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Conversational Intelligence

How Great Leaders Build Trust and Get Extraordinary Results

THE SUMMARY IN BRIEF

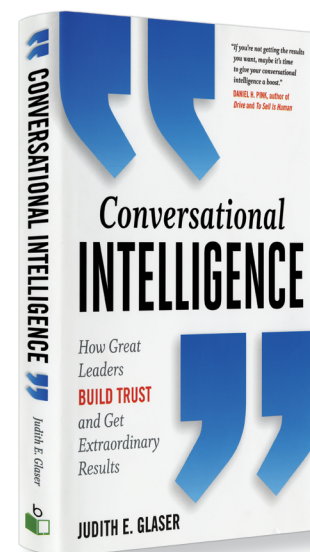
The key to success in life and business is to become a master at Conversational Intelligence. It's not about how smart you are but how open you are to learn new and effective powerful conversational rituals that prime the brain for trust, partnership and mutual success. *Conversational Intelligence* translates the wealth of new insights coming out of neuroscience from across the globe and brings the science down to earth so people can understand and apply it in their everyday lives.

Author Judith Glaser presents a framework for knowing what kind of conversations trigger the lower, more primitive brain and what activates higher-level intelligences such as trust, integrity, empathy and good judgment. She helps us boost our Conversational Intelligence (C-IQ) to positively influence our neuro-chemistry, even in the moment; to express our inner thoughts and feelings to one another in ways that can strengthen relationships and success; and to influence the way we interpret reality, leading to extraordinary results.

Conversational Intelligence makes complex scientific material simple to understand and apply through a wealth of easy-to-use tools, examples, conversational rituals and practices for all levels of an organization. Glaser insists, "To get to the next level of greatness depends on the quality of our culture, which depends on the quality of our relationships, which depends on the quality of our conversations. Everything happens through conversations!"

IN THIS SUMMARY, YOU WILL LEARN:

- How different parts of the brain influence conversations.
- Tools and strategies for learning Conversational Intelligence and raising your C-IQ.
- How to create Level III conversations in your organization.
- The importance of trust for building conversations that lead to successful change.



by Judith E. Glaser

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THE COMPLETE SUMMARY: CONVERSATIONAL INTELLIGENCE

by Judith E. Glaser

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Introduction: Discovering a New Intelligence

Conversations are not what we think they are. We've grown up with a narrow view of conversations, thinking they are about talking, sharing information, telling people what to do, or telling others what's on our minds. We are now learning, through neurological and cognitive research, that a "conversation" goes deeper and is more robust than simple information sharing.

Conversations are dynamic, interactive and inclusive. They evolve and impact the way we connect, engage, interact and influence others, enabling us to shape reality, mindsets, events and outcomes in a collaborative way. Conversations have the power to move us from "power over" others to "power with" others, giving us the exquisite ability to get on the same page with our fellow humans and experience the same reality by bridging the reality gaps between "how you see things and how I see things."

Conversational Intelligence is what separates those who are successful from those who are not — in business, in relationships and even in marriages. By understanding how conversations trigger different parts of our brain and how they either catalyze or "freeze" our brains in protective patterns, you can develop the conversational skills that propel individuals, teams and organizations toward success. *Conversational Intelligence is learnable*, and it is necessary to build healthier, more resilient organizations in the face of change.

The most exciting work to learn is how to navigate the three levels of conversations: Level I — transactional (how to exchange data and information); Level II — positional

(how to work with power and influence); and Level III — transformational (how to co-create the future for mutual success). ●

PART I: CONVERSATIONAL INTELLIGENCE AND WHY WE NEED IT

What We Can Learn from Our Worst Conversations

Conversations are multidimensional, not linear. What we *think*, what we *say*, what we *mean*, what others *hear*, and *how we feel about it afterward* are the key dimensions behind Conversational Intelligence. Though conversations are not simply "ask and tell" levels of discourse, we often treat them as though they are.

Conversations are the golden threads, albeit sometimes fragile ones, that keep us connected to others. And why is this important? Human beings have hardwired systems exquisitely designed to let us know where we stand with others; based on our quick read of a situation, our brains know whether we should operate in a protective mode or be open to sharing, discovery and influence.

At the moment we make contact with other people, biochemical reactions are triggered at every level of our bodies. Our heart responds in two ways — electrochemical and chemical. When we interact with others we have a biochemical or neurochemical response to the interaction, and we pick up electrical signals from others as well. As our bodies read a person's energy — which we pick up within 10 feet of the person — the process of connectivity begins.



