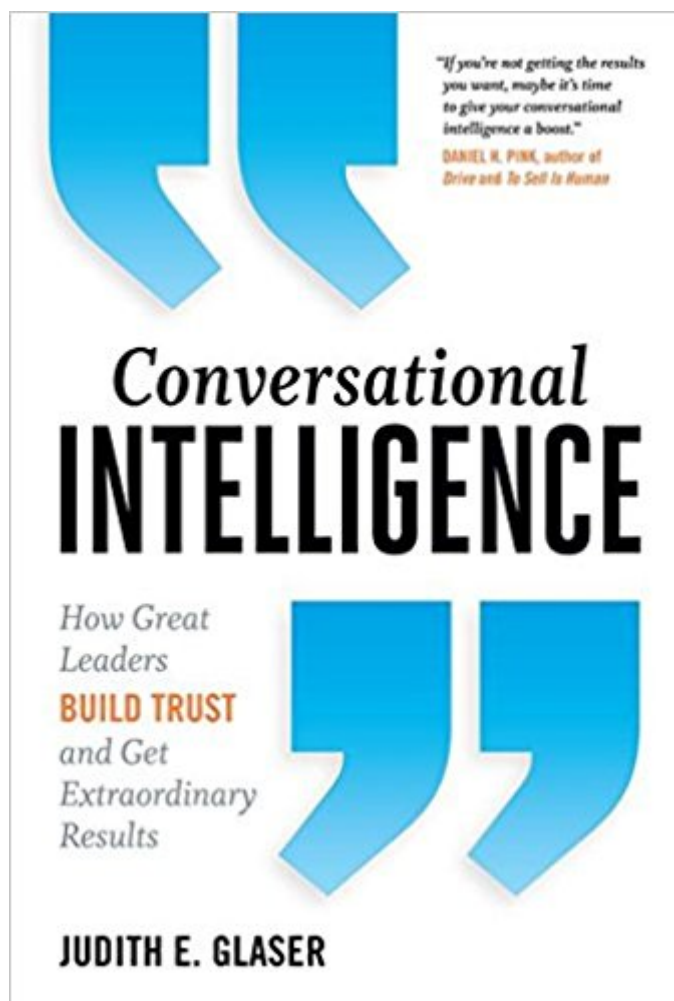


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Conversational Intelligence: How Great Leaders Build Trust And Get Extraordinary Results



Synopsis

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. 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.

Book Information

Paperback: 264 pages

Publisher: Routledge; 1 edition (April 30, 2016)

Language: English

ISBN-10: 1629561436

ISBN-13: 978-1629561431

Product Dimensions: 0.2 x 6 x 9 inches

Shipping Weight: 11.2 ounces (View shipping rates and policies)

Average Customer Review: 4.6 out of 5 stars 185 customer reviews

Best Sellers Rank: #35,266 in Books (See Top 100 in Books) #17 in [Books > Reference > Etiquette > Conversation](#) #191 in [Books > Business & Money > Job Hunting & Careers > Guides](#) #274 in [Books > Business & Money > Skills > Communications](#)

Customer Reviews

Basing her tips on recent neuroscience research, Benchmark Communications CEO and executive coach Glaser instructs readers on how to enhance conversations in a professional setting, and develop new conversational rituals. Case studies illustrate the essential transition up the levels: Level I, which is transactional (how to exchange data and information); Level II, which is positional (how to work with power and influence); and Level III, which is transformational (how to co-create the future for mutual success.) Following her advice, Glaser claims, will help readers adjust their neurochemistry, strengthen their relationships, and influence the way they interpret reality. The book is strongest when Glaser astutely describes issues such as becoming addicted to being right.

Specifics for achieving the title's promised conversational enhancement become lost, however, due to overwriting and overreliance on contrived acronyms and unnecessary trademarking: Conversational Intelligence TM, STAR Skills TM, Vital Instincts TM. While readers may glean encouragement from the ability to positively affect their interactions, the book's tone will deter most readers. Agent: Al Zuckerman, Writers House. (Oct.) --This text refers to the Hardcover edition.

