

Leadership Conversations

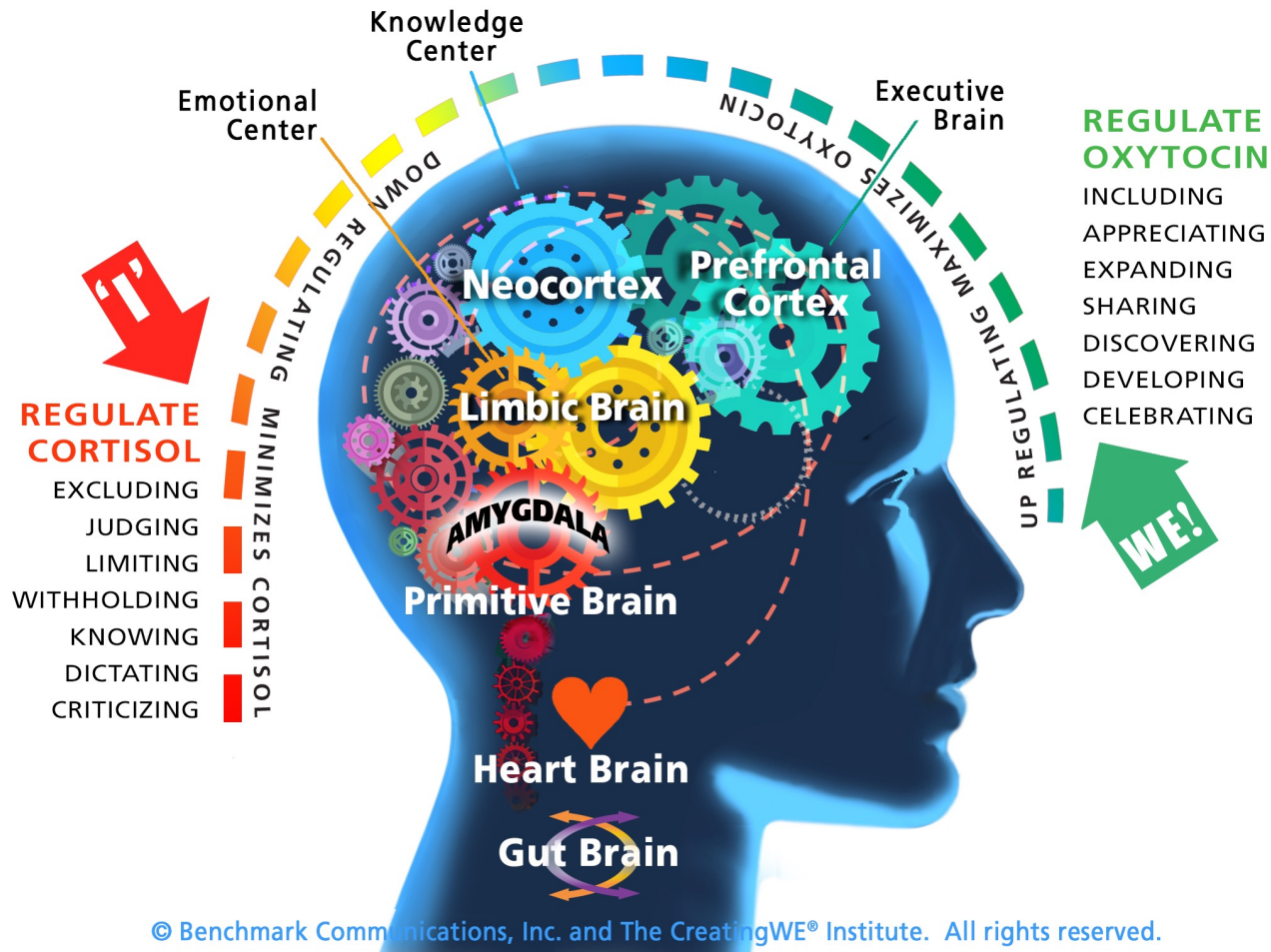
Moving from Transactional -> Positional -> Transformational

