

HANDOUT

Conversational Intelligence

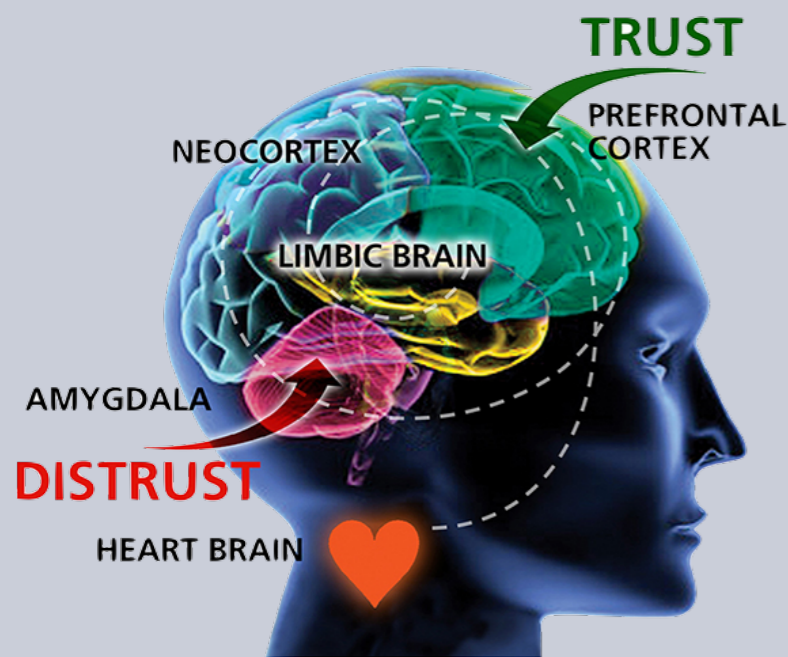
(Arch of
Engagement)



CONVERSATIONAL

INTELLIGENCE

JUDITH GLASER



Creating **WE** Institute
Co-creating Conversations®
Conversational Intelligence®

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What is it?

"Conversations carry meaning—and meaning is embedded in the listener even more than in the speaker."

Conversational Intelligence is another model that can help us get clarity and bring ease while managing with change.

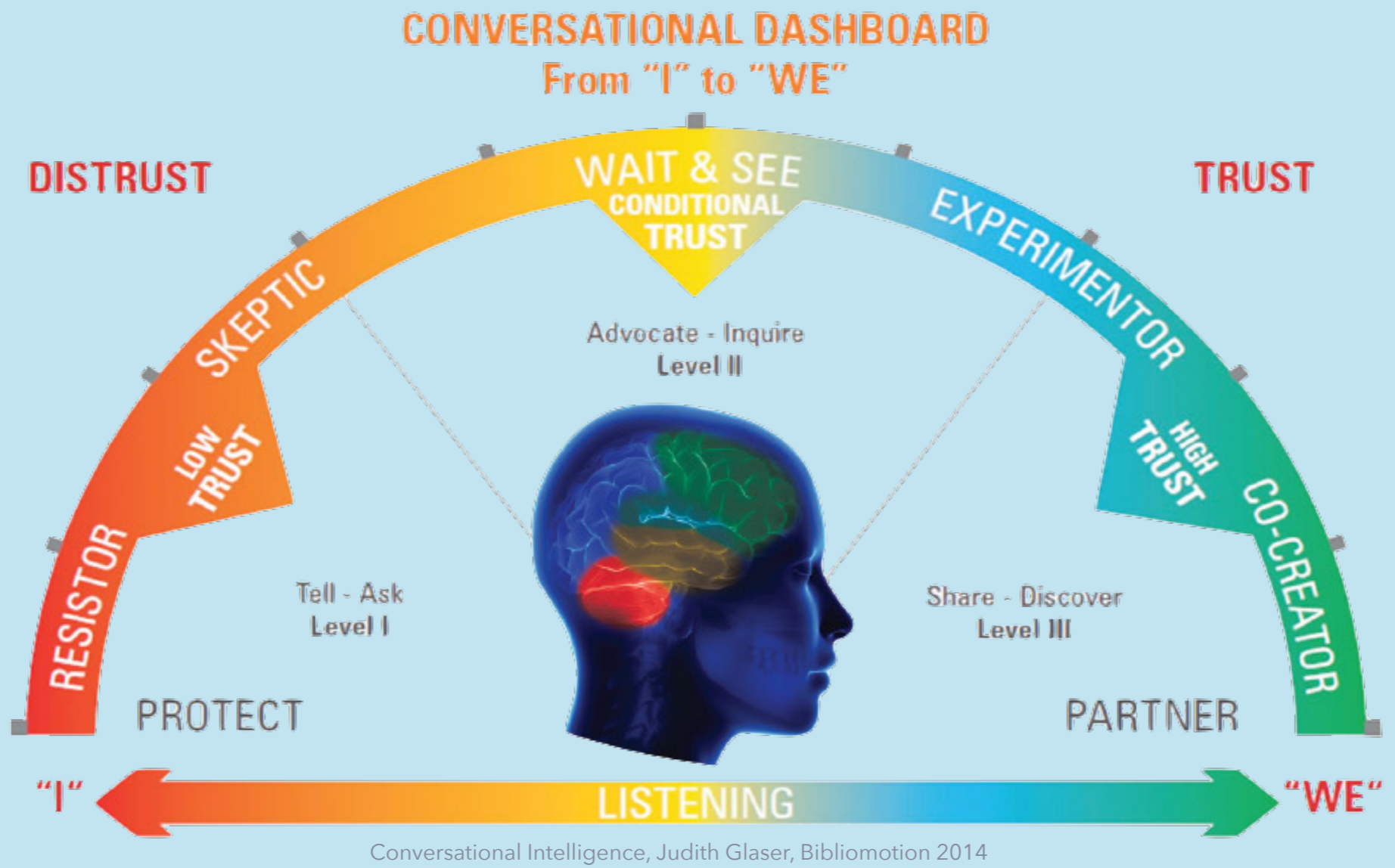
We have discussed the social component of change; namely, how important it is to leverage your community support and build on your context to succeed in implementing your change intention. And we do it by engaging with others.

