



Thank You for Listening



Dr. David T. McMahan (center), Executive Chair of the Global Listening Centre, with Professor James Carvious (left) and Professor Brandon Herring (right) as they join the Thank You for Listening campaign at Missouri Western State University.

A Message from the Editor-in-Chief

Dear Listeners,

What an exciting time for the Global Listening Centre!

The impetus for the Thank You for Listening campaign was a desire to draw attention to something that is extraordinarily valuable but too often goes unrecognized. When people listen to us, they give us their time, their attention, their effort, and their willingness to understand. In a very real way, they give us something of themselves. Yet we rarely stop to thank them for doing so. We wanted to change that.

The response to this landmark campaign has been remarkable. Since its official launch by Distinguished Professor Chennupati Jagadish, hundreds of members and friends of the Global Listening Centre around the world have embraced the opportunity to recognize and celebrate people who truly listen. They are sharing photographs and stories. They are recognizing colleagues, teachers, mentors, students, friends, and others who have made a difference by listening. They are talking about why listening matters. And, perhaps most importantly, they are thinking more intentionally about the role listening plays in their own lives and relationships. In that way, the campaign reflects a fundamental belief at the heart of the Global Listening Centre: **Listening Transforms Lives.**

This special issue of *The Global Listener* captures the spirit of the campaign. Throughout these pages, you will see members of our international community participating in the campaign and sharing their own thoughts about listening. Their perspectives come from education, healthcare, law, business, and many other areas. The photographs, articles, statements, and activities represented here remind us that listening is not confined to one discipline, one profession, one culture, or one country. It is something that connects all of us.

In this issue, you will also find several articles that take these ideas further. You will hear from Professor George Perry, our new Chairperson of the Global Listening Board. Drawing on his perspective as a distinguished scientist and academic leader, he identifies five major listening challenges involving our planet, the public, education, global health, and peace. His message is an exciting reminder of both the reach of listening and the possibilities before the Global Listening Centre.

This issue also gives us a chance to recognize the people whose work, leadership, and commitment continue to strengthen the Global Listening Centre and make it such a special organization. We highlight the activities and achievements of our members, and we remember our friend and colleague Dr. Mark Brady, whose work and commitment to listening left an important legacy.

To everyone who has participated in the campaign, contributed to this special issue, or helped extend the work of the Global Listening Centre around the world, I am deeply grateful. The campaign has been a wonderful success. And we are only getting started.

Listening Transforms Lives!



David T. McMahan, Ph.D.
Editor-in-Chief, *The Global Listener*
Executive Chair, Global Listening Centre
Professor of Communication at Missouri Western State University
Past President, National Communication Association



David T. McMahan, Ph.D.

Coming Soon: The 2027



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Message from Our New Chairperson

Global Listening Challenges: A Planet Unheard

Ladies and Gentlemen:

Listening is life. Listening transforms lives. Today, the world needs one human skill more urgently than ever before: the ability to truly listen. Listening has always been vital; each day presents new needs and new opportunities to understand others. Without genuine understanding, empathy, and dialogue, we risk allowing misunderstanding, division, and conflict to escalate beyond sustainable limits.

As William Shakespeare wisely observed, *"It is the disease of not listening... that I am troubled with."* Centuries later, those words remain profoundly relevant. Listening has always been the foundation of human progress. Every generation has faced unique challenges, but each has required the same essential solution: the willingness to understand before seeking to be understood.

However, simply telling people to *"just listen"* is neither realistic nor sufficient. Listening is not passive. Rather, it is one of the most demanding and sophisticated human skills. Professor Andrew Wolvin, one of the world's pioneers in listening research, reminds us:

"The word 'just' should not be used to describe 'listen.' Listening is a highly complex human behavior that is now, more than ever, necessary in today's troubled world."

If we honestly reflect on the state of our world, one obstacle repeatedly emerges: ego destroys communication. Genuine listening requires intellectual humility—the courage to understand another person's perspective without immediate judgment, to respect differing viewpoints, and to abandon the assumption that our own knowledge is always superior. Today, to emphasize the importance of listening, I would like to highlight **five global listening challenges** that demand our immediate attention.

Challenge number one: Listening to Our Planet

The Earth is speaking to us. It speaks through rising temperatures, extreme weather events, disappearing biodiversity, and environmental degradation. The question is whether we are prepared to listen. A timeless and profound verse from Japji Sahib, composed by Sri Guru Nanak Dev Ji, declares:

"Air is the Guru, water is the father, and the great earth is the mother. Day and night are the two nurses, male and female, in whose lap the whole world is at play."

These words beautifully express the sacred relationship between humanity and the natural world, reminding us that all life is sustained by the air we breathe, the water we drink, and the earth that nourishes



Professor George Perry, Ph.D., HonD,

FAAAS, IMBO, FRSB, Cbiol, Csci, CsciTech, FSX, FLS, FRSC, CChem, FABAP, FSB, FRCPATH, FRMS, FWAS, FTAS, FRSA, FMSA, RSC, RAC, AMC, ACL

Chairperson, Global Listening Board, Global Listening Centre.

Professor, Semmes Foundation

Distinguished University Chair in Neurobiology
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San Antonio, Texas, USA.

us. The verse emphasizes the profound interdependence of all creation and our responsibility to respect and care for the environment that sustains us.

True environmental listening must inspire unprecedented international cooperation. Scientific evidence, public concern, and environmental realities must translate into coordinated and enforceable policies and meaningful action. Protecting our planet requires nations to listen not only to one another, but also to nature itself.

Our member and outstanding listener, Professor Katherine van Wormer, wrote the article "Listening to the Earth: What the Artists and the Scientists Tell Us," published in *The Global Listener*. Drawing on the wisdom of the world's major religions and Indigenous traditions, the article explores the reciprocal relationship between humanity and the natural world. Its central message is simple yet profound: to understand what ails Mother Earth, we must first learn to listen.

The catastrophe in Nepal is a classic example of a failure to understand and assess the situation, driven by a complete failure of listening to the urgent environmental alarms of a warming planet. The tragedy is so great that words fail to do it justice.

To advance this important mission, the Global Listening Centre has established its Environmental Listening Division, chaired by Professor Luminita Diaconu, Ph.D., Associate Professor at the Academy of Economic Studies of Moldova. Through research, education, and dialogue, the Division promotes listening as a means of fostering a deeper understanding of our relationship with the natural world and encouraging responsible stewardship for future generations.

Challenge number two: Listening to the Voices of the Public

One of the greatest challenges facing modern societies is the growing distance between our government leaders and the people they serve. It is through listening that the distance can be removed. Listening to public voices is not simply good governance. Rather, it is the cornerstone of democracy and social stability.

When government leaders genuinely listen to citizens, policies become more responsive and effective, public trust is restored, diverse perspectives are respected, and social tensions are reduced before they become crises.

Listening to the voices of the public transforms frustration into participation and strengthens democratic institutions around the world. As citizens in our communities and countries, let us listen to the voices of our fellow citizens to better understand the needs, hopes, and goals of others. And may we ask our leaders to listen to the voices of those whom they lead. May we model listening to our fellow citizens by being aware of the needs of others. And may we encourage our leaders to listen to us.

Challenge number three: Listening in Education in the Age of Technology

Education is not only about teaching; it is about listening.

The teaching and learning process is, at its core, a communication process. To teach is to communicate. To learn is to listen. Especially in our technological age, information surrounds us, from the ever-present media we access on our phones to the technology that permeates every aspect of our lives. Educational opportunities are ever present. We must invest in developing advanced listening skills among educators worldwide. May we teach listening skills to both our teachers and our students.

Teachers who listen attentively build stronger relationships with students, identify emotional and learning difficulties at an early stage, reduce the effects of digital isolation, preserve the essential human connection that technology cannot replicate, and cultivate empathy, resilience, and responsible citizenship. Listening education should be a key component of teacher preparation.

May we teach our students to listen. A society that teaches children how to listen is a society that secures peace and prosperity for future generations. Let us review curricula to incorporate listening-skills training at every level.

I am delighted that Professor Marzia Traverso, Director and Full Professor of the Institute of Sustainability in Civil Engineering (INaB) at RWTH Aachen University, Germany, has agreed to serve as Chair of the Global Listening Centre's Technical Listening Division. Professor Traverso's leadership will strengthen the integration of education, technology, and human communication in advancing the science and practice of listening.

Challenge number four: Listening to Promote Global Health for Sustaining Life

To be healthy is a fundamental requirement for life. The inequalities within global healthcare reveal another profound failure of listening. Millions of people lack access to essential healthcare, medicines, vaccines, and medical infrastructure. Yet healthcare is not only about hospitals and treatments. It is also about human connection.

Loneliness and mental health challenges have become global epidemics. Being deeply listened to is one of the most powerful forms of healing. It reduces isolation, restores dignity, and strengthens emotional well-being in ways that advice alone cannot.

Research has found that the best predictor of whether a doctor will be sued for malpractice is their perception as a listener. A doctor who listens is rarely sued; those who are perceived not to listen are more likely to be sued for malpractice. It is not the diagnosis, the prescription, or their skill in making us healthy that establishes the connection between us and our healthcare workers; it is our perception of the healthcare worker's listening skill that establishes their credibility.

Not only healthcare workers but each of us should listen for the health needs in our communities. Building resilient healthcare systems requires that we listen to vulnerable communities, address mental health with equal seriousness, and prepare proactively for future pandemics before they become global emergencies. Listening literally saves lives.

Challenge number five: Listening for Peace

A peaceful world is built on the bedrock of listening. Today's international conflicts remind us of the devastating consequences when leaders stop listening.

Lasting peace will not be achieved solely through military strength. Peace is built through dialogue, diplomacy, mutual understanding, and respect. As I have suggested, leaders must listen to their citizens. And it is especially important for leaders to listen to their adversaries. Nations must listen to one another. Diplomacy must once again become the preferred path over confrontation.

Listening does not weaken leadership. Rather, it strengthens it. It builds trust, encourages wiser decisions, and opens possibilities that conflict alone can never achieve. Research has confirmed that the single best predictor of the perception of the quality of a leader is their perception as an effective listener. A leader who listens to us is a leader whom we are more likely to follow. May we emphasize a world in which we require and reinforce effective listening from our leaders.

If the world is to move toward lasting peace, we must ask our leaders to listen patiently, respectfully, and courageously. We should model those skills in our own lives and seek leaders who promote peace by listening to understand others and establishing common ground. If we can use the resources of the Global Listening Centre to overcome these five challenges of listening to our planet, the public, our educators, our healthcare workers, and our peacemakers, then we can truly transform the world.