CONNECTION
CONTENT
COMMITMENT
COMMUNITY

CONVERSATION

THE SIX BRAINS

HOW THE BRAIN 'REALLY WORKS'





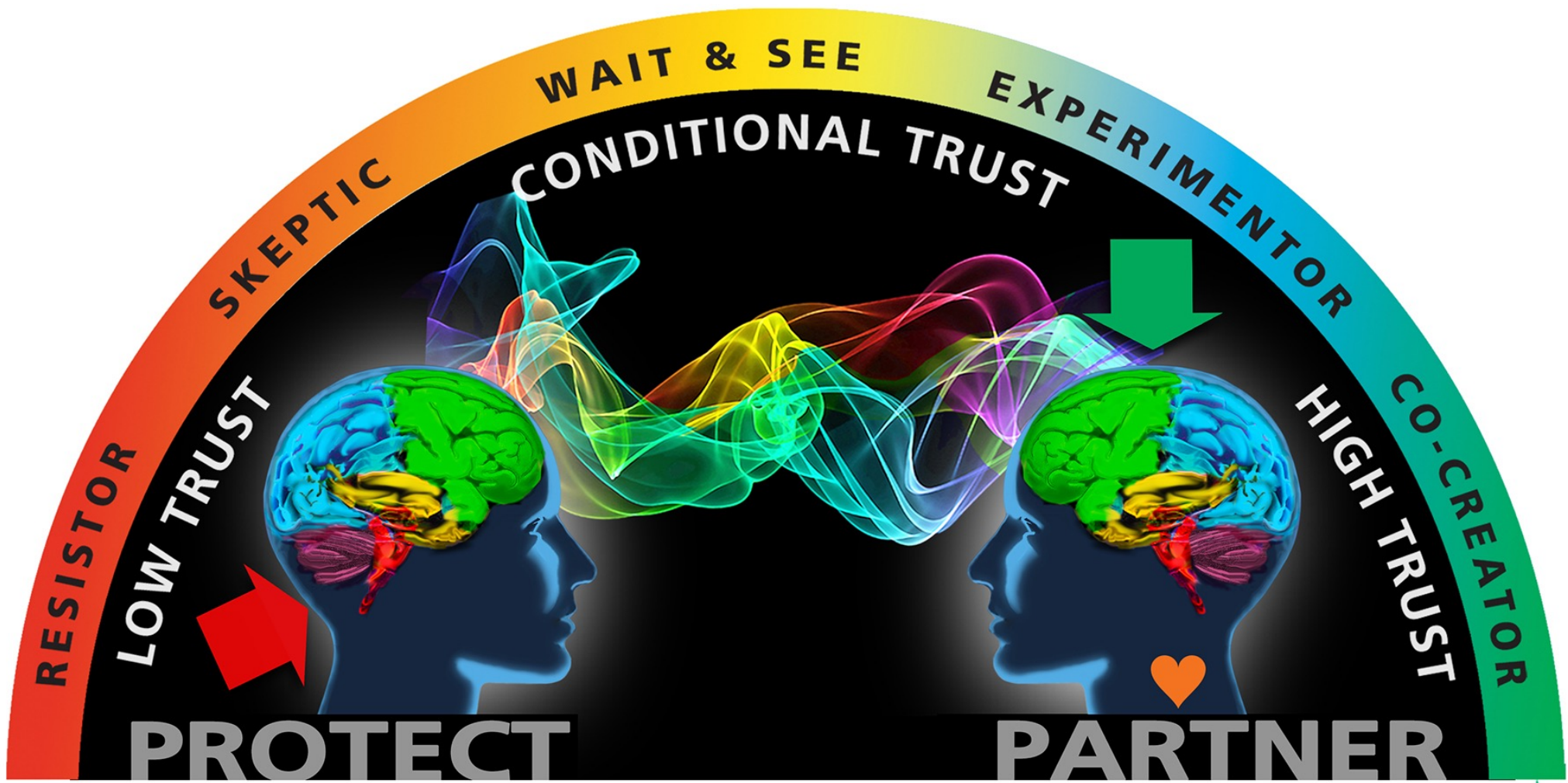
Judith Glaser

Author, academic, business executive, and organizational anthropologist

Founding member of the Harvard Coaching Institute, a partnership of executive coaches and organizational consultants. Engaged in decades of research as a social scientist. Glaser served as an adjunct professor at Wharton University, authored seven books. Launched CIQ in 2016.

