Communications, LLC
- Instructor at the University of Pennsylvania's Wharton School and Organizational Dynamics programs

Course Program

I: Course Introduction & Listening Foundations:

- What is Listening
- Benefits of Listening for Airport Leaders
- Listening Challenges
- The Neurology of Listening: Lizard, Limbic, Prefrontal
  Cortex, Amygdala, and Autonomic Nervous System
- The Three As of Effective and Ineffective Listening

II: Airport Leaders Listening Skill Development - Theory into Action:

- Preparing the Brain to Listen
- Reflective Listening Exercise
- Inquisitive Listening Exercise
- Affirming/Empathic Listening Exercise
- Guiding Others' Listening Exercise

III: Airport Leaders Listening Game Plan - Establishing a Daily Practice:

- Identify and Prioritize Listening Scenarios
- Ineffective Listening Warning Signs
- Course Wrap-Up
- Creating Simple Listening To-Do List
- Airport Leadership Take-Aways

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