As a scientist, I have always believed that science begins with listening – listening carefully to evidence, to observation, and to discovery. That is why I am deeply honored to serve as Chairperson of the Board of the Global Listening Centre, which is a wonderful organization.

The Global Listening Centre is a distinguished international nonprofit organization consisting of scholars who work across more than 140 countries to promote the science and practice of listening. Throughout my professional life, I have been privileged to serve many outstanding institutions, but the Global Listening Centre occupies a truly special place in my heart.

It is unique because it bridges rigorous academic scholarship with practical global impact through initiatives such as the Global Listening Festival, international conferences, educational programs, and worldwide listening campaigns. Remarkably, it is the only organization in the world whose Academic Board is composed entirely of Ph.D. scholars dedicated exclusively to advancing listening as both a scientific discipline and a force for positive global change.

To our wonderful, dedicated members, volunteers, scholars, and partners around the world, we would also like to express our sincere appreciation to our past Chairperson, Carin-Isabel Knoop, Executive Director at Harvard Business School, for her contributions. Furthermore, we honor our inaugural Chairperson of the Board, Professor Chennupati Jagadish. As a distinguished scholar and globally respected scientist, his visionary leadership has provided vital support and guidance to the GLC. Special thanks are due to the internationally renowned academician, Professor David T. McMahan, Editor-in-Chief of *The Global Listener* newsletter.

Finally, I want to express my profound respect for Sardool Singh. He has dedicated his life to promoting the power of listening, demonstrating unmatched commitment even at great personal and professional cost. I hereby affirm that his extraordinary dedication represents the pinnacle of global advocacy for this noble cause. I extend my deepest gratitude to all THE WONDERFUL MEMBERS of the Global Listening Centre for your unwavering commitment and ongoing contributions, which continue to drive our mission forward.

Together, let us make listening a universal language. I invite you to join with the Global Listening Centre in responding to the five challenges I have highlighted today. May we:

- Listen to our planet
- Listen to the voices of the public
- Listen to our educators
- Listen to promote global health for sustaining life, and
- Listen to promote global peace.

Let us leave future generations a world that listens with wisdom, empathy, and hope.

Lastly, I quote world-famous academician, award-winning Listening Legend, author and co-author of 80 books, and distinguished Professor Steven Beebe. Dr. Beebe reminds us:

"It is through listening that we give the most precious personal resource we possess—our attention. To listen is to love. May we listen—not only to love and be loved—but to transform our global community into a home where joy, hope, love, and peace may flourish."

Listening Transforms Lives.
Thank you for listening.



Professor George Perry, Ph.D., HonD:

Listening Legend Professor George Perry is a globally renowned neuroscientist and one of the world's leading Alzheimer's disease researchers, with over 1,000 peer-reviewed publications and with more than 140,000 citations to his work. His pioneering research on oxidative stress has fundamentally advanced our understanding of the human brain and neuro-degenerative disease. Through deep and intentional listening, Dr. Perry brings together scientific excellence and empathetic leadership, ensuring that his research remains responsive to the needs, experiences, and aspirations of both patients and the scientific community.

Thank You for Listening



Jeffrey D. Senese, President of Caldwell University thanking Pope Leo XIV

We are delighted to share that Dr. Jeffrey D. Senese, internationally renowned President of Caldwell University and Advisor to the Global Listening Centre, recently had the extraordinary honor of a private audience with His Holiness Pope Leo XIV. Reflecting on the meeting, Dr. Senese shared that he had asked what he could personally do to make a difference. The response was simple but powerful: focus on changing lives by making a meaningful difference for our students and the communities we serve. Inspired by the Holy Father's words, Dr. Senese remains deeply committed to compassionate leadership, service, and meaningful action. His dedication continues to strengthen the mission of the Global Listening Centre, advancing a culture of listening, understanding, and human connection. Together, Dr. Senese's leadership and Pope Leo XIV's inspiring message reaffirm the values at the heart of our Thank You for Listening campaign, encouraging empathy, fostering understanding, and creating positive change in communities around the world.



Distinguished Professor Chennupati Jagadish, AC, former Chairperson of the Global Listening Board of the Global Listening Centre, Past President of the Australian Academy of Science and a world leader in semiconductor optoelectronics officially launched the Thank You for Listening Campaign 2026. Professor Jagadish is pictured second from left, with Sardool Singh, Secretary of the Global Listening Centre, second from right.

Thank You for Listening Campaign Committee 2026

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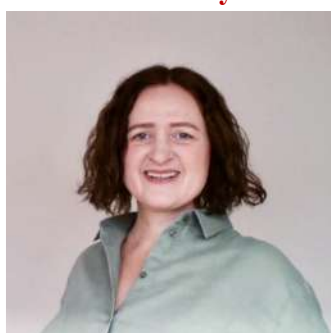
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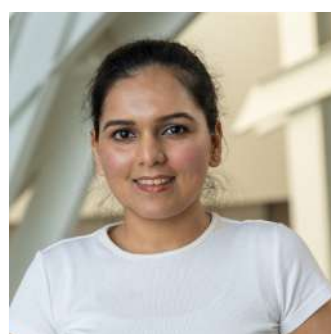
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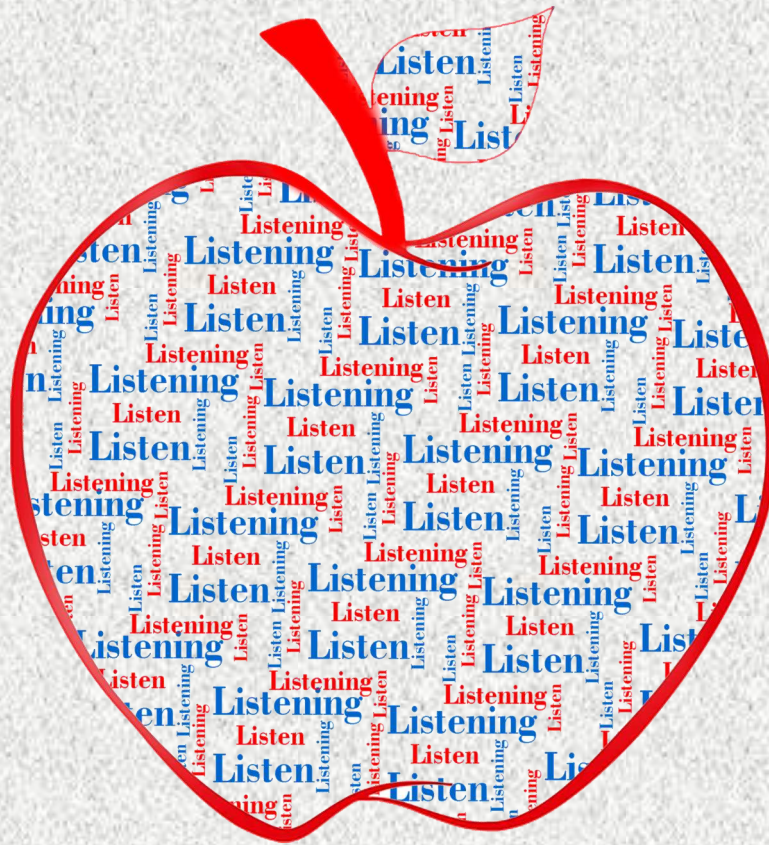
Smarajit Roy, Ph.D.

China



Jicheng Sun, Ph.D.

Benefits of Saying: Thank You for Listening by Andrew D. Wolvin, Ph.D.



Listening

Completes the two-way communication process

Provides closure to the transaction

Offers reinforcement to the relationship



Andrew D. Wolvin, Ph.D.
Listening Legend and Distinguished Listening Scholar

Thank You for Listening Statements



Active listening is the cornerstone of effective reputation management because reputation exists not within an organization, but in the minds of its stakeholders. By truly listening to key publics, such as investors, employees, and customers, organizations gain the critical insights needed to understand, align with, and nurture these pivotal relationships. As emphasized in my book, *Organizational Reputation Management: A Strategic Public Relations Perspective* (2024), listening is not merely a passive act, but a vital strategic activity for building and maintaining organizational reputation.

Professor Alexander V. Laskin, Ph.D.

Professor, Department of Advertising and Public Relations, Quinnipiac University, Connecticut, USA.

People who listen actively and attentively deserve to be celebrated for the gift they give to others. That gift is the simple but profound act of acknowledging and valuing another person. When I am truly listened to, I feel seen, understood, and I feel like I matter and that kindness stays with me long after the conversation ends. Thanking good listeners isn't about being polite; it is a way of honoring the gift of presence and care they give through their listening and letting them know that it makes a difference.



Professor Annie Gowing, Ph.D.

Senior Vice President (Research), Global Listening Centre.

Lecturer, University of Melbourne, Australia.



When we listen sincerely and deeply to others, we connect with our fellow human beings in ways we never knew possible. Learning to listen in another language empowers us to begin that connection. It is more than exchange of information. Listening to others who speak a different language to ours dismantles cultural barriers and personal biases. Sincere and deep listening in multilingual societies unleashes the power to heal our fragmented world.

Professor Christine C.M. Goh, Ph.D.

Past Associate Chair, GLB, Global Listening Centre. Named one of the Top 25 Outstanding Women Listeners in the World (2023), Second-language and bilingual listening expert, President's Chair, Professor of Education, Nanyang Technological University, Singapore.

We thank our audience for listening since listening supports us in being human, helps us to connect with others on deep levels and to recognize ourselves within them. By recognizing our similarities through listening, we create greater acceptance of each other, understanding for diverse worldviews and finally peace.



Professor Claude-Hélène Mayer

Dr. habil., Ph.D., Ph.D.

Top 2% World-Rated Scientist, President (Academia), GLB, Global Listening Centre.

Professor, University of Johannesburg, South Africa.



Listening is one of the most powerful safeguards of justice. When investigators, judges, lawyers, and communities truly listen, they better understand victims, make fairer decisions, and reduce the risk of wrongful convictions. Thank you for listening—because safer societies begin with understanding before judgment.

Ivar Fahsing, Ph.D.

Senior Vice President (Listening in Law), Global Listening Centre.

Expert in Criminal Investigation and Human Rights, Faculty of Law, University of Oslo, Norway.



Listening helps heal the heart. In the exam room, a patient who feels deeply heard settles, physiologically and emotionally. In the boardroom, colleagues who feel heard lean in toward collaboration and creativity. We thank people for listening because it opens the heart and unlocks its potential.

Jonathan Fisher, MD, FACC

Director (Listening in Healthcare Division), Global Listening Centre.