People often think they're talking to each other when they're really talking past each other. They carry on monologues, not dialogues.

There is a biological explanation for this: when we express ourselves, our bodies release a higher level of reward hormones, and we feel great. The more we talk, the better we feel. Our bodies start to crave that high, and we become blind to the conversational dynamics. While we're being rewarded, the people we're talking to might feel cut off, invisible, unimportant, minimized and rejected, which releases the same neurochemicals as physical pain.



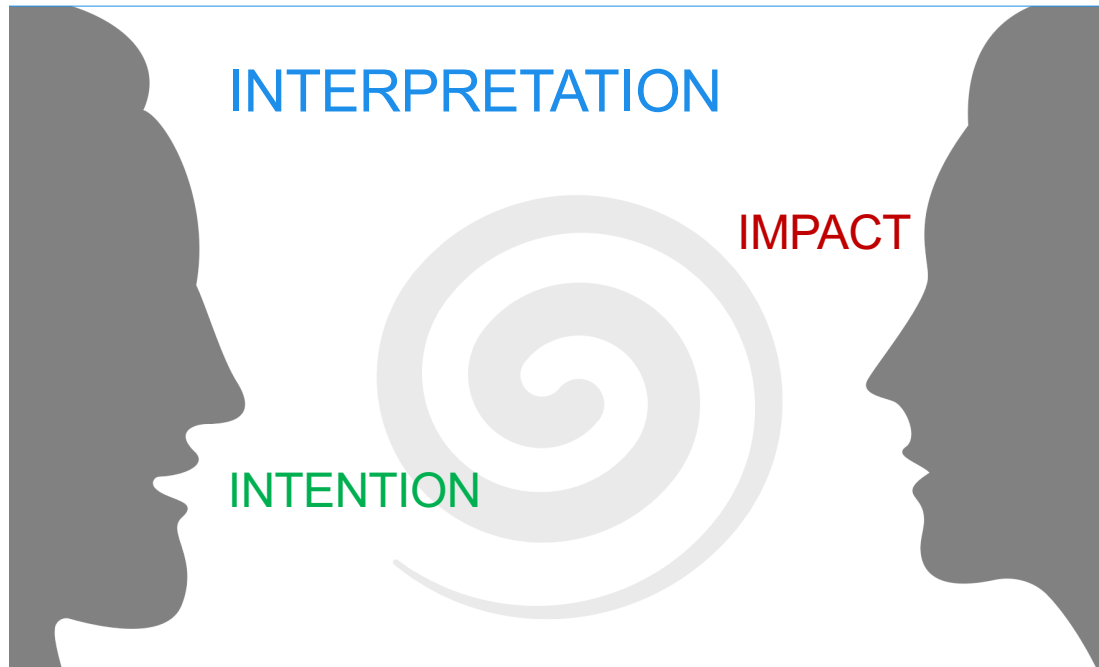
'I'

Listening to Connect, not Judge, Confirm or Reject

'WE'

Clear two-way, compassionate, non-judgmental communication is necessary in leadership—it is how deals get done, projects get run, and profits get earned.

Judith Glaser – Conversational Intelligence



Only focusing on **our intention**, can **have a negative impact** on others, and activates our “**fight, flight, freeze, or appease**” impulses.

With an **intention to communicate**, we connect and conversations evolve.

Positive impact, enriches both parties.