"Glaser's idea of C-IQ provides an excellent guide to improving effectiveness both on the job and outside the office and should stimulate "thinking different" among practitioners, faculty, and students of business. High recommended." ¹; Library Journal, starred review¹; Before you can persuade others, you need to know how to listen and how to communicate. With the best of intentions, we can fall back into patterns and old habits that are less than ideal ¹; it's just the way we're wired. Conversational Intelligence builds on the fundamental science of communication to help you achieve more attunement with others. If you're not getting the results you want, maybe it's time to give your 'C-IQ' a boost.¹; Daniel H. Pink, best-selling author of Drive and To Sell Is Human¹; In Conversational Intelligence, Judith Glaser takes us on an insightful and in-depth discovery of how trust, the most basic human instinct, creates and fuels the foundation needed to transform cultures and companies. Trust, at its highest level, removes self and enables interactions and conversations to connect teams for higher performance and purpose.¹; Angela Ahrendts, CEO of Burberry¹; Brilliant! Judith Glaser breaks new ground with Conversational Intelligence. Moving us closer to ¹; Emotional Intelligence (EI) and ¹; Learning Intelligence (LI) by leveraging the power of ¹; Conversational Intelligence (CI), she gives us the profoundly practical tools to integrate emotion, learning, and connected conversations into one seamless, life-changing, and leadership-inspiring process. She is truly the ¹; Guru of We!¹; Kevin Cashman, best-selling author of The Pause Principle and Leadership from the Inside Out, and senior partner of CEO & Executive Development, Korn/Ferry International¹; Conversational Intelligence is a tour de force spanning new frontiers of research and practice in organizational change. Glaser reminds us that great leadership derives from powerful social exchange and collective solutions that are intricately woven. Intelligence in a digital age is a new admixture: simultaneously crowd-sourced and deeply personal.¹; Michael Levine, PhD, executive director of the Joan Ganz Cooney Center at Sesame Workshop and co-author of Pioneering Literacy in the Digital Wild West¹; 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 individuals and entire companies. Her approach is both practical and profound: through trust building and level-setting the right conversations, leaders can activate higher engagement, deeper commitment, and transformational results with employees, vendors, and customers. A must-read!

— Ed Gilligan, president of American Express

Drawing on a lifetime of advising America's top executives, Judith Glaser delivers a masterful analysis of the power of conversation, sharing countless examples of how business leaders are driving change and achieving superior results by leveraging the art and science of Conversational Intelligence strategies.

— Kathee Tesija, executive vice president of Merchandising and Supply Chain of Target

If each of us used and embodied the principles of Conversational Intelligence conveyed by Glaser in this book, it would not only create winning outcomes for businesses, it would change the world! This is a must read for anyone who wants to have major impact in the world, and especially for those in leadership. The concept of Level 3 Conversation is a total game changer!

— Jane Stevenson, vice chairman of Board and CEO Services of Korn/Ferry International, and co-author of the best-seller, *Breaking Away: How Great Leaders Create Innovation that Drives Sustainable Growth and Why Others Fail*

Judith Glaser's new book, *Conversational Intelligence*, encapsulates the importance of transparency when building respectful relationships that are founded on mutual understanding. In my organization, radical transparency is a core tenet of our business. Glaser's method supports our practiced philosophy of transparency, but boils it down to the conversational level, making this a practical guide for individual employees, teams, leaders and organizations to work toward mutually agreed upon success.

— Ryan Smith, co-founder and CEO of Qualtrics, contributor to The Wall Street Journal, and named one of Forbes' America's Most Promising CEOs Under 35 for 2013

In her new book, *Conversational Intelligence*, Judith Glaser provides tools that help understand what is going on in our conversations with one another and how to elevate our Conversational Intelligence. Conversations that facilitate connectivity with others enable us to activate our higher executive functions to help build common goals throughout an organization. Conversational Intelligence is a must-read for everyone in an organization driving for high quality relationships, shared success and strengthening the organization's ability to make good decisions.