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The Push and Pull of Conversations

When we are out to win at all costs, we operate out of the part of the primitive brain called the amygdala. This part is hardwired with the well-developed instincts of fight, flight, freeze or appease that have evolved over millions of years. When we feel threatened, the amygdala activates the immediate impulses that ensure we survive. Our brains lock down, and we are no longer open to influence.

On the other side of the brain spectrum is the prefrontal cortex. This is the newest brain, and it enables us to build societies, have good judgment, be strategic, handle difficult conversations, and build and sustain trust. Yet when the amygdala picks up a threat, our conversations are subject to the lockdown, and we get more “stuck” in our point of view!

Distrust Is the Road to Nowhere

No matter what we’re doing in our professional lives, trust is the single most important element in the process I call “Creating WE,” which is built on a level of trust that binds us together. Before we can interact openly with others we need to answer this question: Are you a friend or an enemy? This profound question is hardwired in us — it’s been honed by evolution, and our lives have depended on answering the question correctly for millions of years.

Today, in business, our literal survival may not depend on toggling between friend or foe decisions from moment to moment, but our brains don’t know that. To us, our livelihood may feel like a life-or-death issue. The moment we enter into a conversation, our brains map our “interaction patterns,” and we read a great deal of information from the dynamics of the interaction. We know if the person is a “giver, taker or matcher.” We know if we will be safe, if the person is friendly, or if she will harm us. We know whether we can trust him. All of this is hardwired into the way we process conversations, and this sensitivity can be called “vital instincts.” They are the heartbeat behind our conversations. ●

When We Lose Trust, We Lose Our Voice

Unfortunately, it’s all too common for working relationships to sour over the issue of trust. Trust is not just the absence of distrust; the two take place in different parts of the brain. Distrust is signaled through the amygdala, and trust is signaled through the prefrontal cortex. The

prefrontal cortex is where we compare our expectations of what will happen (or what does happen) against reality. This is where we match our worldview with that of other people; where those views align, we feel the greatest trust.

While trust takes place in the prefrontal areas of the brain where we are assessing the credibility, intentions and predictability of a person’s behavior in the future, distrust takes place in the lower brain, where we are assessing another person’s threat level. When we engage with others and feel uncertainty about how to interpret the interaction, our orbitofrontal cortex (lower part) activates.

The Power of One Word

The promising news is that if we learn to identify the signs of developing distrust before the amygdala is triggered, we can activate the higher-level brain functions in the executive brain, where empathy, judgment, and our more strategic social skills reside. By learning to read the signals sent by the amygdala and head them off, we become far more effective at embracing trust — and we become more conversationally intelligent. We can learn to sideline signals from the amygdala by

- Noticing how we react to threats — observing whether we go into “flight, fight, freeze or appease.”
- Labeling our reaction as normal.
- Noticing if we always choose the same reaction to threat (flight, fight, freeze or appease) and noting how much the threat impacts us.
- Choosing an alternative way to react at the moment of contact (breathe in, breathe out; go into “discovery conversations”; share how you are feeling at the moment; stay calm and do nothing).
- Becoming more aware of our responses and realizing we can override our emotions and shift into other responses.
- Transforming fear into trust, which is the heart of Conversational Intelligence. ●

Moving From Distrust to Trust

Life would be so simple if we had total control of what happens moment by moment in our lives. But the reality is life is full of unexpected events, and many trigger us at a deep and visceral level.

When we are confronted with a threatening situation — called an “amygdala hijack” — our brain floods with cortisol, a neurotransmitter that tells the brain to close down the executive functions, making them inaccessible even if the intention is there. But when we use our Conversational Intelligence skills, the hormone oxytocin

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is released, among other neurotransmitters. Oxytocin is associated with bonding behaviors, and new research in neuroscience suggests that oxytocin may play a dominant role in the brain and the heart as a regulator of our need for social contact.

How can we activate oxytocin and trust even in the face of betrayal and distrust? One strategy is the TRUST Model, made up of five steps a leader can take to restore trust. Each step provides a way to signal our brains to move into higher levels of trust:

Step 1 — Transparency: Quell the amygdala by talking about the threats and fears that are standing in the way of building trust. Be open and communicate with others to share and quell threats. Open, candid and caring conversations send messages of trust.

Step 2 — Relationship: Extend the olive branch, even with people you see as foes. Connect and engage in building relationships. Extending trust sends messages of friendship that shift the energy toward appreciation.