Cardiologist, Author of *Just One Heart: A Cardiologist's Guide to Healing, Health, and Happiness*



Listening and Our Sense of Balance

The foundation of listening is the sense of hearing, and it is no mere coincidence that the ear is also the organ that we rely upon for our sense of balance. The inner ear is the locus of our bodily, vestibular sense, which in turn forms the basis of our sense of proprioception or kinaesthesia. We also listen to our bodies via our sense of interoception, and thereby seek to gain, maintain, or restore our physiological equilibrium. And we listen with our bodies, as the sounds that trigger our auditory sense can be felt as vibrations on our skin. Moreover, echolocation is not an ability unique to bats; rather, in our own modest manner, we listen to obtain a sense of our surroundings. In all of these myriad ways, listening provides us with the means to enhance our sense of balance for body, mind, and soul.



Professor Lance Strate, Ph.D.

Past President (Academia), Global Listening Centre.

Professor, Communication and Media Studies, Fordham University, New York City, USA.



The Earth does not shout — it whispers. Through the rustle of a dying forest, the silence of a disappearing river, the stillness where birdsong once lived. When we truly listen to one another — across borders, cultures, and disciplines — we begin to hear those whispers too. Listening is not a passive act; it is the first, most courageous step toward protecting the world we share.

Associate Professor Luminita Diaconu, Ph.D.

Director and Chair (Environmental Division), Global Listening Centre.

Associate Professor, The Academy of Economic Studies of Moldova.

External Evaluator for COST Actions, Brussels, Belgium. Chair of The American Centre of ASEM.



Being listened to is like receiving a gift.

A listening gift is someone's offering of time and effort and it comes across as a kindness. When we are listened to, we should have gratitude and appreciation. Why? Because listening brings people together; it is so important as it helps people create community through the work of listening. All of us very much need this merging of our paths, this common understanding, that comes about through the act of listening. Listening gathers and connects us, and we should be very thankful and appreciative for those who go out of their way to listen. We should be eternally thankful to those who generously give their time and attention.



Professor Emeritus Michael Purdy, Ph.D.

Distinguished Listening Scholar, Past Vice Chair, Global Listening Centre.

Professor Emeritus, Governors State University, USA.

Listening matters. And those who truly do listen are rare. It's most important to listen to those whose ideas—and even realities—are different from our own. Rather than listening to prepare our own arguments, we should strive to listen to truly understand others' perspectives. If you encounter someone who can listen in this way, please thank them!

Professor Rebecca Babcock, Ph.D.

Director (Writing Studies), Global Listening Centre.
William and Ordelle Watts Professor at the University of Texas Permian Basin,
College of Arts and Humanities, Department of Literature and Language, USA.



Active listening is a crucial condition for any human interaction, but in particular so for health professionals, be it in somatic medicine, psychiatry or psychology, where it is fundamental for creating trust and building a therapeutic relationship. In particular, active listening is the only way to understand the very personal inner world of the suicidal individual and to create insight.

Konrad Michel, M.D.

Clinical Psychiatrist, Author, Professor Emeritus, University of Bern, Switzerland.

Why I Am Thankful for Your Listening

*Thank you for taking time to listen to me.
Your listening helps me discover who I am.*

*Your listening encourages me to believe in myself;
it reaffirms my sense of worth and increases my confidence.*

*Your listening lets me know that I have something
worthwhile to say.*

*Your listening gives me the courage to be honest and
authentic in my conversations.*

Your listening helps me realize that I am not alone; it makes me feel safe.

Your listening makes me feel brave, and valued, and strong.

Who would I be if you didn't listen to me?

Your listening inspires me; I will express my gratitude by taking time to listen to others.



Judi Lee Brownell, Ph.D.

Director (Academia), Global Listening Centre.
Professor Emerita of Organizational Communication,
School of Hotel Administration at Cornell University,
USA. Named one of the Top 25 Outstanding Women
Listeners in the World (2023)

Why Thanking a Listener Matters



Teri L. Varner, Ph.D.

Professor of Communication
St. Edward's University, Austin, Texas,
USA.

Listening is often regarded as one of the most basic dimensions of communication, yet it remains among the least examined in everyday practice. In professional, civic, and interpersonal life, people routinely speak about the importance of being heard, but far less attention is given to the labor of listening itself. We tend to treat listening as either automatic or incidental, something that happens naturally whenever words are spoken. This assumption obscures a central reality of human interaction: listening is not passive reception, but an active, interpretive, and relational form of conduct that requires effort, judgment, and ethical responsibility. If this is so, then the simple act of thanking someone for listening is not mere politeness. It is a communicative act that recognizes the work of listening, reinforces its social value, and helps sustain the conditions under which meaningful dialogue can occur.

To thank a listener is to acknowledge that understanding does not happen by accident. It is to recognize that another person has invested time, attention, and cognitive and emotional resources in making sense of what was said. In a cultural environment characterized by speed, distraction, and competing demands for attention, such recognition is not trivial. It signals that listening is not only expected but valued, not only necessary but worthy of notice. This article argues that thanking a listener performs three interrelated functions. First, it makes visible the often invisible labor of listening. Second, it operates as a form of metacommunication that shapes relational norms and expectations. Third, it reinforces the ethical dimensions of listening by linking attentiveness to responsibility, respect, and participation.

Listening as Communicative Work

One of the most persistent misconceptions about listening is that it is simply the inverse of speaking. In this view, communication is imagined as a pipeline in which one person sends and the other receives. If the message is delivered, the work is assumed to be done. Yet decades of communication scholarship have demonstrated that meaning is not

transmitted intact from one mind to another. It is constructed through processes of interpretation, inference, and coordination. Listening, in this sense, is not a mechanical function but a form of cognitive, behavioral, and social work.

Listeners must select what to attend to, distinguish signal from noise, interpret verbal and nonverbal cues, connect new information to prior knowledge, evaluate relevance and credibility, and formulate responses that sustain the interaction. These processes do not occur sequentially in neat stages. They overlap and interact in real time, often under conditions of uncertainty, emotional intensity, or social risk. A listener in a difficult conversation may be simultaneously trying to understand what is being said, manage their own reactions, and anticipate the relational consequences of different responses. None of this is automatic. All of it requires sustained effort and judgment.

Because listening is so deeply woven into everyday interaction, its labor is easy to overlook. We notice speaking because it is overt and audible. We notice writing because it leaves a visible trace. Listening, by contrast, is largely internal and interactional. Its successes are often invisible, and its failures are frequently attributed to other causes such as misunderstanding, disagreement, or vague references to poor communication. When listening works well, conversations move forward, problems are clarified, and relationships are maintained. When it fails, the breakdown is felt immediately, but the cause is harder to pinpoint. In both cases, the work of listening remains mostly unseen.

Thanking a listener brings that work into view. It marks listening as a form of participation that required effort and made a difference. This acknowledgment does not require elaborate praise. A simple "thank you for listening" is enough to signal that the listener's attentiveness mattered. In doing so, it counters the tendency to treat listening as a default state rather than as an enacted and accountable practice.

Listening, Recognition, and Relational Life

Communication is not only about exchanging information. It is also about managing relationships. Every interaction carries signals about respect, inclusion, authority, and belonging. Listening plays a central role in these relational dynamics because it is one of the primary ways people demonstrate recognition of one another. To listen is to treat

another person as someone whose perspective is worth attending to, whose experience is relevant, and whose words deserve consideration.

Recognition, however, is not guaranteed by the mere presence of sound or by visible signs of attentiveness. People can be heard without feeling heard. They can speak and still experience dismissal, misunderstanding, or indifference. The difference lies not in whether listening occurred in a technical sense, but in whether it was experienced as attentive, engaged, and responsive. This is where the social meaning of thanking becomes important.

When someone is thanked for listening, the gratitude does more than express appreciation. It confirms that the speaker experienced the interaction as one in which their perspective was taken seriously. It also communicates to the listener that their attentiveness was noticed and valued. In this way, thanking functions as a form of relational feedback. It tells both parties something about what just happened and why it mattered.

This feedback loop has practical consequences. Relationships are sustained not only by what is said, but by how interactions are interpreted and remembered. Expressions of gratitude shape these interpretations. They reinforce the idea that listening is a contribution to the relationship, not merely a background condition. Over time, such reinforcement can influence how people approach future interactions. If listening is consistently acknowledged, it is more likely to be enacted with care. If it is consistently taken for granted, it becomes easier to withdraw attention or treat conversations as transactional.

Metacommunication and the Social Norms of Listening

Every conversation operates on at least two levels. There is the level of content, where information, opinions, or feelings are expressed. There is also the level of relationship, where participants signal how they are relating to one another and what kind of interaction this is. Communication about communication, often called metacommunication, plays a crucial role in shaping these relational meanings. Saying “thank you for listening” is a form of metacommunication. It does not add new information about the topic under discussion. Instead, it comments on the interaction itself. It frames the preceding exchange as one in which listening occurred and mattered. In doing so, it helps define what counts as appropriate or valued conduct in that context.

Metacommunicative acts are powerful because they shape expectations. They tell participants, implicitly or explicitly, what is normal, what is appreciated, and what is required. In environments where speed and efficiency are prioritized, listening can be treated as a delay rather than as a contribution. In such contexts, metacommunicative signals that highlight the value of listening can serve as a counterweight. They remind participants that understanding is not a byproduct of haste, and that attention is not an obstacle to productivity but a condition for meaningful coordination.

Over time, repeated acts of metacommunication contribute to the formation of social norms. Norms are not created by formal declarations alone. They emerge from patterns of interaction, from what is rewarded, ignored, or discouraged. Thanking listeners is one small but significant way of rewarding attentiveness. It makes listening visible as a social good and encourages its continuation.

The Ethical Dimensions of Listening

Listening is not only behavioral and cognitive. It is also ethical. To listen is to exercise power over what counts, what is taken seriously, and what is set aside. Choices about attention are never neutral. They reflect values, priorities, and assumptions about whose voices matter.

In many settings, disparities in who is listened to and who is ignored mirror broader inequalities. Some people are routinely interrupted, doubted, or dismissed. Others are granted the benefit of the doubt and extended attention. These patterns are sustained not only by overt acts of exclusion, but by everyday habits of attention. Ethical listening, in this sense, involves a commitment to examine and, where necessary, revise those habits.

Thanking a listener has ethical significance because it links attentiveness to responsibility. It treats listening not as a favor, but as a meaningful contribution to shared understanding. At the same time, it does not absolve listeners of the obligation to listen well. Gratitude is not a substitute for accountability. Rather, it is a way of recognizing when that obligation has been taken seriously.

