



Conversational Intelligence

HOW GREAT LEADERS BUILD TRUST AND GET EXTRAORDINARY RESULTS

by Judith E. Glaser

Conversations have purpose in our lives. The key to success in life and in business is to become a master of “conversational intelligence”. It’s not about how smart you are, but how open you are to learn new and powerful conversational rituals that prime the brain for trust, partnership, and mutual success.

Over millions of years, the human brain has evolved — and these changes are driven by ‘conversations’. Conversations are more than sharing information. They trigger the release of neurotransmitters — such as oxytocin and testosterone — which have the power to foster trust, bonding and collaboration OR to promote unhealthy competition and distrust. This delicate balance can mean the difference between failure and success in the workplace.

In her new book, thought leader Judith E. Glaser explains what kinds of conversations trigger the lower, more primitive brain (amygdala) prone to distrust and paranoia, and what activates higher level intelligences (prefrontal cortex) such as trust, integrity, empathy, strategic thinking and good judgment. Glaser translates the new insights coming out of neuroscience into a practical, user friendly framework for having better conversations in the workplace.

One of the most powerful frameworks in the book introduces readers to three levels of conversation: Transactional Conversation, Positional Conversation, and Transformational Conversation.

Glaser believes that many leaders inadvertently focus on Transactional Conversation, which is ‘telling employees what to do’ or Positional Conversation, which is using positional power to advocate their own point of view, with the hope of moving the listener into alignment. However, these two levels of conversation, while they have use in some scenarios, often fall on deaf ears when used excessively or inappropriately, leading to compliance, not transformation.

After 30 years of research and work experience, Glaser offers the tools, examples, and conversational rituals that she has developed to elevate conversations to the highest level of transformation.

Transformational conversation activates higher levels of trust, candor, curiosity, and innovation, which in turn strengthens organizational culture to achieve greater business results.

“If you’re not getting the results you want, maybe it’s time to give your conversational intelligence a boost”

— Daniel H. Pink, author of *Drive* and *To Sell Is Human*

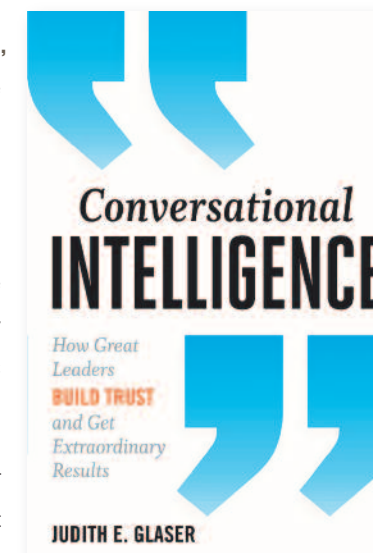
“In her new book, Judith Glaser builds a strong case for how the science and power of conversations can markedly improve business success for both individual and entire companies...through trust building and level-setting the right conversations, leaders can activate higher engagement, deeper commitment, and transformational result with employees, vendors, and customers.”

— Ed Gilligan, President of American Express

Building the TRUST Model:

- ◆ **BE TRANSPARENT** Quell the amygdala by talking about the threats and fears that are standing in the way of building trust.
- ◆ **FOCUS ON BUILDING RELATIONSHIPS,** respect, and rapport before focusing on the task. Extend the olive branch; even with people you may see as foes.
- ◆ **LISTEN MORE DEEPLY** to understand others’ perspectives. Be inclusive. Invite people into the inner circle and talk openly about each person’s perspectives, needs and aspirations.
- ◆ **FOCUS ON SHARED SUCCESS,** rather than self-interest. Structure conversations that redefine success as mutual success. Build a vision that creates a bigger framework for mutual interests and celebration of shared successes.
- ◆ **TELL THE TRUTH** and test assumptions as they occur with regular, open, and non-judgmental discussion as part of collaborative problem solving. Identify and discuss “reality gaps” in an effort to close the gaps for mutual success. And be willing to start over again if distrust emerges.

effective conversations is not just an inherent talent — it’s a skill backed by science that anyone can learn. In **CONVERSATIONAL INTELLIGENCE**, Glaser translates complex scientific material into adaptable practices that anyone to master.



Judith E. Glaser is CEO of Benchmark Communications, Inc., and the Chairman of The Creating WE Institute. Glaser earned a B.A. from Temple University in Interdisciplinary Studies, and an M.S. in Human Behavior & Development from Drexel University. She earned credits from Harvard University’s Bales School of Social Relations, with a focus on

Organizational Studies and a Master’s Certificate in Corporate and Political Communications from Fairfield University. Glaser has served as an Adjunct Professor at Wharton and a visiting guest speaker at Harvard, Kellogg, Loyola, University of Chicago, NYU, and various other institutions. Glaser has appeared on NBC’s Today, ABC World News, Fox News, CBS Morning News, The Martha Stewart Show and the Family Network. She is frequently quoted in the New York Times, The Wall Street Journal, Crain’s, Harvard Management Review, and AMA World, and is a contributing editor for Executive Excellence Magazine.

www.creatingwe.com

“A seemingly simple act such as talking with a colleague — a short exchange of words in a hallway — has the ability to alter someone’s life permanently.” Knowing how to have