Step 3 — Understanding: Invite people into the inner circle. Talk openly about needs and aspirations. Reframe and relabel uncomfortable conversations as opportunities to get to know what's on each other's minds. This moves us from states of distrust of others' intentions toward understanding and trusting each other.

Step 4 — Shared Success: Have conversations that focus on mutual success. Lower your attachment to being right, and shift the conversation from entrenchment to discovery. Weave deeper threads of trust into the relationship.

Step 5 — Testing Assumptions and Telling the Truth: Test perceptions and assumptions about reality. Focus on closing the gaps between what you expect and what you get with others. Step into each other's shoes, and see the world from the other person's perspectives — the highest level of trust that we humans are able to experience together. ●

PART II: RAISING YOUR CONVERSATIONAL INTELLIGENCE

Challenges of Navigating the Conversational Highway

Conversations are “rituals” we embed into our culture and our relationships and which give us a way to successfully structure our engagements with others. Conversational rituals can be I-centric, like persuading someone until she gives in or intimidating someone before a negotiation so he gives up more than he'd planned. Conversational rituals can also be WE-centric

— like shaking hands to greet someone before a difficult conversation or making up after an argument.

While conversational rituals are designed to help us connect more fully with others, human beings have conversational blind spots. These are beliefs that get in the way of us connecting mind to mind with others, and where we have blind spots, we also have conflicts and breakdowns. Common conversational blind spots include assuming that others see what we see and think what we think; failing to realize that fear, trust and distrust changes how we see and interpret reality; and the inability to stand in each other's shoes when we are fearful and upset.

Bridging Our Reality Gaps

Blind spots spring from reality gaps. To bridge the reality gap, a great conversational tool is the Conversational Dashboard. It enables you to recognize the quality of your interaction dynamics, the level of trust you and others are operating with, and the outcomes produced by each level of conversation. As you use the Conversational Dashboard, you can begin to eliminate Conversational Intelligence blind spots and engage in healthy conversations at Levels I, II and III.

Level I: Transactional. Conversations can be categorized as “Tell and Ask” interaction dynamics. People are exchanging information, updates and facts that help us align our realities or confirm we are on the same page. There is not a lot of trust.

Level II: Positional. Conversations are characterized by “Advocate and Inquire” interaction dynamics. I am advocating for what I want (not just telling you), and I am inquiring about your beliefs so I can influence you to my point of view. Trust is conditional.

Level III: Transformational. Conversations are marked by “Share and Discover” interaction dynamics. When I share first, my brain receives a cue that I will be vulnerable with you and that I will open up my inner thoughts, ideas and feelings. Others in the conversation receive the signal that you are willing to be influenced, that you care about them, and that they can trust you to experiment and innovate with them. As we share and discover, we become “mentors of the experiment,” and we will be able to co-create with one another to achieve greater shared success — far beyond what we ever imagined. ●

Bringing Conversations to Life

Too often, leaders become mired in one type of engagement, trying the same tactics again and again, hoping for different outcomes. I call getting stuck in Level I conversations the “Tell-Sell-Yell Syndrome.” A leader

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who realizes her team is not getting her message about the vision and mission of the company may “tell more,” hoping that more information will make a difference. If telling more doesn’t create the results she wants, the leader may “sell” her ideas to get people on board; when this doesn’t work, she is inclined to “yell” to get results.

Yet employees don’t want more “vision”; they want deeper engagement with leaders who can help them execute the vision. When those dynamics don’t emerge, employees often go into protective behaviors, pulling back from engagement rather than stepping into it.

Just as we can become stuck at Level I, we can get stuck at Level II. In the case of Level II positional dynamics, we get neurochemically hooked on being right. This dynamic is about advocating and inquiring with the intention of influencing others to our point of view. We can actually get addicted to being right. When we are right (and others are wrong), our brain produces feel-good hormones. An addiction to being right causes many corporate cultures to become toxic. We see lots of “alpha dominance” and its corollary, people who are drummed into submission and lose their voice, then complain about it.

Expanding What’s Possible

Moving to Level III conversations allows us to release the power of true exchange with other human beings. To make sense of our reality, it is essential that we understand the value of *sharing and discovering*. When we shape the space for TRUST, we keep the doors open for deeper exploration and discovery to harvest a picture of shared success. To do this we need to shift into a Level III mindset: we must stay open and nonjudgmental, be willing to be influenced, and focus on listening with an open mind.