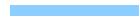
**ESTABLISHING A FOUNDATION OF TRUST
WORKSHEET**

Describe the Situation: Your Intention–Impact–Influence Strategy

- 1. Add your top 5 CliftonStrengths**
- 2. Share how you establish TRUST**

Step Into trust	Level III: Co-creating Conversations
Step 1: TRANSPARENCY <i>Quelling Threats & Fears</i>	<i>Take the Lead & Connect (TLC)</i>
Step 2: RELATIONSHIP <i>Listen to Connect</i>	<i>Take the Lead & Connect (TLC)</i>
Step 3: UNDERSTANDING <i>Listen to Understand</i>	<i>Take the Lead & Connect (TLC)</i>
Step 4: SHARED SUCCESS <i>Listen to Co-create Strategies for Mutual Success</i>	<i>Take the Lead & Connect (TLC)</i>
Step 5: TEST ASSUMPTIONS & TELL THE TRUTH <i>Listen to Close Reality Gaps</i>	<i>Take the Lead & Connect (TLC)</i>

CONNECTION



Conversational Rituals

LEVEL ONE

Transactional

Confirm what we know.

LEVEL TWO

Positional

Defend what we know!

LEVEL THREE

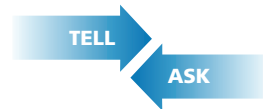
Transformational

Discover what we don't know...



LEVEL I: TRANSACTIONAL

Transactional, Level I is about **'exchanging information'** to keep people in the loop, updating, or getting things accomplished. While this level of conversation is useful to actively direct people and processes to get work done, it often focuses on compliance and includes rewards and punishments. The Interaction Dynamics are that of **Telling** and **Asking**. When we rely on too much telling what's on our mind, with low levels of listening to 'what is on other's mind,' we have the potential to move others into a position of fear and reluctance to change. Questions may be close-ended and designed to confirm and protect what we believe is true, which causes others to move into their own Protect behaviors. Level I Trust is low.



LEVEL II: POSITIONAL

Positional, Level II is about **'exchanging power,'** influencing others to our point of view using our personal power and influence skills. There may be win/lose or win/win outcomes. Frequently we influence to bring others to our point of view and our Interaction Dynamics are **Advocating** and **Inquiring**. When we use more Advocating, we are asking questions for which we already know the answers, and we are Inquiring into others' points of view, mostly to win them over to our perspectives. Too much advocating with low levels of listening can move people into Protect behaviors. If others believe you have their interest at heart, they will become open to the exchange; and if they feel you are driving an agenda, they will close down and move into Distrust. Level II Trust is conditional.



LEVEL III: TRANSFORMATIONAL

Transformational, Level III is about **'exchanging energy,'** Co-creating and transforming ideas and outcomes with others. The interaction dynamics are **Sharing** and **Discovering**, which opens us up to broader insights and wisdom than either of us now has. We ask 'Questions for Which You Have No Answers,' thereby inviting others to participate in answers that are Co-created. This creates a sense of Shared Success and empowers everyone involved to participate fully. We are engaging with others in high levels of openness, candor, curiosity and wonder, stimulating provocative questions that enable us to *Partner to elevate our thinking* to new thoughts and ideas for innovation. However, if the partnering aspect of the interaction dynamic begins to dissipate, the uncertainty can cause us to fall back into the 'groupthink' or consensus. Level III Trust is high.



Conversational

5 Elements of Conversations that Connect

Tone: Tone of voice is **revelatory**.

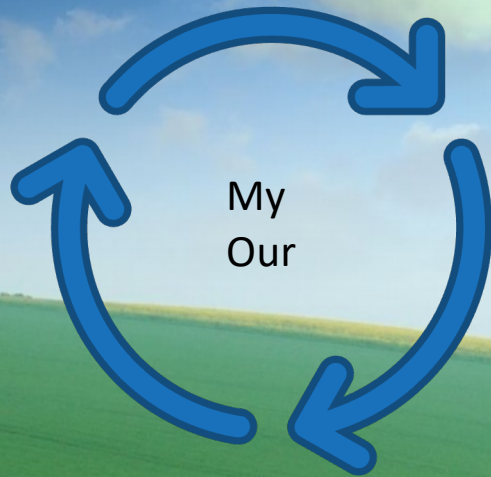
Time: Communication is **essential** and must be prioritized.

Trust: Always **earned** and so is mistrust.