This framework, developed by Judith Glaser, can enhance our understanding of the position from which we tend to engage, as well as the quality of our engagements. Identifying our behavioral patterns within this context will determine whether they act in support of the change we are pursuing, or in its detriment. This is a multi-layered framework that uses Neurochemistry to explain how the level of trust and intentionality we bring can affect our conversations and ability to listen.

We invite you to use it as a lens of yourself to: uncover the assumptions you have about trust; - understand how these assumptions impact your 'showing up' for difficult/important conversations, meeting people, etc.; - reflect on your arch of engagement patterns; - discover how your arch of engagements serves you in support of your change intention.

According to J. Glaser, conversational Intelligence (CI) is “the hardwired, and learnable ability, to connect, navigate and grow with others”—a necessity in building healthier and more resilient engagements in the face of change. CI 'measures' the degrees of trust that we create with others and, therefore, the quality of interactions and conversations that ensue. It encompasses **our ability to communicate in ways that create a shared perception of reality**. CI is about **closing the gaps between your reality and someone else's** (person or persons you are engaging with) . Depending on how we engage, we can experience an 'I'-centric (protective behavior) or a 'WE'-centric (collaborative behavior) conversation.

In this model, J. Glaser identified three Levels of listening: each has its own purpose and result. Effectiveness stems from the alignment between the intention you have for the engagement and impact you expect. The lack of alignment between intention and impact leads to the erosion of trust



The Neurochemistry of Conversations

We are constantly sending signals to each other about how we feel about a conversation while it is happening. However, we misinterpret the signals often which leads to failing to listen, talking past each other, etc.

Our brain picks up messages of trust and distrust in .07 seconds . By the time we receive the other 'feel, sense, see and hear' signals, we try to process them and put them into words. It takes much longer to interpret what we are sensing or picking up, and we often add interpretations and meanings that don't exist.

Judith Glaser's dashboard makes it easier to interpret and respond to the 'signals' that something is not going well. When you see people resist, it's a sign the **lizard brain (amygdala)** has been activated and the person is in protective behavior mode. When this happens, pushing back, being aggressive, telling too much or demanding compliance will only increase resistor behavior. Know that this is the time to quell their amygdala, not aggravate it. By lowering your tone of voice, by being more responsive to their needs, and by giving them space, you are sending messages to their amygdala that you are not a foe, but rather, a friend. These are the subtle signals that are being exchanged minute by minute during conversations. Knowing how to move yourself and other people from the left side of the Conversational Dashboard to the right is essential and vital for effective engagements.




When we engage in **important conversations or situations with high stakes, fear takes over all too often**. This activates the production of cortisol, which is our fear hormone. Judith Glaser calls it imagining 'feared implications' - or worst-case scenarios. Our behavior shifts in the moment. We go into tell-sell-yell behaviors and fight for what we want to see happen. We become hooked on being right and stop listening to what others are saying. Nevertheless, we may recognize this when it's already too late, if at all. In essence, we activate the opposite behavior that we want to bring into the situation. We lose our voice, activate our 'blind spots' and do not see the implications; we stop listening, seeing and hearing others—at great expense.

Additional resources: https://www.huffingtonpost.com/judith-e-glaser/conversational-intelligen_b_3773875.html

<https://www.psychologytoday.com/us/blog/conversational-intelligence>

<https://creatingwe.com/benchmark/conversational-intelligence>

CONVERSATIONAL INTELLIGENCE® MATRIX

	LEVEL I TRANSACTIONAL Exchange Information 	LEVEL II POSITIONAL Exchange Power 	LEVEL III TRANSFORMATIONAL Exchange Energy 
Intention	Confirm what I know	Defend what I/We know	Discover what we don't know
I-WE	I-centric	I & WE-centric	WE-centric
Space	Defines Space	Explores Space	Creates Space
Healthy Mindset	Exchange information. Validate what we know	Persuade & influence others to agree with my point of view. Opportunity to seek win-win solutions	Hold a neutral space to explore uncharted territory. Ask questions for which we have no answers & listen to connect
Unhealthy Mindset/ Blind Spots	Tell-Sell-Yell Syndrome Tendency toward telling more than listening or asking	Addicted to Being Right Overuse of telling. Tendency to ask questions to persuade.	All Talk, No Action Tendency for too much ideation & not enough execution
Interaction Dynamics	Inform	Persuade	Co-create
Listen	Listen to Protect	Listen to Accept or Reject	Listen to Connect
Success	My Success	Explore each other's positions; accept or reject	Co-creating Mutual Success
Trust	Low Trust	Conditional Trust	High Trust
Influence	Not open to Influence	Open to Influence	Open for Co-influence
Power	Informational Power	Positional Power	Personal Power
Skills to Develop	Ability to invite open-ended questions & foster 'give and take'	Ability to share the conversational space with others	Ability to Co-create, Innovate & Transform
Neurochemistry	Cortisol & Oxytocin	Intermittent releases of Cortisol (unhealthy exchange) & Oxytocin (healthy exchange)	Release high levels of Oxytocin & Dopamine; Co-creation & Transformation