— Alessa Quane, Chief Risk Officer, AIG

Words are the ideas on which change is built; if we can see the world we want, we need to learn to express that vision in ways that engage others to join our movement and make it a reality. Conversational Intelligence is crucial for

that to happen!"; Caryl Stern, president and CEO of the U.S. Fund for UNICEF and author of *I Believe in Zero: Learning from the World's Children*; So, you think you have the gift of gab? That you're an experienced communicator and it's served you well in your career? Think again. Great communication, rather than being a programmed trait, is actually a hard-won skill, and learning how to communicate well requires a master guide. Now we have one. Judith Glaser, an internationally respected executive coach and consultant, has broken the mold with her latest book, *Conversational Intelligence*. Simply said, this book is a find."; Jon Entine, executive director of the Genetic Literacy Project, George Mason University, fellow at the American Enterprise Institute, Washington, DC, and author of *Taboo and Abraham's Children* "In modern-day businesses that operate across continents, cultures, or vast generational differences, a mere turn of phrase can mean conflict, chaos, and wasted resources. Glaser's new book, *Conversational Intelligence*, will help leaders at all levels learn to engage their heads and hearts to generate trusting relationships that drive their companies to being really great local and global players." The Honorable Mary K. Bush, president of Bush International and senior managing director of Brock Capital Group, LLC; In a world with increasingly more information with often less relevance, Judith Glaser has written a primer on taking our daily conversations from typically superficial transactions to meaningful ones in an effort to transform the world around us. Using neuroscience, social science research, and a dose of folk wisdom, *Conversational Intelligence* presents models, tools, and examples relevant to enhancing any part of our professional and personal communication lives. Sandra L. Shullman, Ph.D., managing partner of Executive Development Group, LLC; In my experience there are books that stimulate the mind, there are books that inspire the heart, and there are books that give practical tools for application. However, it is rare when you find a book that accomplishes all three. *Conversational Intelligence* is one of those rare books. Judith Glaser's wisdom and insight draw the reader into the heart of her message: "To get to the next level of greatness depends on the quality of the culture, which depends on the quality of relationships, which depends on the quality of conversations. Everything happens through conversations." Michael J. Stabile, Ph.D., clinical professor in the Department of Educational Leadership and Human Resource Development, Xavier University, and founder and president of FutureNow Consulting, LLC; Judith Glaser's years of study and experience as an executive coach in large companies have brought her profound insights that manifest themselves in this book of effective strategies underpinned by science and the wisdom of her own heart. Every executive, manager, and coach can benefit from understanding and

developing Conversational Intelligence. — Deborah Rozman, Ph.D., CEO of Institute of HeartMath --This text refers to the Hardcover edition.

To be fair, this book puts together excellent frameworks for setting up productive co-creating conversations in a structured way. The 3 levels of conversation, the dashboards, the 5 brains, the TRUST model, the FORCES model, etc., are all useful framing of some commonsensical but powerful body of knowledges that work towards building great conversations and trust. Judith provides some great examples and cases of conversations for each model that she has worked with actual clients that illustrates the concepts. But I give a three stars because the book is too lengthy, with multiple repetition of the same points written over and over again, even within the same chapter. I certainly appreciate the power of reinforcement, but when it come across as a "collection of separate lectures" rather than a unified production of coherent thoughts, I would expect a book written on "intelligence" to be produced with strong writing intelligence.

