Conversational Intelligence™: Communicating with Intention for the Results You Want

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Union County-Human Resources Association
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Presented by
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Managing Partners, TeamWide Solutions
Introducing TeamWide Solutions and Creating WE Institute
Globally Elevating the Awareness and Importance of Conversational Intelligence™

TeamWide Solutions Founded by Rhonda York and Marla Emery

Creating We Institute Founded by Judith E. Glaser

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Goals of This Session

By introducing you to the Conversational Intelligence™ (C-IQ) concepts, framework, and tools, you will learn:

- What triggers trust and distrust in the brain and how to avoid the trigger phrases that result in anger or shut-down.
- How the brain archives past experiences that influence the way you react to a current situation or person.
- Tips to recognize when you are creating “a movie in your mind” and how to uncover the truth.
- How to say what needs to be said with candor and caring to your clients, employees, co-workers, or anybody!
- The importance of body language and tone when speaking and listening to others.
- Tips for communicating that increase your C-IQ!
What is Conversational Intelligence (C-IQ)™?

Conversational Intelligence™ is the intelligence hardwired into every human being to enable us to navigate successfully with others.

- Judith E. Glaser
What are the Benefits of Increasing C-IQ for You and Your Organization?

- Increased trust between managers and employees
- Decrease in conflict avoidance
- More engagement and collaboration
- Better understanding of goals and expectations
- Enhanced clarity of action plan and timeline
- Increase in sales
- Increase in productivity
- Increase in innovation (creating new products and services)
- Increase in cross-departmental partnering
- And More!
Why Do YOU Need to Know about C-IQ?

As HR professionals you can:

• Positively influence the leaders and culture of your organizations.
• Be the role models and change agents for C-IQ best practices.
• Initiate C-IQ training and professional development across the organization.
• Observe and measure the positive changes over time.
C-IQ – What’s the Brain Got to Do with It?

Fear
Power
Uncertainty
Being Right
Group Think

Trust Network
Oxytocin

Transparency
Relationship
Understanding
Shared Success
Truth-telling

Fear / Dis-trust
Network
Cortisol

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C-IQ Conversation Levels

**Level I - Transactional**

"Tell - Ask"

**Level II - Positional**

"Advocate - Inquire"

**Level III - Transformational**

"Share - Discover"

Discover what we don’t know...

Defend what we know

Confirm what we know

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Conversational Intelligence™ Dashboard

Making the Invisible Visible!

Level I  Level II  Level III

WAIT & SEE  EXPERIMENTOR  HIGH TRUST

CONDITONAL TRUST

LOW TRUST  SKEPTIC  RESISTOR

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C-IQ Levels - Examples

Level I – Transactional
(Inform)

Level II – Positional
(Persuade)

Level III – Transformational
(Co-Create)

Send me your report by 2:00 today!

You’re meeting with the client today, right?

What are your ideas to increase our profits?
What Gets in the Way?
Assumptions

“Making Stuff Up”

Assumptions
Interpretations
Meaning

• Impact of Assumptions
• How can we become more aware we are on the ladder?
• What can we do about it?
How do your filters influence the delivery/reception of your words?

- Past experiences with the person that you are speaking to
- Past experiences with others that influence the current conversation
- What other assumed and implied filters do you have?
What’s Your Story?
Group Exercise: Debrief “Awkward Performance Review” Clip

- What stories were playing out in this video clip?
- How did their stories affect the way each person perceived what the other was going to say?
- What could each have done to be aligned with each other before the conversation?
- As the manager, what would you have done next?
What’s Trust Got to Do with It?
Conversational Intelligence Ritual

Key practices for influence success....