Organizations create transformation when they figure out how to move people forward from Level I or Level II into Level III transformational conversations. ●

Priming for Level III Conversations

While intention is what someone wants to make happen or plans to accomplish, the impact involves the quality of the experience from the perspective of the receiver — and that impact may not correspond with what the communicator intended. When communicators monitor and align intention and impact successfully, people trust them more fully.

Using Our Third Eye

When conversations trigger the primitive brain, we lose our executive functions. That means that the part of

our brain that contains our ability to connect, empathize, judge courses of action, and come up with fresh ways of engaging with others is disconnected from our conversational ability. We no longer have access to that part of the brain, so we rely on the part that is active — our “fight, flight, freeze or appease” impulses.

The antidote for falling into permanent disconnection and distrust is to activate your Third Eye. Envision an eye in the middle of your forehead. This eye is where wisdom resides. This part of our forehead is where the executive brain also lives. The intention of this is to engage leaders in activating their prefrontal cortex, the part of the brain that can reflect on what is happening from a neutral point of view, see other ways of viewing a situation, and choose alternatives that will serve their relationship better.

Trust lives in the prefrontal cortex, and engaging this part of our brain neutralizes threats and allows us to see alternatives in the moment, alternatives that have not been available before. Leaders who develop a Third Eye bring intention and impact together and adjust the conversation to create a more positive impact.

Warm or Cold? The Choice is Yours

In preparation for important meetings, relationships, encounters and team sessions, there are things you can do to prime your brain for the best outcomes. Think of priming as a way of preparing the soil so you can establish a healthy garden. When you are with people with whom you have low levels of trust, you can raise the level neurochemically by shaking hands. When you reach out to shake hands, oxytocin is released, which triggers the brain to react, “This is a friend, not a foe.”

Likewise, you can shift the outcome of a meeting by starting with a trust-building activity. Ask everyone in the room to identify the practices, or “rules,” that would give this conversation and meeting the best outcome. Shape the space for trust and openness by sending the agenda ahead of time, rethinking the seating, and focusing on keeping conversations open, collaborative and non-oppositional. ●

Conversational Agility: Reframing, Refocusing, Redirecting

At times, you may need to transform the conversational space so you and others can move forward together. This is when you draw upon transformative conversational skills such as reframing, refocusing and redirecting.

Reframing is a miraculous conversational tool for taking a difficult situation and turning it into an opportunity

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for finding trust and common ground with someone. In reframing, you give the person you are talking with an opportunity to mentally take a break and think in a new way. *Refocusing* allows you to elevate people out of the place where they are stuck and point them toward another part of a larger topic where they can see connections they had not seen before. *Redirecting* helps a person move from a place of being stuck and emotionally bound to a place where she can see new opportunities.

The Road Map for Conversational Agility

You can refocus your conversations to elevate the communication abilities of everyone involved, even when dealing with difficult subjects. I call this a Leadershift. Consider these five Leadershifts:

1. **Leadershift #1: From Fear to Transparency.** Making threats transparent and focusing on quelling fears shifts your neurochemistry. When fear emerges, have co-creating conversations with someone you trust. Ask the person to listen for opportunities to reduce the fear. Ask for help reframing the perceived threat and seeing it from a new perspective. Encourage conversations that promote transparency and trust.
2. **Leadershift #2: From Power to Relationship Building.** Refocus on relating to others. Reaching out to connect is vital to establishing trust. Decide on the core values that will guide your organization's actions and its agreements with and between leaders, employees, vendors and customers. Establish and practice rules of engagement that foster open, candid and caring conversations.
3. **Leadershift #3: From Uncertainty to Understanding.** To share views, perspectives and aspirations as a way of increasing understanding, listen to connect, not to reject. Ask for and listen to feedback from peers, employees, vendors, customers, competitors and others who may not agree with your perspectives and points of view. Ask "what if?" questions that open the doors to new ways of thinking without prejudging ideas that may be different from your own.
4. **Leadershift #4: From a Need to Be Right to Mapping Shared Success.** Step back from your position, and become curious about others' perspectives, knowledge and successes. This intentional shift releases dopamine, which creates curiosity in your brain. Initiate conversations about mutual success and what success looks like for

each of us. Celebrate the successes large and small. Acknowledge the value of everyone on the team.