This recognition matters because ethical practices are sustained through social reinforcement as much as through abstract principles. People are more likely to invest effort in practices that are noticed and valued. When listening is acknowledged, it becomes easier to see it as part of one’s role in a relationship, a workplace, or a community, rather

than as an optional courtesy.

Listening in High-Stakes Contexts

The importance of listening, and of acknowledging it, becomes especially clear in high-stakes contexts. In legal, medical, educational, and political settings, the consequences of not being heard can be profound. Decisions made in these environments affect lives, opportunities, and rights. Yet these are also environments in which time pressure, institutional routines, and power differences can make genuine listening difficult.

In such contexts, the experience of being listened to often carries symbolic weight. It can signal respect, fairness, and legitimacy, even when outcomes are unfavorable. Conversely, the perception of not being listened to can undermine trust, provoke resistance, and intensify conflict. Thanking a listener in these settings is not a trivial gesture. It is a way of acknowledging the relational work that makes difficult conversations possible at all.

This does not mean that gratitude should be used to gloss over structural problems or to silence critique. Thanking a listener should not become a substitute for addressing unequal power relations or systemic barriers to voice. Instead, it should be understood as one element in a broader ecology of communicative practices that support fairness, transparency, and participation.

The Emotional Labor of Listening

Listening often involves emotional as well as cognitive work. To attend to another person's experience, especially when it involves conflict, grief, or uncertainty, requires managing one's own reactions. Listeners may need to regulate impatience, defensiveness, or discomfort in order to remain present. They may need to tolerate ambiguity or resist the impulse to offer premature solutions. This emotional labor is rarely acknowledged, yet it is central to many forms of supportive, ethical, and effective communication.

Thanking a listener can serve as a recognition of this emotional effort. It signals that the listener's presence, not just their words, mattered. Such recognition does not imply that listening should be emotionally effortless, nor does it suggest that listeners should be thanked simply for doing the minimum required by their role. Rather, it acknowledges that attentive presence is a form of contribution that often goes unnoticed.

In everyday life, emotional labor is frequently

unevenly distributed. Some people are expected to listen, comfort, and accommodate more than others. Being mindful of when and how gratitude is expressed can help prevent it from becoming a way of normalizing unequal expectations. Used thoughtfully, however, thanking can highlight the value of emotional attentiveness and encourage its more equitable distribution.

Listening, Memory, and the Afterlife of Conversations

Conversations do not end when the words stop. They continue in memory, shaping how people interpret relationships and anticipate future interactions. The way an interaction is closed often influences how it is remembered. Expressions of gratitude play a role in this process by framing the exchange in a particular way.

When someone says "thank you for listening," they are not only commenting on the past few minutes. They are also projecting a meaning onto the interaction. This was an exchange in which attentiveness mattered and was recognized. This framing can influence how both parties carry the conversation forward. It can soften the emotional residue of difficult topics, reinforce a sense of mutual respect, and create a basis for future dialogue.

From this perspective, thanking a listener is part of the temporal structure of communication. It helps move an interaction from the immediacy of exchange into the longer arc of relationship. It marks a moment of closure without foreclosing the possibility of continuation. In this way, it contributes to the durability of communicative ties.

From Courtesy to Practice

It is tempting to treat expressions of thanks as matters of personal style or cultural etiquette. While norms of politeness do vary, reducing gratitude to mere courtesy risks missing its communicative significance. Thanking a listener is not only about being nice. It is about reinforcing a practice that is central to shared meaning-making.

If listening is to be taken seriously as a social and ethical practice, it must be supported by more than exhortations. It must be woven into everyday interaction through small, repeated acts that signal its value. Gratitude is one such act. It does not require formal programs or institutional mandates. It requires attention to how interactions are closed and how contributions are acknowledged.

At the same time, it is important to avoid turning

gratitude into a hollow ritual. Repeated automatically, without regard to context or quality, it loses its force. The point is not to thank indiscriminately, but to recognize genuine attentiveness. Doing so keeps the focus on listening as an active, situated, and accountable practice rather than as a box to be checked.

Conclusion

Listening is a foundational yet often overlooked dimension of communication. It involves cognitive, emotional, and ethical labor that makes understanding possible but rarely draws attention to

itself. Thanking a listener brings this labor into view. It operates as recognition, as metacommunication, and as reinforcement of social and ethical norms.

In a world where attention is fragmented and dialogue is frequently strained, such recognition matters. It reminds us that listening is not a background condition of communication, but one of its central achievements. To thank a listener is to affirm that achievement and to participate, in a small but meaningful way, in sustaining the practices that make shared understanding possible.

Thank You for Listening



Left Image: Professor Sudhir Krishnaswamy, Ph.D., Vice Chancellor of the National Law School of India University with Sardool Singh, Secretary of the Global Listening Centre.



Right Image: Justice Krishna S. Dixit, High Court of Orissa and former Assistant Solicitor General of India, with Sardool Singh, Secretary of the Global Listening Centre.

In recent months, in connection with our 2026 Thank You for Listening campaign, our secretary, Mr. Sardool Singh, met Professor Sudhir Krishnaswamy and Justice Krishna S. Dixit, two distinguished individuals in India who exemplify outstanding listening. In their reflections on the Thank You for Listening campaign, Professor Krishnaswamy and Justice Dixit emphasized the essential role of listening within the legal profession. Professor Krishnaswamy focused on the educational foundations of law, noting that listening is one of our most important teachers and that effective advocacy depends upon genuine understanding. Justice Dixit reinforced this perspective from the bench, emphasizing that listening is a fundamental judicial responsibility because a fair hearing requires both an attentive ear and an open mind. Together, their reflections powerfully reinforce that the path to fairness and justice requires listening.

Expressing Gratitude for Listening: Personal Thoughts



Katherine van Wormer, Ph.D.

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the Top 25 Outstanding Women
Listeners in the World (2023)

Thank you for listening is a positive expression of gratitude promoted by the Global Listening Centre that parallels the very quality of listening itself. To listen, in many respects, offers a silent expression of thanks for another person's message. To thank someone for listening is to thank them for their attention. It's to thank them for their interest and for caring. When there is gratitude, it is often about receiving something tangible or visible—a wave to thank a driver for letting pedestrians cross the road; offering thanks for a gift given during the holidays; writing a note of thanks for help in shoveling snow. But who thanks anybody for listening? We often don't, but the Global Listening Centre reminds us that we should. It's a blessing for the one who speaks, and it's a blessing for the one who listens.

You might listen to a friend, say, going on and on about an inconsequential matter that she will likely forget a week later. The next time you see her, she's onto rattling on about another life crisis. She gives you no acknowledgement of your support. (But then, she might come through to you later, in some unexpected way when you most need support.)

Another thought that comes to mind is just the opposite expression of thanks to those who listen to us. Perhaps we've rambled on about some academic topic that arouses little interest, or we've been the source of a lengthy monologue on a topic where we assumed a common concern. We may later realize we have gone on far too long, but we do not express our gratitude to the listener. What we should have done is to thank our listening partner and offer an affirming comment or response—but we were too self-focused to do that.

So, the opportunity to thank someone for listening may come or not; gratitude may be experienced or expressed in an indirect way. One unique situation to consider takes place between a therapist, as the perfect, professional listener (perhaps trained in the Rogerian model based on empathy and positive regard) and the client who invariably has "issues."

Here, with a professional listener, we may think there is no need to thank this person. They are being paid to listen. And yet, a little reciprocal positive regard from client to therapist could be mutually satisfying. In such a professionally defined relationship, positive regard toward the therapist is typically expressed as showing up for appointments on time, practicing some of the skills or modes of thinking learned in treatment, and, if there are issues related to substance abuse, the therapist can discern that appreciative listening has occurred if the client stays sober. Positive feedback may be implicit.

To show the impact of such an unexpected expression of thanks, however subtle, I draw on an example of my work with a woman who I will call "Sally," who was court-ordered into a two-year outpatient program, as were most of our clients. Her hostility toward me and the treatment process was evident from the start. Finally, thankfully, we got to the very last session, but I was anxious about how to positively conclude the time we had spent together. After we reviewed her treatment progress, to my utter surprise, she gave me, in her own way, a compliment. "You're not street wise, but you're okay," she said. I could feel myself flushing and smiling, and we looked at each other and laughed. Her spontaneous positive comment immediately put our entire multi-year treatment experience in a new light. Recognizing our difference in background and opportunities, she was also acknowledging my sincerity in helping her move forward. At that moment, her colloquial expression of gratitude made the work I did seem worthwhile.

No, you don't have to say "thanks for listening" in so many words. Expressing gratitude can take many forms. For example: listening to the other person the next time they need a sympathetic ear; a friend who offered a hospitable beverage at the coffee shop; or being the first to respond in a group when an individual seeks a personal favor, such as a ride home. Such honest, organic expressions of relational support implicitly provide a message of thankfulness.

"Thank you for listening" goes beyond a mere expression and really is a sentiment that can shape our interactions with others. The benefits of this acknowledgment of the listener are many. It especially has a role to play in conflict resolution.

Imagine this situation: a partner or housemate feels the need to confront the other about some minor issue of annoyance and requests some change in behavior, such as help with the cleaning or cooking. The person politely shares their concern and discloses their honest feelings about the issue, the parties reach an agreement, and the problem is solved. But emotions may have been aroused and the person who was confronted may have latent feelings of resentment. Here is when thanking the person for listening and for addressing the matter is especially important. The person who brought up the issue can heartily thank the other for listening and addressing the matter. Such personal affirmation with the embedded, “thanks-for-being-in-my-life” message goes a long way.

When you are overwhelmed and upset about a crisis in your life, how wonderful it is to share your story and your feelings with a sympathetic listener, even a stranger on a bus or train (portrayed wonderfully in the classic film *The Trip to Bountiful* in which the older woman shares her life story with a younger passenger on a Greyhound bus).

I close with a personal example related to the twin needs of being listened to and of later expressing gratitude. In a state of shock after my son told me his wife had kicked him out of the house and they were separating, I walked to the nearby coffee shop in an effort to calm down. I hoped not to see anyone I knew. Yet, as luck would have it, I immediately ran into two women from my Quaker meeting. They were engrossed in conversation and seated outside the coffee shop, but it was too late to avoid them. “How are you?” they both chirped in greeting. There was no way I could say “fine” when I was in such despair. Before I realized what was happening, I stood there pouring it all out—the beautiful recent wedding, the new home, the cute stepchildren, the lovely wife. The women listened sympathetically, and feeling so much better, I rushed on to get my coffee. Later, at Friends Meeting, I had an opportunity to thank one of the women for listening and I let her know that all was well with my son and his wife. When I eventually see the other woman, I will make a point of thanking her too—thanking her for listening.