- Transparency
- Relationships
- Understanding
- Shared Success
- Truth-telling
Universal Fears and Needs

<table>
<thead>
<tr>
<th>UNIVERSAL FEARS</th>
<th>UNIVERSAL NEEDS</th>
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<tbody>
<tr>
<td>• Being Excluded</td>
<td>• Being Included</td>
</tr>
<tr>
<td>• Being Unfairly Judged</td>
<td>• Being Appreciated</td>
</tr>
<tr>
<td>• Being a Failure</td>
<td>• Being a Success</td>
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<tr>
<td>• Being Powerless</td>
<td>• Being Powerful</td>
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<tr>
<td>• Being Stupid</td>
<td>• Being Smart</td>
</tr>
<tr>
<td>• Being Minimized</td>
<td>• Being Maximized</td>
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<tr>
<td>• Being w/o Purpose</td>
<td>• Being w/Purpose</td>
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Three Elements of Communication

According to Albert Mehrabian, the three elements account differently for our liking for the person who puts forward a message concerning their feelings: words account for 7%, tone of voice accounts for 38%, and body language accounts for 55% of the liking. **Specifically, this applies when the meaning is ambiguous when the words do not match these elements of communication.**
How Does Tone Change Meaning?

- I didn’t say you killed your wife!
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What are Trigger Phrases?

- Anything said or implied through body language or tone that elicits a defensive/protective reaction from the listener

- Examples:
  - You don’t get it, do you?
  - Just follow the rules!
  - I will handle it myself!
  - *Why* did you do that?
## Words to Shift from Distrust to Trust

<table>
<thead>
<tr>
<th>Words/Phrases That Lead to Distrust</th>
<th>Words/Phrases That Lead to Trust</th>
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<tbody>
<tr>
<td>1. Yes, but ...</td>
<td>1. Yes, and say more about that ...</td>
</tr>
<tr>
<td>2. Why did you do it that way?</td>
<td>2. Help me understand what led you to do it that way?</td>
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<td>3. Just do as you’re told!</td>
<td>3. What would you recommend?</td>
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<tr>
<td>4. You don’t need to know why!</td>
<td>4. What information do you need to help you succeed at doing your job?</td>
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<tr>
<td>5. You always mess up!</td>
<td>5. Let’s talk about what’s getting in your way.</td>
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<tr>
<td>6. So far, I haven’t heard anything worthwhile.</td>
<td>6. Help me to understand what is important about ...</td>
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### Being Closed/Protecting

- Yes, but ...
- Why did you do it that way?
- Just do as you’re told!
- You don’t need to know why!
- You always mess up!
- So far, I haven’t heard anything worthwhile.

### Being Curious/Partnering

- Yes, and say more about that ...
- Help me understand what led you to do it that way?
- What would you recommend?
- What information do you need to help you succeed at doing your job?
- Let’s talk about what’s getting in your way.
- Help me to understand what is important about ...
Mark Twain Said …

“The difference between the right word and the almost right word is the difference between lightning (bolt) and a lightning bug.”
Tips for Communicating with C-IQ?

1. **Start with the intention to build trust** first with candor and caring.
2. Express your ideas, sentiments, facts, opinions, questions, and suggestions with intention to achieve a positive outcome or result.
3. **Intentionally** choose words that deliver the message with candor and caring.
4. Ask questions that **invite the other person to be fully expressed** without fear of criticism or rejection.
5. **Avoid words and tone of voice that evoke judgment** and trigger shut-down or defensive responses (*e.g.*, **Why? You did what??*).
6. **Don’t use absolute terms** such as: You always ..., he never ..., everyone knows ..., etc.”
7. **Actively listen** by paraphrasing what you heard and get agreement throughout the conversation.

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“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 conversation!” - Judith E. Glaser
About TeamWide Solutions

- As we celebrate our 10th anniversary, TeamWide Solutions has provided executive coaching, leadership development, team building, and workforce training to numerous successful companies in Charlotte and beyond.

- We partner with leaders and change agents who take actions to foster a workplace culture in which people and businesses thrive and succeed.

- Our team-based programs focus on raising the Conversational Intelligence™ company-wide, which happens when leaders and individuals value trust as the foundation for building relationships and achieving success.

- Visit our website at www.teamwidesolutions.com to learn more.

- Visit our TeamWide Solutions Facebook page to see how we engage our clients and support our community.
Contact TeamWide Solutions

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