5. **Leadershift #5: From Groupthink to Group Cohesion and Partnering.** Step back from the conversation, and ask people to take time out to reflect on their decisions. Ask them to step aside from what they agreed upon to see if anything was left behind. This gives people permission to bring forward ideas that could benefit the whole group. This narrows the gaps and reframes them from "my idea" to "our idea." ●

A Toolkit for Level III Conversations

The exercises in the Conversational Intelligence Toolkit are mental and conversational rituals that will help you deconstruct conversations and learn to reframe, refocus and redirect them. By using higher levels of conversational dynamics, you can move into higher levels of engagement as you learn to shape your interactions with others.

Often, we find ourselves in Level I transactional conversations in our day-to-day work. We update each other, pass along information necessary to do our jobs, and then move on to the next task. Our meetings can become transactional also, checking off to-do lists and not linking back with others until the next meeting. Later, we may discover that the takeaways we thought were shared by everyone were actually not aligned.

By bringing Level III conversational dynamics into our meetings, even in small ways, we can enhance each other's connectivity, insight, wisdom and shared view of success. We can also share our fears and concerns, sustaining a more transparent workplace so that we don't harbor fears and anxieties but rather harvest insights and wisdom.

LEARN Exercise

With every meeting, major decision, conversation or even big organizational initiatives, you can enhance the levels of trust and decrease the levels of fear and distrust by doing an end-of-meeting activity. This activity gives everyone in the meeting a chance to exercise Level III dynamics and recalibrate their understanding of the meeting's content — it lets people share what they liked and didn't and create next steps that are meaningful for everyone.

Using the acronym LEARN, go around the room and ask people to speak to the letters of the word:

L = Like: What did you like most about this meeting?

E = Excite: What excited you the most?

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A = Anxiety: What created the greatest anxiety?

R = Reward: What can we celebrate about the way we handled this meeting? Or, what do you now want to reframe, revision, redirect, restore, etc.?

N = Need: What are the next steps we need to take to stay on track?

This exercise also signals the amygdala to slow down and be quiet, and it allows people in the room to engage in the process of “coherence” or of getting in sync with others at the heart level. Heart-brain connection is very powerful and sends signals to the rest of the brain that all is well and we are okay with one another. ●

PART III: GETTING TO THE NEXT LEVEL OF GREATNESS

Leading with Trust: Laying the Foundation for Level III Interactions

Change is the nature of every successful company’s journey. When the market shifts, successful companies need to be agile; they must be able to get in front of the curve and succeed time and again.

Change brings with it uncertainty, and uncertainty triggers fear. As leaders learn to reduce fear and increase trust within their organizations, they lay the foundations for higher-level conversations, where opportunities for greater innovation, collaboration and success are revealed. As leaders step into Level III, they bring people with them. They create a conversational space that allows people to share what’s on their minds with candor and caring; they create conversational agility that nurtures people’s ability to handle the unexpected; and they harvest wisdom and insights.

To help you elevate your culture to Level III interaction dynamics, start engaging in the seven vital conversations outlined below. Each one facilitates your ability to access Conversational Intelligence and to enhance your powerful ability to co-create with others.

Co-creating Conversations: Foster conversations — share and discover so people can understand how they can participate in creating a great culture and community. Shifting from exclusion to inclusion catalyzes Level III.

Humanizing Conversations: Set the tone for open and honest communication, helping people learn how to express what they are feeling and to move from being politically driven to being trusting, candid and caring. Shifting from judging to appreciating catalyzes Level III.

Aspiring Conversations: Help people to expand and embrace exciting and challenging possibilities. Shifting from limiting to expanding catalyzes Level III.

Navigating Conversations: Share information, exchange best practices, reduce the need to protect turf, and break down silos to pioneer new territories. Shifting from withholding to sharing catalyzes Level III.

Generating Conversations: Focus on innovative, creative, experimental and generative ways of leading rather than relying on well-worn grooves. Shifting from having all the answers to discovering the new catalyzes Level III.

Expressing Conversations: Teach people how to speak up, express their voice, challenge authority, and develop their ideas to contribute to the growth of the brand.

Synchronizing Conversations: Set the tone for an enterprise spirit, helping people move from a focus on “winning at all costs” attitude to a focus on contributing to their own growth in the context of enterprise growth. Shifting from compliance to celebration catalyzes Level III. ●

Teaming Up Through Conversational Intelligence

Psychologist Bruce Tuckman’s model for the developmental sequence of small groups has become the basis for almost all team and relationship development today. His model refers to four stages of team development: forming, storming, norming and performing. Team members progress through these four stages as they learn to become high-performing, collaborative colleagues.

Forming: Tuckman asserts that in the forming stage, teams come together to work on projects. In the background and in ways not always apparent, relationships are forming. Behavior is driven by a desire to be accepted by others and to avoid controversy or conflict. Trust is unknown, and people have a combination of fear and expectation simultaneously.