Thank You for Listening



Distinguished Professor K. S. Jagannatha Rao, Ph.D., FNASc, FABAP, FABS, FLS (UK), FRSB (UK), FRSC (UK), FAPAS and FTWAS, Associate Vice Chair of the Global Listening Board, Global Listening Centre, and Pro Chancellor of KL Deemed to be University, India, is pictured at right with departmental colleagues celebrating the Thank You for Listening campaign 2026.

Thank You for Listening: Why Being Heard Matters More Than Ever



Gayle M. Pohl, Ph.D., APR

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Introduction: A Campaign Built on Gratitude

The simplest words can sometimes carry the greatest meaning. "Thank you for listening" may appear to be an ordinary expression of appreciation, yet behind those words lies one of humanity's deepest needs: the need to be heard.

At a time when communication technologies allow people to speak across continents in seconds, many individuals continue to experience loneliness, misunderstanding, and disconnection. We live in an era saturated with messages but often deprived of meaningful attention. The paradox is striking. Never before have people had so many opportunities to express themselves, yet never before have so many reported feeling unheard.

The Global Listening Centre's "Thank You for Listening" campaign was created in response to this challenge. The campaign recognizes a simple but transformative truth: listening changes lives. It encourages people to acknowledge those individuals whose willingness to listen provided comfort during grief, encouragement during uncertainty, guidance during difficult decisions, or simply the reassurance that someone cared enough to understand.

Listening is often invisible. The campaign seeks to make it visible.

The Forgotten Side of Communication

Communication scholars have long noted that public attention tends to focus on speaking rather than listening. Contemporary culture celebrates visibility, influence, persuasion, and self-expression. Organizations invest substantial resources in communication strategies, branding initiatives, and public messaging. Social media platforms reward those who attract attention and build audiences.

Yet communication is not merely the transmission of information. Communication achieves its highest purpose when understanding occurs.

Listening scholar Gemma Corradi Fiumara (1990) described listening as the neglected side of language, while Macnamara (2016) argued that modern organizations frequently excel at speaking but struggle to listen effectively. These observations point toward a larger social problem. The challenge facing contemporary society is not a lack of communication but a lack of meaningful listening.

The Global Listening Centre has spent years advancing awareness of this distinction. Through research, education, advocacy, and recognition programs, the Centre emphasizes that listening is not passive behavior. It is an active, intentional practice that shapes relationships, organizations, communities, and societies.

Why Being Heard Matters

Most people can identify a moment when another person's willingness to listen altered the course of their lives.

Perhaps it was a teacher who recognized hidden potential. Perhaps it was a mentor who offered understanding during uncertainty. Perhaps it was a healthcare professional who listened beyond symptoms to hear fears and concerns. Perhaps it was a friend who remained present during grief.

In many of these situations, the listener did not solve the problem. Instead, the listener provided something equally important: recognition.

The experience of being heard communicates a powerful message. It tells individuals that their experiences matter. Research consistently demonstrates that perceived listening contributes to trust, relational satisfaction, emotional well-being, and psychological safety (Bodie, 2011). Conversely, feeling ignored or dismissed often contributes to frustration, disengagement, and isolation.

The importance of listening becomes particularly evident during periods of vulnerability. People facing illness, loss, trauma, uncertainty, or major life transitions frequently seek more than information or advice. They seek understanding.

Carl Rogers (1951) observed that empathetic listening creates conditions in which people feel safe enough to explore difficult thoughts and emotions.

The listener's role is not necessarily to direct the conversation but to create a space where honest communication can occur.

Listening as an Expression of Human Dignity

Listening is more than a communication skill. It is an affirmation of human dignity.

Public discussions of dignity often focus on rights, justice, and equality. Yet dignity is also experienced through everyday interactions. It emerges when people feel respected, acknowledged, and taken seriously.

Attentive listening communicates precisely this form of recognition.

Philosopher Martin Buber (1958) argued that authentic human relationships require encountering others as persons rather than objects. His distinction between "I-Thou" and "I-It" relationships remains especially relevant in contemporary society, where stereotypes, labels, and assumptions often replace genuine understanding.

Listening creates the conditions necessary for authentic encounters. When individuals listen carefully, they affirm the humanity of another person. They acknowledge that another individual's experiences, perspectives, and concerns deserve attention.

For this reason, listening often becomes especially meaningful in healthcare, education, community service, caregiving, and public life. Even when circumstances cannot immediately be changed, the experience of being heard changes how those circumstances are lived.

The Quiet Influence of Listeners

History often celebrates those who speak, lead, invent, or persuade. Yet many lives are transformed by individuals whose contributions receive little public recognition.

Teachers who listen to struggling students. Healthcare professionals who hear concerns others overlook. Mentors who recognize possibilities hidden beneath self-doubt. Friends who remain present during grief. Family members who offer patience during uncertainty. Their influence rarely appears in headlines, yet it frequently shapes lives

in profound ways.

This is precisely why the Global Listening Centre created the "Thank You for Listening" campaign. The campaign recognizes that listening itself is a form of leadership. It acknowledges the individuals whose attentiveness strengthens relationships, builds confidence, and fosters resilience.

By thanking listeners, society elevates a contribution that is often overlooked but deeply consequential.

Listening, Recognition, and the Global Listening Centre

Recognition begins with listening.

Before individuals can be celebrated for their contributions, their stories must first be heard. The Global Listening Centre has embraced this principle through its efforts to identify and recognize individuals—particularly women around the world—whose work has improved the lives of others.

The Centre's recognition initiatives demonstrate that meaningful acknowledgment begins with attention. Listening allows important contributions to emerge from communities where they might otherwise remain unnoticed.

Through programs that honor women working in education, healthcare, public service, religion, science, the arts, humanitarian work, and community leadership, the Centre highlights individuals whose impact extends far beyond public visibility.

The underlying principle remains consistent: understanding precedes recognition. The Centre listens first. Then it celebrates.

Listening in an Age of Artificial Intelligence

As artificial intelligence increasingly influences communication, the value of listening becomes even more apparent.

AI systems can process language, identify patterns, summarize information, and generate responses with remarkable speed. These capabilities offer significant benefits across numerous sectors.

Yet listening involves dimensions of human experience that extend beyond information

processing.

Empathy. Compassion. Emotional understanding. Ethical judgment. Shared vulnerability. Human presence. These qualities become particularly important during conversations involving grief, trauma, uncertainty, conflict, or major life decisions. In such moments, individuals often seek more than information. They seek connection.

Couldry and Hepp (2017) describe contemporary society as increasingly mediated through technological systems. While technology creates new opportunities for communication, it also raises questions about preserving meaningful human relationships.

Ironically, the rise of artificial intelligence may increase society's appreciation for deeply human forms of listening. As machines become more capable of processing information, uniquely human capacities become more valuable.

Building a Culture of Listening

If listening contributes to trust, dignity, and social cohesion, then listening should be cultivated intentionally.

Educational institutions can teach listening alongside speaking and writing. Healthcare systems can evaluate whether patients feel heard. Organizations can recognize listening as a leadership competency. Governments and public institutions can create opportunities for meaningful engagement.

Macnamara (2024) argues that effective listening requires an "architecture of listening"—structures and processes that support genuine engagement. The same principle applies beyond organizations. Listening must become a cultural value rather than an occasional courtesy.

The Global Listening Centre's Thank You for Listening campaign contributes directly to this effort by encouraging individuals to recognize listeners publicly and personally. Every expression of gratitude reinforces the idea that listening matters.

A Simple Thank You That Changes Lives

At its heart, the "Thank You for Listening" campaign is about gratitude. Listening requires time. It requires patience. It requires attention. It requires emotional presence. In an age characterized by distraction and constant demands, these qualities represent meaningful gifts.

When people thank those who have listened, they acknowledge the often-unseen work of understanding another human being. They affirm values that strengthen relationships and communities. They remind society that some of the most important contributions occur quietly, through presence rather than prominence.

The Global Listening Centre's campaign reminds us that listening remains one of humanity's most powerful acts. It strengthens trust, affirms dignity, nurtures resilience, and builds connection.

Most importantly, it reminds us that every person has the capacity to make a difference—not necessarily by speaking louder, but by listening more deeply.

Sometimes the most meaningful recognition begins with four simple words:

Thank You for Listening.

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Thank You for Listening Song

[click here](#)



Amy Damron-Kyle, Ph.D.

Thinking about Why You Might Want to Thank Someone for Listening to You



Richard Halley, Ph.D.

Past Senior Vice President (Research),
Global Listening Centre.
Emeritus Professor of Communication,
Weber State University, USA.

The Global Listening Centre is running a campaign to encourage people to thank those who listen in the hopes of encouraging thoughtful listening in our many communities.

This campaign tends to focus on situations where the person suggested for thanks is known to be a listener. I would like to throw some focus on your own experience and on the possibility of thanking someone as they listen to you.

As you think about this possibility, I want to offer a series of possible reasons why you might want to thank your listener to help you explore the idea of thanking someone for listening. And perhaps deciding whether to say thank you.

1. Your listener helped you feel safe while you shared your concern.

2. Your listener checked for alternative meanings in your message, trying to be sure of getting your meaning.
3. Your listener did not judge you or your message, giving you space to share your idea.
4. Your listener showed clear respect for your point of view.
5. Your listener gave you a sense of being a valued person.
6. You believed your listener understood what you shared.
7. Your listener recognized what you were feeling and acknowledged that feeling.
8. Your listener recognized a difference in their values and your own and kindly acknowledged that difference in a way that accepted those differences and did not interfere with their efforts to understand your position.
9. Your listener helped you find the words to express your concern.
10. Your listener tried to understand and be clear on your intentions.

There are probably many more reasons that might prompt us to say thank you to our listeners. I hope these get you thinking about possibilities in your own life. And I hope you experience being listened to in a way that encourages you to say, "thank you for listening."

Thank You for Listening



Professor Piero Dominici, Ph.D. (left), Director (Scientific Listening), Global Listening Centre, participated in the Thank You for Listening campaign, expressing gratitude to Professor Marco Moschini (right), the Director of the Department of Philosophy, Social Sciences, Humanities, and Education at the University of Perugia, for his dedication to active listening. Professor Moschini, an elite scholar, has achieved the rank of Professore Ordinario (Full Professor) in Theoretical Philosophy, heading core academic courses on the Philosophy of Religion, Ontology, and the Theory of Subject and Otherness. Our member, Professor Dominici, serves as an Associate Professor at the University of Perugia and has been awarded the prestigious title of "Full Professor" by the MUR, alongside his global distinctions as a "UNESCO IPL Expert" and "Executive President of the IETI Board of Directors." Discussions are underway for a scientific agreement between GLC and the University of Perugia.