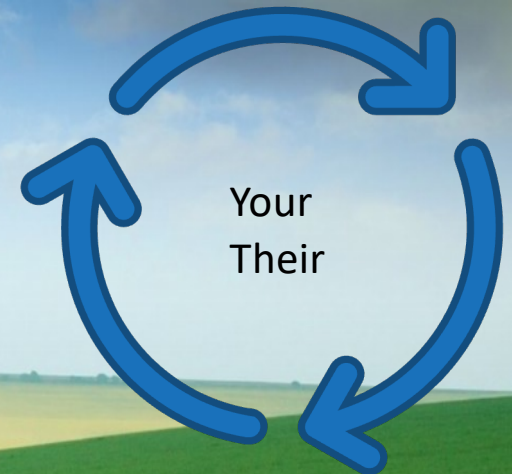
Truth: Give others the **space** to disagree without paying a price.

Team: Celebrate your **differences**. You'll make better decisions when you respect each other's perspectives and input.

Meet in the Open Field



Co-Creation
Collective Thought



Beliefs



Relationship

Hold a team together



Influencing

Take charge/speak up



Strategic Thinking

Absorb/analyze info

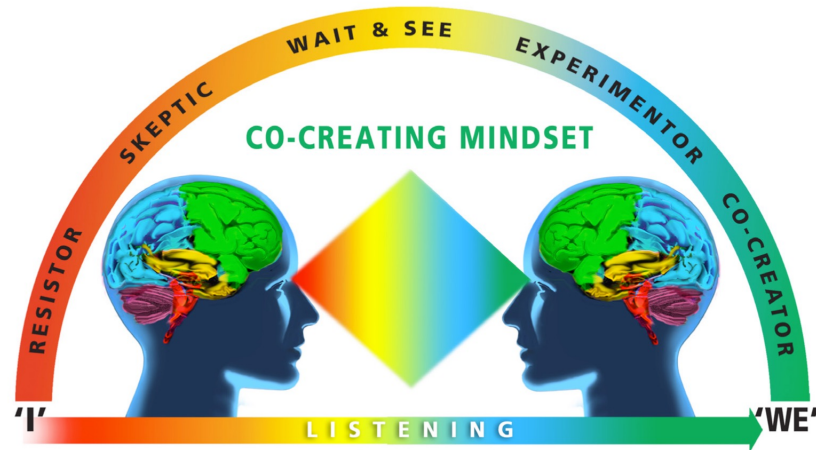


Executing

Make things happen

3 roles:

Leader, Scribe, Presenter



AMYGDALA HIJACK (Cortisol)

DISTRUST: we see reality through threats and fears and close down.

- Reveal less
- Expect more
- Assume the worst
- Look with caution
- Interpret with fear
- Tell secrets
- Yes people

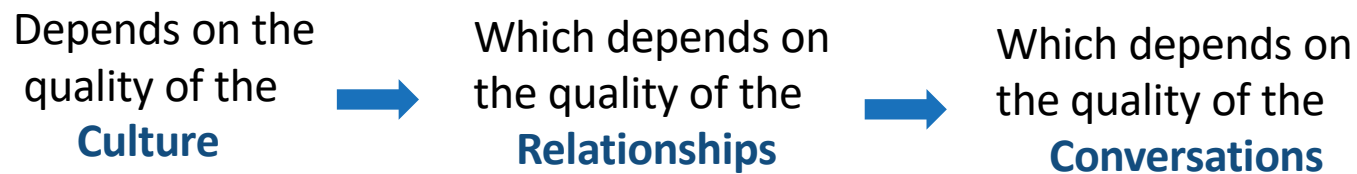
PREFRONTAL CORTEX (Oxytocin)

TRUST: we see reality more clearly and are open to engagement.

- Reveal more
- Expect less & over deliver
- Assume the best
- Look with an open heart
- Interpret with facts
- Tell the truth
- Yes to confronting the truth

Trust is the glue that holds an organization together in the face of enormous challenges. Trust *primes the pump* so that people can get intimate and feel open enough to be inclusive, interactive and intentional.

Getting To The Next Level of Our Greatness



Everything happens through conversation!

Judith Glaser

Recommended Reading