Consultant and author, Judith Glaser, has been studying how people converse with each other for most of her adult life. This book "Conversational Intelligence" is the culmination of her thinking on the subject and provides a practical and insightful perspective. "Conversational Intelligence is what separates those who are successful from those who are not" in business, in relationships, and even in marriages. By the time you have worked through this accessible book, you will understand why she is not exaggerating. We think of a conversation as simply talking, sharing information, telling colleagues and staff what we expect them to do, or what is bothering us. Conversations are not simple, and how they work or do not work, does deserve our attention. Unhealthy conversations are the cause of distrust, deceit, betrayal, and avoidance. Any one of these will lead to lower productivity, and less thoughtful action, and, ultimately, to lower business success. Few leaders, Glaser asserts, understand how critical conversations are to the health of their companies. Consider how many hours you spent mulling over a thoughtless, offensive comment from a colleague or superior. Consider how much nerve energy is expended thinking about an upcoming meeting with someone who demeans you, or with whom you are merely uncomfortable. To understand this at a deeper level Glaser relates Conversations to neuro-biology. There has been significant breakthroughs in our understanding of how the brain works since the development of the FMRI. The prefrontal cortex is the executive centre of the brain. It is where higher order brain activity is processed. It is activated when we feel we can trust others, and is

deactivated when we feel high levels of fear and distrust. The prefrontal cortex can be considered the centre of trust. The amygdala and limbic areas of the brain, in contrast, are where distrust is centred. When the amygdala is activated, by fear or distrust, our brains effectively close down and our ability to think is severely impaired. Supportive conversations make us feel safe because the oxytocins are released and “they enhance our feelings of bonding, and dopamine and serotonin contribute to feelings of well-being.” In these contexts, we are able to have productive conversations and think well with others. Conversing has three levels in Glaser’s method. Level 1 is where we share information with one another. Level 2 is where we engage in “positional” conversations when we have a point of view and express our point of view. At this level, we work to get others to understand or accept our view. Level 3 is where we communicate with others to transform and shape our common reality. At this level, we complement, build, and can have “extraordinary, transformational conversations with others.” Researchers in neuroscience are demonstrating that the capacity to operate at Level 3 is hardwired into all human beings,” Glaser reports. Everyone is capable of conversing at this level. Glaser describes an instructive consulting assignment she had with Boehringer Ingelheim, the multinational pharmaceutical company. Their representatives were rated 39th out of 40 companies by the doctors they called on to talk about the company’s products. The representatives had been trained to use a traditional features-and-benefits model of selling. In this model when a physician raises a concern, the representative tries to persuade her that the issue is not terribly important. The representatives had, in effect, been trained to argue well and persuasively. No matter how politely this is done, it made the relationship adversarial. When this became evident, Glaser trained them in a five-step method that was designed to get the prefrontal cortex engaged, and not the amygdala. The method involved building rapport; listening without judgment; asking discovery questions; reinforcing success; and dramatizing the message. The result was that the representatives rose to the most trusted and liked representatives in the same 40-company survey of doctors. This is a case of Conversational Intelligence in practice. The second half of the book is a practical guide to creating conversations that lead to deeper understanding and engagement, rather than fear and avoidance. Over thousands of years of evolution, we learned to distinguish in nano-seconds who or what is dangerous and who or what is friendly. Those among our ancient ancestors got this wrong never survived. We have the same responses in the workplace today as we did in the wilds finding our food centuries ago. This triggers either the amygdala or the prefrontal cortex. Leaders who do not take care with how they

come across to staff pay a high penalty. The cost is non-compliance, wasted nerve energy, anger or fear, and poor output. Glaser exhorts the reader to “Be mindful of your conversations and the emotional content you bring • either pain or pleasure. Are you sending friend or foe messages? Reading this book from cover to cover is a small price to pay for a large reward. Readability Light -+--- Serious Insights High -+--- Low Practical High -+--- Low

Mann of Gateways consults internationally on leadership and strategy.

The principles espoused are terrific mind sets for leaders and groups, yet are simply common sense for relationship building. The primary message is to put the relationship first, and through enhanced trust all obstacles (essentially fear) melt away. However, I was looking for more practical supports for linguistic change, and I didn't find it. Leaders most in need of trust building exercises are those who have never experienced what these conversations sound like, and unfortunately they will not learn it here. They will be reminded of the principle of sharing and discovering, (relationship building), but only one small paragraph actually provides linguistic samples of actual conversations. This book has very little in the way of example conversations, but more in the way of example meeting strategies. Leaders can't utilize language skills they don't have, and regrettably I found no assistance here.

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