Thank You for Listening ... But Did You Truly Understand Me?



Alan R. Ehrlich
Past President and
Chair (Listening Disorders),
Global Listening Centre.

The Global Listening Centre's Thank You for Listening Campaign 2026 highlights listening's transformative power. It reminds us that meaningful change often begins not with speaking louder but with listening more deeply.

The GLC's Thank You for Listening campaign was a great success. It highlighted the enormous power of listening: a source of hope that, when practiced deeply, creates a unique opportunity for understanding, empathy, and healing. By acknowledging others' willingness to listen, we spotlight the importance of this skill in building and maintaining relationships through the simplest yet most complex communication process we have: speaking and listening.

While we thank those around us for listening, many conversations end up in misunderstandings. These might be critical situations like international negotiations, or they might result in a 'night in the doghouse' for an unsuspecting spouse.

Over the past 20+ years, I've researched various listening disorders across multiple fields, including anatomy, audiology, physiology, psychology, and neuroscience. Each discipline offers its own perspective on what constitutes a listening disorder, often labeling many individuals. For instance, hearing loss affects about 20% of the U.S. population—one in five people—causing communication challenges (Lin et al., 2011). Different disorders impact various age groups, making Listening Disorders a significant concern in both personal and professional contexts.

Can we really listen more deeply? Training programs focus on active listening, reflective recapitulation, and open questioning, but they rarely address the core question: what is our cognitive response to what we hear, and why does our understanding often diverge from the speaker's original message?

I've asked numerous professionals this question, and their common responses are, "I try to listen carefully." "I pay attention." "I take notes." "I check my understanding." These responses implicitly assume that listening is fundamentally about effort and technique. The idea is that by listening more intently, focusing

more clearly, and applying effective communication skills, they'll better understand what was said.

However, there's a commonly overlooked listening disorder that isn't reflected in statistics because it affects us all personally. Everyone is impacted—100% of people—and it pertains to how our brains interpret sounds. I refer to it as the listener's Umwelt.

The listener's Umwelt adds another dimension to listening, as our entire biography becomes part of the process. "We Hear What We Expect to Hear" (Ehrlich, 2026) uncovers a major source of listening distortion.

Over the past 10 years, I have incorporated the concept of an Umwelt into my listening programs. Baltic German biologist Jakob von Uexküll introduced the term in the early 20th century to describe the subjective, self-centered perceptual world each organism experiences. This world is not merely external reality; it is shaped by the organism's sensory and cognitive tools, which determine what it can perceive.

Since Uexküll's initial work, the concept has been expanded, applied, and reinterpreted across fields such as biology, philosophy, semiotics, and cognitive science. I propose extending it further into our domain, suggesting that every listener brings a personal, biographical Umwelt to their listening experiences, shaped not only by biology but also by accumulated professional and personal experience. Thus, the Umwelt fundamentally shapes what we hear.

The components of the listener's Umwelt include: memories and past experiences, values and beliefs, expectations and assumptions, attitudes and prejudices, and individual mental frameworks.

Uexküll's fundamental idea is that perception is an active process, not merely the passive reception of environmental input. The perceiver's traits shape it, determining which environmental features can be experienced and which are absent. This applies whether these traits are biological or acquired through experience (biographical). Ultimately, the perceiver exists within a subjective universe distinct from others, largely unseen from the perceiver's own perspective.

The accumulation of biographical experiences that forms the listener's Umwelt operates through well-established mechanisms in cognitive psychology, social psychology, and neuroscience. These include constructive memory (Bartlett, 1932), schema activation, confirmation bias (Nickerson, 1998), attitudinal

priming (Greenwald & Banaji, 1995), and motivated reasoning that aligns new information with existing beliefs (Kunda, 1990). Each mechanism shapes the listener's perceptual world before the speaker begins, emphasizing some signals and downplaying others, often without conscious awareness.

A Prediction Engine!

Why is the Umwelt so important to our study of what we hear? Because the brain, at its core, is a prediction engine. The main argument is that distorted listening isn't a psychological anomaly but a natural outcome of a brain primarily designed to predict rather than record information. The predictive processing model, based on the research of Friston, Clark, Hohwy, and others, builds on the historical idea of unconscious inference introduced by Helmholtz and Gregory. This framework provides the mechanistic explanation needed to view the Umwelt concept as more than just a metaphor (Clark, 2013; Gregory, 1997; Friston, 2019; Hohwy, 2013).

Predictive processing posits that the brain operates as a hierarchical prediction engine. Rather than passively receiving sensory information and analyzing it afterward, the brain continuously anticipates what it expects to perceive. These forecasts are transmitted "downward" through sensory-processing layers to align with incoming signals. At each stage, the brain stores the discrepancy between its prediction and the actual sensory input, known as the prediction error.

The Umwelt represents the accumulated prior knowledge—the personal and professional framework that shapes predictions. Top-down processing, guided by expectations, interacts dynamically with bottom-up processing, driven by incoming data. In professional settings, top-down dominance is often favored. The expert paradox explains how, in experienced listeners, strong priors aid both pattern recognition and enforcement. Attention functions as a form of precision weighting, shaped equally by prior expectations and incoming signals. Perceptual illusions clearly show that perceptual construction is not merely flawed listening but reflects the fundamental way all listening functions.

Distorted Listening

The Umwelt may fail the listener in various ways, but these can be categorized into six main types. This taxonomy is not merely a list of cognitive biases added to communication; it is a conceptually grounded framework that explains how the architecture outlined earlier leads to specific failure modes. Each mode arises from the same fundamental system, manifests

uniquely in practice, and demands a different response.

Pattern One: Premature Closure

Premature closure is the most extensively documented and consequential pattern in the listening literature, and the one the predictive processing framework predicts most directly. It occurs when the listener's generative model produces a prediction that fits the incoming signal well enough to suppress prediction error before the full signal has been registered—when the prior completes the diagnostic or interpretive story before the patient or student has finished telling it. As a result, the listener stops searching for alternative explanations or additional information, settling on the first interpretation that fits the prior well enough. The relationship to anchoring bias (Tversky & Kahneman, 1974) is direct and requires explicit acknowledgment. Anchoring is the tendency for an initial piece of information to exert disproportionate influence on subsequent judgment, even when the anchor is arbitrary or unreliable. Premature closure is anchoring applied to the diagnostic or interpretive process: the first plausible hypothesis becomes the anchor around which subsequent information is organized, and information inconsistent with it tends to be discounted, reinterpreted, or ignored.

Pattern Two: Lexical Substitution

Lexical substitution occurs when the listener hears a word or phrase that differs from what the speaker actually produced—not because the acoustic signal was too degraded to process accurately, but because the practitioner's top-down lexical and semantic predictions generated a high-probability candidate that displaced the actual word before it was fully registered. The result is a perception that is coherent and linguistically plausible within the listener's framework, yet demonstrably at variance with what was said.

The psycholinguistic evidence for this pattern is among the most direct in the entire taxonomy. Marslen-Wilson's (Marslen-Wilson et al., 1988) work on cohort theory and spoken word recognition demonstrated that lexical access in normal speech perception begins before the acoustic input is complete: the brain selects candidate words based on the first phonemes of the spoken sequence, using lexical and contextual knowledge to narrow the candidate set before the word has finished arriving.

Pattern Three: Emotional Filtering

Emotional filtering describes the systematic alteration of the weight assigned to emotionally charged signal

content, in either direction: the practitioner's prior causes them to assign lower precision to emotional or distress-related signals than their clinical or educational significance warrants, or, less commonly, to assign higher precision than is appropriate. In the more prevalent and clinically consequential downward direction, emotional filtering causes the listener to hear the content of a speaker's distress communication, including the factual symptoms, the functional impairments, and the treatment-relevant information, while failing to register the emotional dimension as a signal in its own right, one that bears directly on the patient's experience, treatment engagement, and the practitioner-patient relationship.

The clinical communication research base for this pattern is substantial and disturbing. Marvel and colleagues' (Marvel et al., 1999) widely cited study of physician consultation behavior found that physicians redirected patients from their initial concern within a median of twenty-three seconds after the consultation opened—a finding consistent with premature closure and with emotional filtering, in which the practitioner's prior knowledge of what constitutes a clinically relevant signal steers attention away from the expressed concern toward confirmable symptom information. Langewitz and colleagues' (Langewitz et al., 2002) complementary study found that when patients were allowed to speak without interruption until they indicated completion, the median time was ninety-two seconds, and that most patients included clinically relevant information in the final portions of their opening account. The information filtered out by the twenty-three-second redirection was not trivial.

Pattern Four: The Reflecting Pool Problem

The reflecting pool problem takes its name from the phenomenon it describes: the listener who appears to be listening to the other person but is, in fact, primarily attending to their own internal processing, including formulating, planning, evaluating, and responding. From the outside, the encounter appears to be listening. But the practitioner's attention is directed primarily at the reflection in the pool, their own cognitive activity, rather than at the person standing on the other side.

Pattern Five: Narrative Hijacking

Narrative hijacking occurs when the practitioner's prior, specifically its stored narrative templates (the typical stories that presentations, conditions, or professional situations generate), imposes a structure on the patient's or student's account that the patient or student did not intend and may not recognize. The practitioner replaces the patient's story with their own

account of what this kind of patient's story typically is. The resulting account may be clinically coherent and professionally familiar, but it is the practitioner's narrative rather than the patient's, and the gap between the two may be the most clinically important aspect of the consultation (Heritage & Maynard, 2006). In an educational setting, this dynamic closely aligns with what the literature describes as the Pygmalion effect (Rosenthal & Jacobson, 1968; Brooks, 2025) and its negative counterpart, the Golem effect (Babad et al., 1982): the teacher's expectation shapes both what they hear and, over time, what the student produces in response to being heard in that way.

Pattern Six: The Halo-and-Horn Effect in Listening

The halo-and-horn effect in listening explains how a general positive (halo) or negative (horn) attitude can systematically affect how the evaluator values specific communications from the person being evaluated (Thorndike, 1920). A practitioner with a positive initial assessment of a patient or student tends to communicate more precisely, remember and register their statements better, interpret ambiguous signals more favorably, and be less likely to question or challenge apparent inconsistencies. Conversely, a practitioner with a negative initial assessment tends to do the opposite. This phenomenon is not due to flawed reasoning following accurate perception but results from a structured bias in perception itself (Nisbett & Wilson, 1977).