Storming: In Tuckman’s model, every group has a storming stage in which people compete for power and status, for the best ideas, and for position in the in-group. People have low levels of trust; they are often competing with one another. Fear of loss abounds, together with fears about who has power and how to fit in. At the moment of contact, our defensive routines move center stage, influencing the dynamics of the team and focusing the brain toward social protection. People withhold information to make sure they have power; they play their status cards to ensure they have importance; they bond with the right people to position for success; and they fight to be right so

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they are perceived as winners in the face of uncertainty. In many cases the barriers to trust have become so high that teams and relationships never move past this stage.

Norming: If the team makes the move into the norming stage, they have realized that sharing power and information is necessary for the team to not only survive but thrive.

They try to figure out what collaboration means, set rules of engagement, and create team norms. The norming stage can actually become a process for creating compliance rather than for freeing the team to co-create.

Performing: The last stage is performing. The goal is for everyone to feel interdependent and for all to work at their peak. To move teams through this process with less “storming” and higher “performing, building trust through Conversational Intelligence is the key.

Here are five ways that leaders can eliminate fear within a team using the TRUST Model: Be present, tell people where they stand, provide context in every communication, catalyze co-creating in conversations, and use honesty at all times. As we apply the wisdom of Conversational Intelligence, we enable people on a team to engage in Level III conversational dynamics and encourage them to speak their minds, leading the whole team to achieve innovative breakthroughs we never thought possible. ●

Changing the Game Through Conversational Intelligence

When we are frightened by change, our brains fall back into protective behaviors. It's as though all our instinctual networks know how to ensure we are not harmed. When we learn to apply Conversational Intelligence practices and spend more time in Level III interaction dynamics and rituals, we actually *instruct our brains* how to master, navigate and drive change as a natural way of life.

Following are four conversational rituals and success strategies that will trigger the natural ability for change to evolve:

- **See Resistance in a New Light:** Resistance and skepticism are companions to change. Stop thinking of your job as managing resistance and instead accept resistance as a natural part of change. People need to challenge new ideas before they can accept them. For full ownership and accountability to take place, people need to be in the conversation about how to change rather than being asked to merely comply. When leaders reframe in this way, they see that conversations release new energy for change — which will propel their efforts forward faster.

- **Welcome and Facilitate Conversations:** Create forums where people can have open, candid conversations and learn what is going on and where they belong in the newly emerging order. Transparency and openness have a facilitative impact, transforming fears into constructive strategies for success.
- **Engage Head, Heart and Spirit:** People are emotional during times of change. Use storytelling — narrative that engages people's emotions and creativity — to make change happen. Storytelling triggers the head, heart and spirit and causes us to bond rather than fight.
- **Create the Space for Change:** Create conversational practices that enable you to work on co-creating the future. These conversations are not about a quick fix or a new policy. This is not about lecturing or tell-sell-yell but about practicing navigating with others in and out of scenarios from many perspectives. Such an approach lets us arrive at practices and rituals for how work gets done inside our culture that we all embrace. Create the conversational space to help people find their place in the change process.

Conversations connect us and bring us into communion with others. Without conversations, our ability to evolve, develop and innovate drastically diminishes. For this reason, mastering our moments of contact is the art of great leadership — it's the art of great negotiators, great leaders, great actors, great writers and great human beings.

Everyone can become a master of Conversational Intelligence. We don't need to be visionaries or to have the top seven attributes of great leaders. We don't need to be born on the right day or have someone give us a million dollars. We don't need to have attended Harvard or been born into a distinguished family. Conversational Intelligence teaches us to see differently — to listen differently — and to process what we are perceiving differently. When we do that, we act in the moment in ways that create energy, activate energy, and help guide energy toward more productive and more powerful ends with others. ●

RECOMMENDED READING LIST

If you liked *Conversational Intelligence*, you'll also like:

1. **Rainmaking Conversations** by John E. Doerr and Mike Schultz. Doerr and Schultz offer a research-based, field-tested and practical selling approach that will help you master the art of the sales conversation.
2. **Crucial Conversations** by Joseph Grenny, Al Switzler, Ron McMillan and Kerry Patterson. Learn how to handle the conversations that occur when the stakes are high, emotions run strong and opinions vary.
3. **Fierce Conversations** by Susan Scott. Scott explains how to transform everyday conversations by employing effective ways to get the message across.