The six patterns described in the preceding sections have been presented individually for clarity. In practice, they do not operate in isolation. They compound, trigger, and reinforce one another, producing listening failures that are considerably more serious than any single pattern considered in isolation. Understanding the interaction effects is as important as understanding the patterns themselves.

Not every case of listening failure fits these six patterns. Communication is complex, and its failures have multiple causes. I do not claim these six patterns cover all possibilities—there may be others that are less common, harder to identify, or less well supported by evidence. While the patterns may not be mutually exclusive in theory, recognizing them is useful in practice. Additionally, identifying a pattern does not automatically mean you can correct it: awareness is essential but not sufficient for change.

As we thank those around us for listening, we must recognize the importance of accurate and effective listening. While the simple act of listening can calm a friend upset over a broken relationship, it may not be enough to diagnose a serious malady in a cancer

patient or help a troubled student move forward in their education.

"Thank You for Listening" has been an incredible success. As leaders in interpersonal communication, let's keep thanking those who listen and consider the individual nuances that can trigger misunderstandings.

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Coming soon



The Top 25
Outstanding Women Listeners
In The World 2026
Global Listening Centre

Professor Jicheng Sun's Message from China



Here is a message of gratitude from Dr. Jicheng Sun, Associate Professor of English, Shandong University of Technology, Zibo, Shandong, China, reflecting the warmth of Chinese academic culture and the transformative mission of listening. In China, we have long believed that a sincere ear is the first step toward understanding and harmony—when someone truly listens, they do not merely hear words, they honor the heart behind them. I am profoundly grateful to every colleague and student who has offered me the gift of their attention, for it is through listening that we bridge differences, cultivate wisdom, and affirm the dignity in one another. As we carry the mission that listening transforms lives into the 2026–2027 session, I wish to say from the bottom of my heart: thank you for listening—your presence has made me a better teacher, a better learner, and a better human being.

Honoring Our Member and Member News



Ray T. Donahue, Ph.D.

Director and Past Senior Vice President (Research), Global Listening Centre.
Professor of Intercultural Studies, Nagoya Gakuin University, Japan.

We extend our deepest appreciation to internationally recognized scholar, intercultural trainer, and counselor Ray T. Donahue, Ph.D., for his many contributions to the Global Listening Centre.

Dr. Donahue is Professor of Intercultural Studies at Nagoya Gakuin University in Japan and an elected Fellow of the International Academy for Intercultural Research. His award-winning book, *Japanese Culture and*

Communication: Critical Cultural Analysis, is widely recognized as a foundational text in East Asian studies. He also co-authored, with Michael H. Prosser, *Diplomatic Discourse: International Conflict at the United Nations*, an influential work examining the role of United Nations diplomacy in advancing global understanding and world citizenship.

Dr. Donahue's expertise is informed by graduate study in multiple disciplines, including intercultural communication at the University of Virginia, applied linguistics at Columbia University, and counseling at Indiana University. He is also the recipient of the Outstanding Scholarship Award from the International/Intercultural Division of the National Communication Association, recognizing his exceptional scholarly contributions to intercultural communication. Through his international presentations, award-winning publications, featured contributions to *The Global Listener*, and presentations at the Global Listening Festival, Dr. Donahue has made lasting contributions to the mission of the Global Listening Centre.

Under the leadership of former Vice Chair, Professor Graham Bodie, the Global Listening Centre undertook a comprehensive international initiative to develop an official definition of listening. Dr. Donahue played a pivotal role in this landmark project. His expertise, thoughtful stewardship of the process, and tireless dedication were instrumental in guiding the initiative to its successful completion, resulting in a definition that now serves as an important point of reference for listening scholars and practitioners worldwide.

The Global Listening Centre is honored to count Dr. Donahue among its distinguished members and grateful for his continued dedication to the advancement of listening.

A portrait of Professor Chennupati Jagadish. He is a middle-aged man with a bald head and a grey beard, wearing a dark suit, white shirt, and a red and white striped tie. He is smiling and looking towards the camera. The background is a solid blue color.

Congratulations

For receiving an Honorary Fellowship

—the Australian Institute of Physics (AIP) Highest Honor !

AIP 2026 HONORARY FELLOW

Listening Legend Professor Chennupati Jagadish, AC
Past Chairperson,
Global Listening Board,
Global Listening Centre.
Emeritus Distinguished Professor at the
Australian National University
Past President of the Australian Academy of Sciences

The logo of the Global Listening Centre, featuring a blue square with a white circle inside, containing the letters 'G', 'L', and 'C' in a stylized arrangement.

Global Listening Board New Assignments 2026-2027



Claude-Hélène Mayer
(Dr. habil., Ph.D., Ph.D.)
President (Academia), Global Listening Centre.
Professor, University of Johannesburg,
South Africa.



Annie Gowing, Ph.D.
Senior Vice President (Research)
Global Listening Centre.
Lecturer, University of Melbourne,
Australia.



Federica Santini, Ph.D.
Academic Division Chair,
Global Listening Centre.
Professor and Chair,
Kennesaw State University, USA.



Luminița Diaconu, Ph.D.
Director and Chair (Environmental Division)
Global Listening Centre.
Associate Professor, The Academy of
Economic Studies of Moldova.
External Evaluator for COST Actions.
Brussels, Belgium. Chair of The American
Centre of ASEM, Moldova.



Marzia Traverso, Ph.D.
Chair, Technical Listening,
Global Listening Centre.
Professor and Head of Institute
of Sustainability in Civil Engineering,
RWTH Aachen, Germany.



Jicheng Sun, Ph.D.
Senior Vice President, Academic Affairs,
Global Listening Centre.
Associate Professor of English,
Department of Translation Studies,
Shandong University of Technology, China.

Thank you, Dr. Strate!



A huge thank you to Dr. Lance Strate, as he completes an outstanding one-year tenure as President (Academia) of the Global Listening Centre! His distinguished academic expertise, recognized through major scholarly honors and GLC awards, has greatly enriched and elevated the work of the Centre. Beyond his accomplishments as a scholar and leader, he has been a dedicated mentor throughout his career, shaping the lives and careers of countless students and colleagues. We are deeply grateful for Dr. Strate's exceptional guidance, commitment, and service over the past year. We also extend our heartiest congratulations as he celebrates an extraordinary 37 years at Fordham University. Congratulations, Dr. Strate, and thank you for all that you continue to contribute to the Global Listening Centre and to the academic community!

Congratulations, Professor Claude-Hélène Mayer!

Professor Claude-Hélène Mayer, President (Academia), Global Listening Centre, received a Certificate of Appreciation as an Outstanding Scholar from the University of Johannesburg in August 2026. The award recognizes Professor Mayer's exceptional achievements and excellence in research, innovation, and demonstrable impact. Additionally Professor Mayer was recently awarded an NRF B2 rating from the National Research Foundation (NRF) of South Africa.





Thank You for Listening Campaign

First photo: Professor Gayle Pohl, Ph.D., APR, Vice Chair of the Global Listening Centre, and members of the Public Relations Student Society of America (PRSSA) listen to a presentation on storytelling.

Second photo: Professor Gayle Pohl's Principles of Public Relations class discusses a strategic campaign they are developing for a client.

Third photo: Professor Pohl's Advocacy Campaigns class listens to Miguel Reyes, President of Unite Credit Union to develop a pitch for the credit union.

Between Oceans and Obligations: What a Conference Taught Me About Listening to the Planet



Luminita Diaconu, Ph.D.

Director and Chair (Environmental Division), Global Listening Centre.
Associate Professor, The Academy of Economic Studies of Moldova.
External Evaluator for COST Actions. Brussels, Belgium. Chair of The American Centre of ASEM.

In late May, I had the privilege of participating in the 1st International Conference on Decarbonising Waterborne Transportation, DeWaTra 2026. The event was hosted by the Tecnico Lisboa and CENTEC at the Universidade de Lisboa, Portugal. The setting was fitting: a city that faces the Atlantic, built on a history of maritime ambition, now turning its intellectual attention toward the consequences of that ambition and the urgent need to hear multiple voices as the situation is reimagined. I presented a paper titled "Green Shipping, Fragile Ecosystems: Is Decarbonisation Undermining Ecological Security in Waterborne Transport?" This is a question I have carried with me for some time, and one that feels, paradoxically, both technical and deeply ethical. My paper examines whether the current momentum toward decarbonising maritime and inland water transport may be inadvertently introducing new ecological pressures: increased demand for water and energy resources, chemical risks to aquatic life, biodiversity loss, and habitat degradation linked to supporting infrastructure. It is a question that requires us to listen — not only to emissions data, but to ecosystems, to the slow language of environmental change, to what policy frameworks are not yet saying.

What I noticed most at DeWaTra was not the content of any single presentation, but the quality of attention in the room. Participants were listening. Researchers from across Europe and beyond had gathered around a shared concern that resists easy resolution but depends on considering others' ideas with open-minded respect. Decarbonisation, we all agreed, is necessary. And yet, as one delegate observed quietly during a discussion session, necessity does not automatically produce wisdom. The transition away from fossil fuels in maritime transport is being pursued with urgency and urgency, as we know, can narrow the field of what we are willing to hear. It can cause us to accelerate past the signals that slower, more patient listeners might catch. This is where listening becomes essential, even in scientific work.

The methodological framework I proposed in my paper—one that links decarbonisation pathways with ecological security through lifecycle assessment and multi-scalar governance analysis—is, at its core, an argument for a broader kind of attention. It asks that we not only measure what we intend to solve, but that we remain genuinely open to what our solutions may be creating. It asks that policymakers, engineers, environmental scientists, and transport scholars listen across disciplinary boundaries, and that this conversation be accompanied by something rarer: the willingness to be changed by what one hears. I returned from Lisbon with more questions than I arrived with, which is the truest sign of a productive conference. The question of how we decarbonise without displacing ecological harm is not one that will be answered in a single paper or a single gathering. It requires individuals to continue the conversation through active listening by holding multiple truths simultaneously, resisting the comfort of tidy conclusions and, above all, demonstrating genuine curiosity about what they have not yet understood. Effective listening becomes essential in the face of planetary-scale challenges; it may be among the most important practices we have to collectively address the issues that matter most.

Listening to the Environment

Sandra Cassotta, Ph.D.

Director (Environmental Listening Division), Global Listening Centre.
Coordinating Lead Author at the IPCC AR7 WGIII in Sustainable Development and Mitigation,
Associate Professor in International, Environmental and Energy Law, Department of Law, Aalborg University, Denmark.



We are pleased to highlight the recent work of Dr. Sandra Cassotta, whose newly published research examines the risks of deep seabed mining and the need to protect fragile marine ecosystems. Working with Professor Cino Pertoldi of Aalborg University, Dr. Cassotta brings together legal and scientific perspectives to address questions of environmental justice, responsible governance, and sustainability. Their work also reflects an important form of listening: paying close attention to scientific evidence and to what the environment is telling us as new resource frontiers emerge. Their study, "Regulating the Global Risks of Deep Seabed Mining," was published by Cambridge University Press.

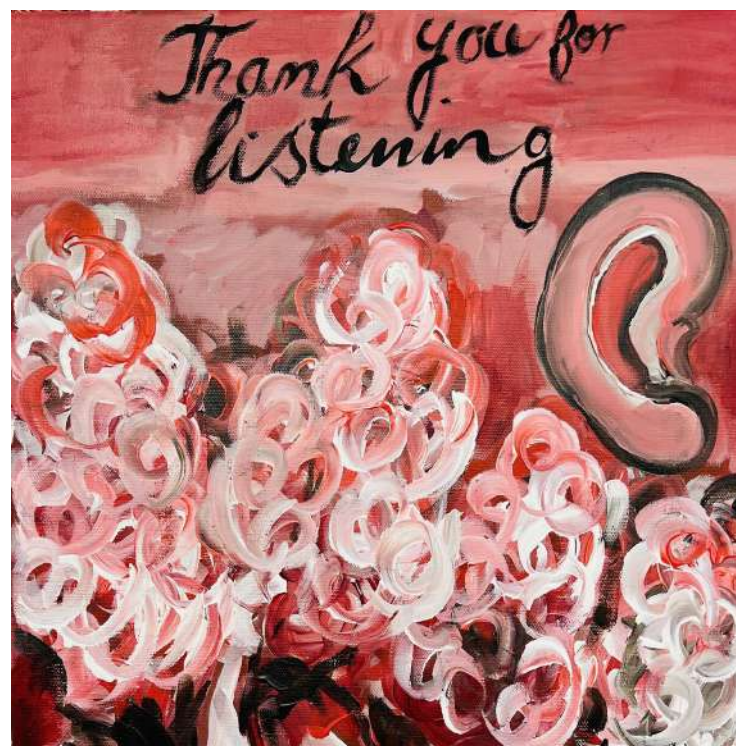
Canvas Paintings by International Painter Shahin de Heart



1

1. The woman listening symbolises the 'Great Mother', 'Mother Earth', who is concerned and grateful when the world's problems and aggressions are resolved through wise communication and interaction, which above all involves attentive and understanding listening.

2. Our ear teaches us to see, warns us of approaching dangers and even indicates direction, as blind people can confirm. Unlike the eyes, the ear perceives warning signals even whilst we are asleep. The ear is more sensitive, more precise and also more capable than our eyes. The bubbles rising around the ear in the image signify that the sense of hearing not only indicates direction, but also enables us to distinguish up to 400,000 different sounds. Our listening can distinguish between ten octaves and responds to sound waves – that is, changes in air pressure – in the frequency range between 16 and 20,000 hertz. Our sense of hearing is therefore the most sophisticated of all five senses and the most important for interpersonal communication and our understanding of others.



2



Dr. William Patrick McPhilamy III, a globally recognized authority in international law, arbitration, and mediation, shared the following insight: "In today's divided world, listening forms the bedrock of justice, mediation, and arbitration. It serves as the definitive tool for resolving conflict and restoring human dignity. When we ensure all parties truly feel heard, effective listening de-escalates tension and reveals the common ground necessary for fair dispute resolution. The Global Listening Centre's Thank You for Listening campaign is driving this mission forward by championing intentional attention as a vital bridge to social healing. I am deeply honored to support this campaign and advocate for a world where we value others enough to truly seek to understand their stories first, without judgment. I am profoundly honored as a board member to join this campaign and support the Global Listening Centre in its noble pursuit of a more empathetic and harmonious world."

Call for Scholarly Articles:

Advancing the Study and Practice of Listening

The Global Listening Centre (GLC) invites scholars, researchers, educators, graduate students, practitioners, and professionals worldwide to contribute to its upcoming newsletter. We welcome accessible, research-informed articles that advance understanding of listening and explain why the scholarship matters. Contributions may present research findings, introduce theoretical questions, examine emerging issues, or connect established listening scholarship with contemporary challenges.

Topics may include:

- Organizational, employee, interpersonal, and relational listening
- Leadership, education, healthcare, and mental health
- Cross-cultural, civic, political, and peacebuilding contexts
- Diversity, inclusion, ethics, and marginalized voices
- Artificial intelligence, digital communication, and social media
- Listening theory, measurement, and emerging research

A traditional journal-article format is not required; references and scholarly citations are encouraged.

Outstanding Scholarly Article Award

One published contribution will receive the Global Listening Centre Outstanding Scholarly Article Award. Selection will consider scholarly quality, originality, theoretical or research strength, international or interdisciplinary relevance, clarity, and practical significance.

Submission deadline: November 30, 2026

Email: admin@globallisteningcentre.org

Subject line: "GLC Newsletter Scholarly Article Submission"

Guidelines: [GLC-Article-Guidelines-Update.pdf](#)

Please share this call with colleagues, graduate students, research partners, and others whose work can enrich the international study and practice of listening.

Thank you!



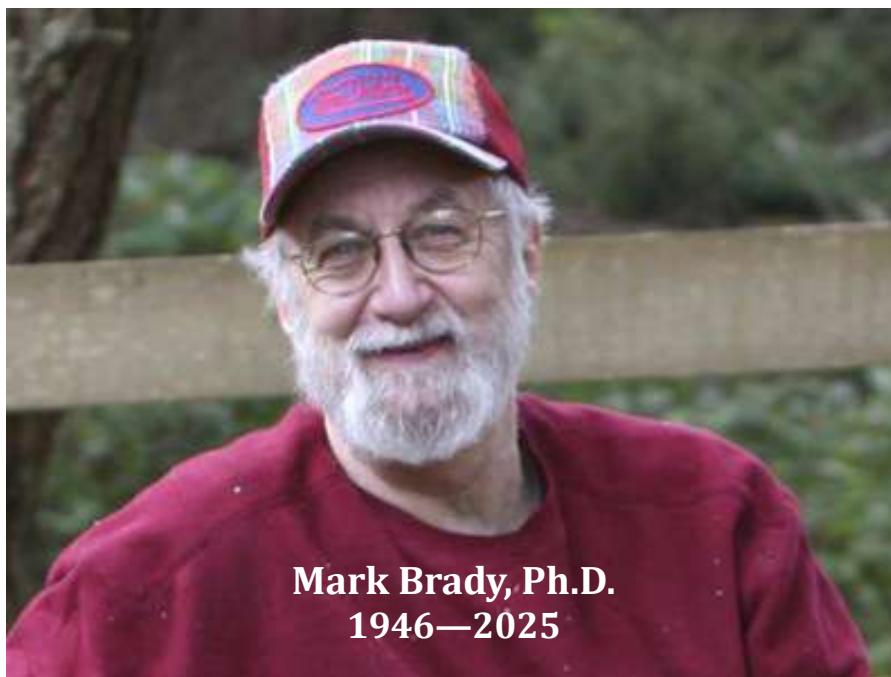
Claude-Hélène Mayer (Dr. habil., Ph.D., Ph.D.)

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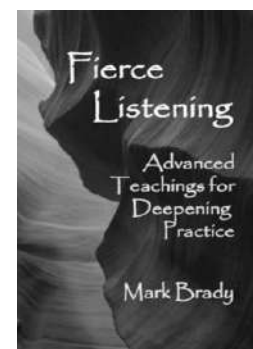
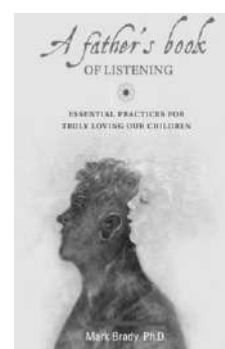
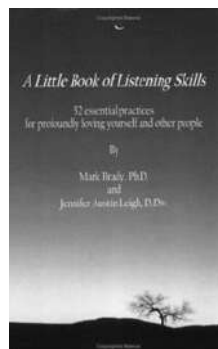
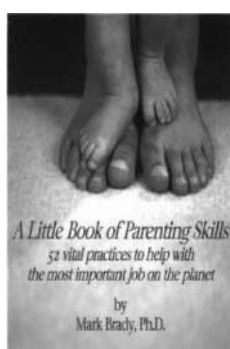
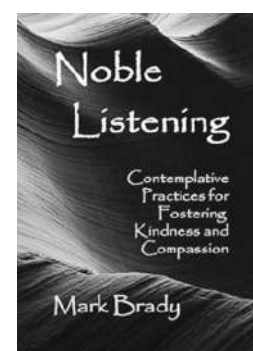
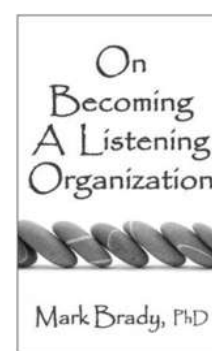
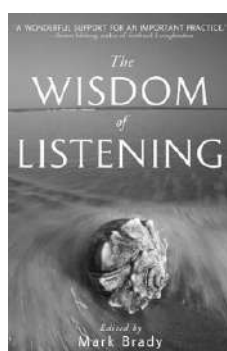
Honoring the Legacy of Dr. Mark Brady

Past Member of the Global Listening Centre.



Mark Brady, Ph.D.
1946—2025

A major voice in the fields of listening and social neuroscience has left us. Dr. Mark Brady, who passed away in 2025, leaves behind a remarkable legacy as an educator, author, and advocate for deeper human connection. Through books such as *Noble Listening*, *Fierce Listening*, and *Sacred Listening*, he helped expand our understanding of the relationship between neuroscience, listening, and meaningful communication. His work reached institutions including Sofia University and Stanford's Center for Advanced Study in the Behavioral Sciences, and he also contributed to *The Global Listener*, including a recently revised piece in Issue 13. Beyond his scholarship, Dr. Brady was known for his generosity and mentorship. He was a cherished friend of Professor Michael Purdy and regularly offered thoughtful guidance to Mr. Sardool Singh.



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